

# **Council Meeting**

## **Agenda**

**Monday 18 August 2025**

**Commencing 7:00 PM**

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

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## Council Meeting

Monday 18 August 2025 at 7:00 PM.

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

**Officers:** 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 18 August 2025** commencing at **7:00 PM**.

Peter Benazic  
INTERIM CHIEF EXECUTIVE OFFICER

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## **1 Opening And Reflection**

## **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**

- Council Meeting - 21 July 2025.

## **5 Declaration Of Interests**

## 6 Community Questions

## 7 Ordinary Business

### 7.1 Town Planning Reports

#### 7.1.1 PLANNING MATTERS DEALT WITH BY OFFICERS UNDER DELEGATED AUTHORITY - AUGUST 2025

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

#### Recommendation

That Council note the 'Planning Matters Dealt with by Officers Under Delegated Authority – August 2025' report.

#### Executive Summary

The following matters have been dealt with under delegated powers since the last report.

#### Planning Matters Report

Refer to tables on the following pages, which cover the period between 16 June 2025 and 28 July 2025.

#### 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.

**Beacon Hills Ward**

| <b>Permit Number</b> | <b>Address</b>   | <b>Proposal</b>  | <b>Decision</b> | <b>Date Lodged</b> | <b>Date of Decision</b> |
|----------------------|--|--|-----------------|--------------------|-------------------------|
| T240649              | 25 Barnes Drive, Guys Hill VIC 3807                        | Buildings and works for an outbuilding and associated earthworks   | Issued          | 2/12/2024          | 16/06/2025              |
| T250011              | 570 Salisbury Road, Beaconsfield Upper VIC 3808            | Buildings and Works (Construction of a Shed)   | Issued          | 10/01/2025         | 17/06/2025              |
| T240597              | 133 Quamby Road, Guys Hill VIC 3807                        | The use and development of the land for one dwelling, the construction of an outbuilding and vegetation removal.                 | Issued          | 13/11/2024         | 20/06/2025              |
| T220658              | 131 Bathe Road, Pakenham VIC 3810                          | Use and Development of the Land for a Dwelling, Associated Earthworks, Removal of Native Vegetation and Other Vegetation Removal | Issued          | 28/09/2022         | 23/06/2025              |
| T240404              | 220 Old Gembrook Road, Pakenham Upper VIC 3810             | Extension to existing dwelling, construction of a garage and associated earthworks   | Issued          | 15/08/2024         | 23/06/2025              |
| T240662              | 103 Beaconsfield-Emerald Road, Beaconsfield Upper VIC 3808 | Buildings and Works (Construction of an Outbuilding)   | Issued          | 6/12/2024          | 3/07/2025               |
| T250158              | 465 Beaconsfield-Emerald Road, Guys Hill VIC 3807          | Buildings and works for a dwelling extension   | Issued          | 15/03/2025         | 3/07/2025               |
| T110790 - 1          | 63 Wallace Street, Beaconsfield VIC 3807                   | S72 Amendment to Planning Permit T110790-1 to change the conditions which apply to the permit                                    | Issued          | 17/03/2025         | 8/07/2025               |
| T240258              | 19 Knight Road, GEMBROOK VIC 3783                          | Subdivision of the Land into Four (4) Lots (Consolidation and Re-subdivision)  | Issued          | 12/06/2024         | 14/07/2025              |
| T250247              | 275 Bourkes Creek Road, Pakenham Upper VIC 3810            | Buildings and Works (Construction of a Verandah)   | Issued          | 7/05/2025          | 16/07/2025              |
| T240356              | 865 Toomuc Valley Road, Pakenham Upper VIC 3810            | Buildings and Works (Construction of an Outbuilding) and Removal of Vegetation   | Issued          | 26/07/2024         | 25/07/2025              |
| T250024              | 7 Fairhazel Court, Beaconsfield Upper VIC 3808             | Use and Development of Land for a Dwelling and associated Vegetation Removal   | Issued          | 17/01/2025         | 25/07/2025              |
| T240651              | 408 Paternoster Road, Mount Burnett VIC 3781               | Buildings and Works (Construction of an Outbuilding) and Associated Earthworks   | Issued          | 3/12/2024          | 28/07/2025              |

## Bunyip Ward

| Permit Number | Address                                      | Proposal   | Decision | Date Lodged | Date of Decision |
|---------------|--|--|----------|-------------|------------------|
| T250223       | 231 Tynong North Road, Tynong North VIC 3813 | Buildings and works for an outbuilding   | Issued   | 24/04/2025  | 18/06/2025       |
| T250018       | 59 Hope Street, Bunyip VIC 3815              | Subdivision of Land into Two (2) Lots  | Issued   | 14/01/2025  | 24/06/2025       |
| T250192       | 46B Peet Street, Pakenham VIC 3810           | Buildings and Works (Construction of a Warehouse) and Reduction in Car Parking Requirements of One (1) Space | Issued   | 7/04/2025   | 30/06/2025       |
| T240472       | 64 Hope Street, Bunyip VIC 3815              | Buildings and works for a small second dwelling  | Issued   | 12/09/2024  | 14/07/2025       |
| T250301       | 55 Wattletree Road, Bunyip VIC 3815          | Buildings and works to construct an outbuilding and removal of one tree                                      | Issued   | 30/05/2025  | 16/07/2025       |
| T230176 - 1   | 18A Pinehill Drive, Pakenham VIC 3810        | Buildings and Works (Construction of a Shed), generally in accordance with the approved plans                | Issued   | 19/03/2025  | 23/07/2025       |
| T240566       | South Bank Road, Bunyip VIC 3815             | Buildings and Works (Construction of an Agricultural Building)   | Issued   | 30/10/2024  | 25/07/2025       |

**Central Ward**

None.

## Henty Ward

| Permit Number | Address                                  | Proposal   | Decision | Date Lodged | Date of Decision |
|---------------|--|--|----------|-------------|------------------|
| T250067       | 59 King Street, Pakenham VIC 3810        | Removal of easement E-1 from Lot 6 of LP56595  | Issued   | 13/02/2025  | 16/06/2025       |
| T240699       | 144 Duncan Drive, Pakenham VIC 3810      | Construction of one dwelling, construction of a carport to the existing dwelling and subdivision of the land into two (2) lots | Issued   | 20/12/2024  | 26/06/2025       |
| T250189       | 14 Kookaburra Rise, Pakenham VIC 3810    | Buildings and works (Construction of a Dwelling and a Fence)   | Issued   | 3/04/2025   | 2/07/2025        |
| T250212       | 37 Rogers Street, Pakenham VIC 3810      | Buildings and Works (associated with a Rooming House)  | Issued   | 16/04/2025  | 2/07/2025        |
| T240682       | 10 Sunny Vista, Pakenham VIC 3810        | Buildings and Works (Construction of a Dwelling and a Fence)   | Issued   | 18/12/2024  | 4/07/2025        |
| T250171       | 3 Kookaburra Rise, Pakenham VIC 3810     | Buildings and works (Construction of a Dwelling and a Fence)   | Issued   | 20/03/2025  | 14/07/2025       |
| T250421       | U 4/87 Slattery Place, Pakenham VIC 3810 | Buildings and works for a dwelling extension   | Issued   | 14/07/2025  | 24/07/2025       |

**Pakenham Hills Ward**

None.



**Officer Ward**

| <b>Permit Number</b> | <b>Address</b>                       | <b>Proposal</b>      | <b>Decision</b> | <b>Date Lodged</b> | <b>Date of Decision</b> |
|----------------------|--------------------------------------|----------------------|-----------------|--------------------|-------------------------|
| T250268              | Princes Highway, Officer VIC 3809    | Creation of Easement | Issued          | 15/05/2025         | 4/07/2025               |
| T250331              | 5 Rainforest Court, Officer VIC 3809 | Removal of Easements | Issued          | 9/06/2025          | 16/07/2025              |

## Ranges Ward

| Permit Number | Address   | Proposal   | Decision | Date Lodged | Date of Decision |
|---------------|---|--|----------|-------------|------------------|
| T240230       | 359 Belgrave-Gembrook Road, Emerald VIC 3782          | Subdivision of Land into Two (2) Lots  | Issued   | 21/05/2024  | 16/06/2025       |
| T250231       | 13 Bailey Road, Cockatoo VIC 3781                     | Buildings and Works (Extension and Alteration to a Dwelling)   | Issued   | 27/04/2025  | 18/06/2025       |
| T250182       | 3 Alfred Grove, Emerald VIC 3782                      | Buildings and Works (Construction of an Outbuilding and Removal of Vegetation (One Tree)   | Issued   | 27/03/2025  | 20/06/2025       |
| T250318       | 37 Westlands Road, Emerald VIC 3782                   | Buildings and works (Construction of a Shed)   | Issued   | 3/06/2025   | 27/06/2025       |
| T040304 - 1   | 2904 Gembrook-Launching Place Road, Gembrook VIC 3783 | Section 72 Amendment to Planning Permit T040304 to amend previously endorsed plans   | Issued   | 19/02/2025  | 7/07/2025        |
| T180341 - 1   | 2904 Gembrook-Launching Place Road, Gembrook VIC 3783 | Section 72 Amendment to Planning Permit T180341 to change the statement of what the permit allows, amend Condition 6 and amend previously endorsed plans | Issued   | 3/02/2025   | 7/07/2025        |
| T210826       | 128 Red Road, Gembrook VIC 3783                       | Buildings and Works for the Construction of a Dwelling   | Issued   | 27/10/2021  | 7/07/2025        |
| T250206       | 13 Kings Road, Emerald VIC 3782                       | Buildings and works associated with the construction of one dwelling   | Issued   | 14/04/2025  | 10/07/2025       |
| T240505       | 5-7 Palm Court, Emerald VIC 3782                      | Use and development of the land for a Small Second Dwelling  | Issued   | 2/10/2024   | 14/07/2025       |
| T240580       | 7A Paternoster Road, Cockatoo VIC 3781                | Buildings and works associated with a dwelling extension   | Issued   | 8/11/2024   | 18/07/2025       |
| T240599       | 5 Stillwells Deviation, Avonsleigh VIC 3782           | Buildings and Works (Construction of an Outbuilding)   | Issued   | 18/11/2024  | 25/07/2025       |
| T250151       | 53 Gembrook Road, Gembrook VIC 3783                   | Buildings and works (construction of an outbuilding)   | Issued   | 12/03/2025  | 25/07/2025       |
| T250266       | 4 Woodlands Avenue, Emerald VIC 3782                  | Buildings and Works (Construction of an Outbuilding)   | Issued   | 14/05/2025  | 28/07/2025       |

**Toomuc Ward**

| <b>Permit Number</b> | <b>Address</b>  | <b>Proposal</b>   | <b>Decision</b> | <b>Date Lodged</b> | <b>Date of Decision</b> |
|----------------------|---|---|-----------------|--------------------|-------------------------|
| T250208              | 66 Thewlis Road & 15 Cemetery Road, Pakenham VIC 3810 | To subdivide the land into two (2) lots   | Issued          | 11/04/2025         | 2/07/2025               |
| T250253              | 124 Sundance Promenade, Pakenham VIC 3810             | Subdivision   | Issued          | 9/05/2025          | 2/07/2025               |
| T250162              | 4 Majella Road, Officer VIC 3809                      | Building over SLO6  | Issued          | 19/03/2025         | 8/07/2025               |
| T250243              | 14 Jules Way, Pakenham VIC 3810                       | Buildings and works (dwelling) in Significant Landscape Overlay - Schedule 6                            | Issued          | 5/05/2025          | 16/07/2025              |
| T250272              | 17 Jules Way, Pakenham VIC 3810                       | Buildings and works (dwelling) within the Significant Landscape Overlay – Schedule 6                    | Issued          | 19/05/2025         | 18/07/2025              |
| T250277              | 11 Breathtaker Street, Officer VIC 3809               | Buildings and works (dwelling) in Significant Landscape Overlay - Schedule 6                            | Issued          | 21/05/2025         | 24/07/2025              |
| T250335              | 19 Michael Street, Pakenham VIC 3810                  | To subdivide the land into 16 lots and common property generally in accordance with the attached plans. | Issued          | 10/06/2025         | 28/07/2025              |

### Westernport Ward

| Permit Number | Address                                     | Proposal   | Decision | Date Lodged | Date of Decision |
|---------------|---|--|----------|-------------|------------------|
| T240191       | 92 Enterprise Road, Pakenham VIC 3810       | Use and development of land for warehouse(s), reduction of car parking requirements and display of business identification signage   | Issued   | 29/04/2024  | 17/06/2025       |
| T250267       | 4 Lapis Street, Koo Wee Rup VIC 3981        | Buildings and works (Construction of a Verandah)   | Issued   | 14/05/2025  | 20/06/2025       |
| T250061       | 13 John Street, Koo Wee Rup VIC 3981        | Buildings and works (construction of an outbuilding)   | Issued   | 11/02/2025  | 23/06/2025       |
| T250330       | We 3/3 Precision Drive, Pakenham VIC 3810   | Reduction in Car Parking Requirments (1 Space)"  | Issued   | 9/06/2025   | 23/06/2025       |
| T250118       | Greenhills Road, Pakenham VIC 3810          | Subdivision of land into two (2) lots and creation of a reserve (Road Reserve R1)  | Issued   | 24/02/2025  | 26/06/2025       |
| T250167       | 55 Axis Boulevard, Officer South VIC 3809   | Building and works for warehouse development with associated parking   | Issued   | 20/03/2025  | 26/06/2025       |
| T240518       | 28 Evolve Street, Officer South VIC 3809    | Two (2) warehouses with a reduction in car parking   | Issued   | 4/10/2024   | 26/06/2025       |
| T250156       | 33 Axis Boulevard, Officer South VIC 3809   | Subdivision of land into seventeen (17) lots   | Issued   | 17/03/2025  | 27/06/2025       |
| T240115       | 60 Greenhills Road, Pakenham VIC 3810       | Development of a warehouse, car parking variation, erection of business identification signage and works in the land subject to inundation overlay.  | Issued   | 15/03/2024  | 30/06/2025       |
| T240143       | 390 Westernport Road, Lang Lang VIC 3984    | Use and Development of Land for the Purpose of a Plant Nursery and Alteration of Access to a Road in a Transport Zone 2.   | Issued   | 27/03/2024  | 30/06/2025       |
| T250190       | 9 Advance Boulevard, Officer South VIC 3809 | Two (2) warehouse development with ancillary offices and reduction in car parking.   | Issued   | 1/04/2025   | 2/07/2025        |
| T230182       | 500 Seven Mile Road, Nar Nar Goon VIC 3812  | Buildings and Works (associated with Horse Husbandry) and Removal of Native Vegetation   | Issued   | 3/05/2023   | 3/07/2025        |
| T250165       | 2 Kookaburra Drive, Officer South VIC 3809  | Building and works for warehouse development with associated parking   | Issued   | 20/03/2025  | 7/07/2025        |
| T220340 - 1   | 55 & 57 Commercial Drive, Pakenham VIC 3810 | The use and development of the land for a Retail Premise (Caravan Sales and Servicing), and display of business identification signage and internally illuminated signage, in accordance with the endorsed plans | Issued   | 5/02/2025   | 8/07/2025        |

|             |   |  |        |            |            |
|-------------|---|--|--------|------------|------------|
| T230179 - 2 | 60 , 100 & 130 Greenhills Road, 6 Soldiers Road & 955 Koo Wee Rup Road, Pakenham VIC 3810       | Subdivision of land in stages, subdivision of land adjacent to a road in a Transport Zone 2, removal of easements and associated works   | Issued | 28/03/2025 | 9/07/2025  |
| T230375     | 5 Osborn Road, Koo Wee Rup VIC 3981   | Use of the land for a contractor's depot and buildings and works for a shed  | Issued | 26/07/2023 | 17/07/2025 |
| T240364     | 100 Greenhills Road (Lot1 PS904617 to become Lot 109 Meadow Parade PS914134), Pakenham VIC 3810 | Use and development of the land for an Indoor recreation facility and advertising signs  | Issued | 29/07/2024 | 17/07/2025 |
| T250046     | 650 Bunyip-Modella Road, Iona VIC 3815  | Buildings and works (construction of outbuilding)  | Issued | 31/01/2025 | 23/07/2025 |
| T200427     | Cardinia Road, Officer South VIC 3809   | Buildings and works associated with the construction of a supermarket and associated shops, office, medical centre and food and drink premises and reduction of car parking requirements | Issued | 23/06/2020 | 24/07/2025 |
| T250281     | 295 Temby Road, Iona VIC 3815   | Buildings and Works (Construction of Carport)  | Issued | 22/05/2025 | 28/07/2025 |

### Attachments

Nil

## 7.1.2 PLANNING MATTERS VCAT REPORT - AUGUST 2025

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

### Recommendation(s)

That Council note the 'Planning Matters VCAT Report – August 2025' report.

### Executive Summary

The following list is presented to keep Council informed of applications that are currently the subject of appeals proceedings and recent decisions from the Victorian Civil and Administrative Tribunal (VCAT). This list is current as of 28 July 2025.

### 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.

**Matters Recently Lodged at VCAT**

| Hearing Date | App. No. | Address                        | Proposal  | Council Decision  | Appealed By            |
|--------------|----------|--------------------------------|---|-------------------|------------------------|
| 26/11/2025   | T240016  | 28-46 Bald Hill Road, Pakenham | Buildings and works to alter car parking layout and accessways, alteration of access to road in a transport zone 2 and construction of hard stand areas | Permit (Delegate) | Applicant (conditions) |

**Matters Currently the Subject of VCAT Appeal**

| Hearing Date | App. No. | Address                             | Proposal   | Council Decision      | Appealed By |
|--------------|----------|-------------------------------------|--|-----------------------|-------------|
| 5-7 /11/2025 | T220800  | 315 Pooley Road, Nar Nar Goon North | Use and Development of Land for Rural Worker Accommodation and a Small Second Dwelling, and Removal/Lopping of Native Vegetation | Refusal (Delegate)    | Applicant   |
| 20/8/2025    | T240181  | 35 Canty Lane, Pakenham             | Subdivision of land and associated works, and removal of native vegetation   | FTD                   | Applicant   |
| 20/8/2025    | T230589  | 215 Evans Road, Longwarry           | Use of land for a Dwelling and Buildings and Works (Construction of a Dwelling, Shed and Associated Earthworks)                  | Refusal (TPC)         | Applicant   |
| 22/07/2025   | T240177  | 80 O'Briens Road, Yannathan         | Use and Development of land for Dwelling, Outbuilding and Associated works   | Refusal (TPC)         | Applicant   |
| TBD          | N/A      | 67 Officer South Road, Officer      | N/A – Application for declaration in relation to the Officer Major Activity Centre Urban Design Framework                        | UDF adopted (Council) | Applicant   |

\*FTD denotes an application for review of Council's failure to issue a decision within the prescribed timeframe.



**Matters Recently Decided at VCAT**

| App. No. | Address                               | Proposal   | Council Decision                           | Appealed By | Outcome                                     | Decision Date |
|----------|---------------------------------------|--|--|-------------|---|---------------|
| T210341  | 209 Berglund Road, Beaconsfield Upper | Use and development of the land a dwelling, outbuilding and removal of native vegetation | Refusal (TPC)                              | Applicant   | Affirmed - no permit granted                | 26/06/2025    |
| T230342  | 565 Murray Road, Vervale              | Use of the land for Rural Industry (mud brick manufacturing)                             | Notice of Decision to Grant a Permit (TPC) | Objector    | Varied conditions – affirmed permit granted | 17/07/2025    |

**Attachments**

Nil

### 7.1.3 PLANNING SCHEME AMENDMENT ACTIVITY - AUGUST 2025

|                         |   |
|-------------------------|---|
| 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: | <b>5.1 We practise responsible leadership</b><br>5.1.1 Build trust through meaningful community engagement and transparent decision-making.<br>5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.<br>5.1.5 Champion the collective values of the community through the Councillors' governance of the shire. |

#### Recommendation

That Council note the 'Active Planning Scheme Amendments' report in Table 1.

#### Executive Summary

The report provides an update on the status of active planning scheme amendments and planning scheme amendment requests received.

#### Status of Active Amendments

The following table provides details relating to planning scheme amendments that are currently being processed as of the 22 July 2025

| A/No.       | Proponent              | Address        | Purpose   | Exhibition Start | Exhibition End | Status   |
|-------------|------------------------|----------------|---|------------------|----------------|--|
| <b>C278</b> | Cardinia Shire Council | Municipal wide | Introduces a new Environmentally Sustainable Development (ESD) local policy (Clause 22.11) and makes associated changes to the Municipal Strategic Statement (MSS). | 29/02/24         | 8/04/24        | <ol style="list-style-type: none"> <li>1. Council endorsed to seek authorization from the Minister for Planning to prepare proposed Amendment C278card on the 20/03/2023.</li> <li>2. Council received the Ministers authorization on the 23/10/2023 to prepare the proposed Amendment C278card.</li> <li>3. The proposed Amendment was placed on public exhibition from the 29/02/2024 until the 8/04/2024. Council received five submissions to the proposed Amendment C78card.</li> <li>4. On the 17 June 2024 Council considered the submissions made to C278card and endorsed referring the submissions to a Planning Panel appointed by the Minister for Planning.</li> <li>5. A Planning Panel Hearing was held on the 26/8/2024 and Council received the Panel report on the 6/09/2024.</li> <li>6. On the 16/12/2024 Council adopted the proposed Amendment C278card with changes based on the Panel Report and to submit the adopted Amendment to the Minister for Planning for approval.</li> </ol> |

| A/No.       | Propone nt                  | Address  | Purpose   | Exhibition Start | Exhibition End   | Status   |
|-------------|-----------------------------|--|---|------------------|------------------|--|
|             |                             |  |   |                  |                  | 7. On the 23 December 2024, a Council officer submitted the Amendment to the Minister for Planning for approval.   |
|             |                             |  |   |                  |                  |  |
| <b>C282</b> | James Hicks Pottery Pty Ltd | Lot AA PS814723 Cotswold Crescent, Officer     | The amendment under Section 96A of the Planning and Environment Act 1987 amends the Schedule to the Heritage Overlay (Clause 43.01) to allow Council to consider a prohibited use under the Heritage Overlay (HO104) for an office. | To be determined | To be determined | <ol style="list-style-type: none"> <li>On the 18 June 2025 submitted a request for authorisation via the Department of Transport and Planning Amendment Tracking System.</li> <li>On the 16 June 2025 Council resolved to: <ul style="list-style-type: none"> <li>Request authorisation from the Minister for Planning to prepare and exhibit proposed Planning Scheme Amendment C282card under Section 8A of the Planning and Environment Act 1987.</li> <li>Consider planning permit application T230528, concurrently with proposed Planning Scheme Amendment C282card pursuant to Section 96A and 96B of the Planning and Environment Act 1987</li> <li>Exhibit proposed Planning Scheme Amendment C282card concurrently with planning permit T230528, in accordance with section 17, 18 and 19 of the Planning and Environment Act 1987, if authorisation to prepare the Amendment is received from the Minister for Planning.</li> </ul> </li> </ol> |
|             |                             |  |   |                  |                  |  |
| <b>C283</b> | Cardinia Shire Council      | Municipal wide                                 | Section 20(4) Amendment to make corrections of anomalies and errors (Fix-Up Amendment).   | To be determined | To be determined | <ol style="list-style-type: none"> <li>On the 14 April 2025 Council considered the proposed Amendment C283card to seek authorisation from the Minister for Planning to prepare and exercise her Ministerial powers of intervention pursuant to Section 20(4) of the Planning and Environment Act to approve Amendment C283card.</li> <li>Council deferred consideration of the proposed amendment pending the results of the Agricultural Audit undertaken in 2024 and it is formally reported to Council and the community at a future Council meeting.</li> </ol>  |
| <b>C284</b> | Cardinia Shire Council      | Crown Allotment 2001 next to Pakenham Cemetery | Section 20(2) Amendment to rezone former road reserve known as Crown Allotment 2001 from Urban Growth Zone Schedule 1 (UGZ1) to Public Use Zone   | To be determined | To be determined | <ol style="list-style-type: none"> <li>On the 14 April Council endorsed writing to the Minister for Planning and request: <ul style="list-style-type: none"> <li>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.</li> </ul> </li> </ol>  |

| A/No.                         | Proponent     | Address  | Purpose  | Exhibition Start | Exhibition End   | Status  |
|-------------------------------|---------------|--|--|------------------|------------------|---|
|                               |               |  | Schedule 5 (PUZ5).   |                  |                  | <ul style="list-style-type: none"> <li>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 <i>Planning and Environment Act 1987</i></li> <li>The Minister for Planning approves Amendment C284card pursuant to Section 35 of the <i>Planning and Environment Act 1987</i>.</li> </ul> <ol style="list-style-type: none"> <li>On the 24 April Council officers requested for authorisation.</li> <li>On the 26 May 2025 Council received advice from the Department of Transport and Planning advising the application requires further review.</li> <li>Council officers have tentatively booked a Council meeting on the 15 September 2025 for the matter to be reconsidered.</li> </ol>  |
| <b>Ministerial Amendments</b> |               |  |  |                  |                  |   |
| <b>Proposed</b>               | DTP and DEECA | Lang Lang (Shire of Cardinia), Oaklands (Hume Council) and Trafalgar | Proposed Ministerial Planning Scheme Amendment under Section 20(4) of the Planning and Environment Act to introduce new planning provisions into the Cardinia Planning Scheme to protect land known to contain sand resources in Lang Lang. A new Special Use Zone (SUZ8) is proposed to be applied to land where there are active extractive industry operations to clearly identify that the land is used for this purpose. Also, two State Resource Overlays (SRO1 and SRO3) are proposed to be applied; one to | 2 October 2024   | 18 November 2024 | <ol style="list-style-type: none"> <li>On the 16 December 2024 Council: <ul style="list-style-type: none"> <li>Noted and considered the proposed Ministerial Planning Scheme Amendment to apply new planning provisions to Strategic Extractive Resource Areas (SERAs) in Lang Lang</li> <li>Endorsed a submission that objected to the proposed Ministerial Planning Scheme Amendment to apply new planning provisions to Strategic Resource Areas (SERAs) in Lang Lang.</li> <li>Endorsed submitting the submission to the Minister for Planning accompanied by a cover letter signed by the CEO.</li> <li>Noted that there are fundamental gaps in the proposed Strategic Extractive Resource Areas (SERAs) Planning Scheme Amendment as reported in Council's submission.</li> <li>Call on the Victorian State Government to commit to fund the gap required for the Lang Lang Sand Truck Bypass.</li> <li>Endorse the Mayor writing to the Minister for Planning highlighting the strong dissatisfaction with the process and impact on the community and request the amendment process is ceased until appropriate due diligence on community impact and community consultation is undertaken.</li> </ul> </li> </ol> |

| A/No.        | Proponent             | Address   | Purpose   | Exhibition Start | Exhibition End | Status  |
|--------------|-----------------------|-----------|---|------------------|----------------|---|
|              |                       |           | identify the existing 250 metre EPA buffers surrounding existing operational quarries to further assist in protecting them from sensitive or inappropriate uses, and the other to identify land for future extractive industry. |                  |                | <ul style="list-style-type: none"> <li>Commence a communication and advocacy campaign highlighting Council's submission.</li> </ul> <p>2. As of the 17 June 2025, DTP are reviewing all submissions to SERA and Council is waiting to learn next steps.</p> |
|              |                       |           |   |                  |                |   |
| <b>VC286</b> | Minister for Planning | Statewide | The Amendment removes controls that require a planning permit for a licensed premises. It also deletes an associated state planning policy reference and referral requirements relating to liquor licences.                     | Not applicable   | Not applicable | Gazetted on the 1 July 2025   |

## 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

## 7.2 General Reports

### 7.2.1 PETITION RESPONSE - TEMPERATURE OF CARDINIA LIFE CHANGEROOM & 25M POOL

|                         |  |
|-------------------------|--|
| Responsible GM:         | Debbie Tyson   |
| Author:                 | Jo Kennedy   |
| Staff Disclosure:       | All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.                                     |
| Council Plan Reference: | <b>2.1 We support the creation of liveable spaces and places</b><br>2.1.1 Advocate, plan for and deliver accessible community infrastructure and services that address community need. |

#### Recommendation

That Council notes:

- Works are underway including repairs to the compressor valves, filter replacement, motor repairs and building management system repair.
- Replacement of the dehumidifier units will be investigated and considered in Council's future capital works program.

#### Executive Summary

Council has received a petition regarding the temperature of the changerooms and 25m pool at Cardinia Life. This report outlines history of the issue and measures taken to address the concerns.

#### Background

Council has received a petition regarding the temperature of the changerooms and 25m pool at Cardinia Life. In the petition community members that utilise Cardinia Life expressed concern with the cold temperatures in the changerooms and the 25m swimming pool. They requested that Council assist in raising the general temperature of the changerooms and the 25m pool, especially during the colder months. The petition notes that many patrons of the facility are displeased with how cold the changerooms and the 25m pool are. The patrons have raised this with Aligned Leisure and Council staff.

Council officers have been working to find solutions to increase the temperature in the changerooms, pool and pool deck within the centre. Officers are aware that the issue also relates to the air temperature in the pool hall which impacts patron comfort.

The issue is not due to the temperatures being set 'low'. The temperatures should be sitting higher than they have been recently, technical issues have limited the functionality of the heating equipment, leaving the patrons feeling colder.

Issues impacting temperature across the change room, pool water and pool hall air have included compressor and valve failures, filters requiring replacement, variable speed drive and fan motor failures, and building management system (BMS) component failures. These issues have been/are being addressed, however, only one stage of boost heating for the pool hall is currently available, repairs to the compressor valves have been arranged, this should assist with improved heat control.

Addressing these reactive items is in addition to the monthly preventative maintenance program. The range of issues experienced are associated with the age and condition of the existing equipment and the harsh aquatic environment it serves.

The main pool water temperature is currently set to 29 degrees, however, it has not been regularly making temperature throughout winter. The works that have taken place in recent months to address these items are showing improved temperature outcomes.

The heating for the pool deck changerooms has recently been increased to maximum. The existing system cannot provide any additional heat and is scheduled to be replaced in 2026 to improve temperature conditions in the pool deck change rooms.

Investigation is required into the replacement of the dehumidifier units. If a redevelopment of the facility progresses, it would be ideal to plan these works accordingly. Alternatively, planning for this replacement will be presented for consideration in Council's future capital works program.

Aligned Leisure staff and our BMS record the temperature of the air and water in the facility multiple times a day. The Aligned Leisure team will continue to monitor conditions and inform relevant officers during maintenance meetings.

### **Policy Implications**

There are no policy implications as part of the report.

### **Financial and Resource Implications**

There are no financial and resource implications as part of the report.

### **Climate Emergency Consideration**

Works being planned to address the issues raised involved electrifying heating equipment at Cardinia Life. This will enable it to be powered by renewable electricity and stop the combustion of natural gas which generates greenhouse gas emissions. It is also intended to increase the availability of cooling to the facility to address concerns about increasing summer temperatures.

### **Consultation/Communication**

There has been no consultation as part of the 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 policy, program or service that has a direct or significant impact on the community.

### **Attachments**

Nil

## 7.2.2 APPOINTMENT OF COMMITTEE MEMBERS TO THE NOBELIUS HERITAGE PARK AND EMERALD MUSEUM COMMUNITY ASSET COMMITTEE

|                         |  |
|-------------------------|--|
| Responsible GM:         | James Kelly  |
| Author:                 | Desiree Lovell   |
| Staff Disclosure:       | All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.   |
| Council Plan Reference: | <b>1.1 We empower our communities to be healthy, connected and resilient</b><br>1.1.2 Enrich local identity and opportunities for the community to connect through art, history and cultural expression.<br>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.<br>1.1.5 Work closely with the community to deliver programs that build community resilience, relating to a pandemic or other disasters. |

### Recommendation

That the following appointments be made to the Nobelius Heritage Park and Emerald Museum Committee of Management for a two-year term.

- Pauline Murphy (President)
- Anne Carter (Secretary)
- Julia Bell (Treasurer)
- Kerry Champness
- Anne Deschepper
- Chris Eichler
- Norma Pugh

### Executive Summary

This report advises Council of the members elected to the Nobelius Heritage Park and Emerald Museum Community Asset Committee following the Biennial General Meeting held on 10 July 2025.

### Background

The Nobelius Heritage Park and Emerald Museum Committee operate as a Community Asset Committee of Cardinia Shire Council. The committee manages the daily operations of the Emerald Museum.

A total of seven committee members were elected to the Nobelius Heritage Park and Emerald Museum Committee at the Biennial General Meeting (BGM) held on the 10 July 2025. The BGM was held at the Emerald Museum.

The current Instrument of Delegation (2020) for the Nobelius Heritage Park and Emerald Museum Community Asset Committee requires the committee to be made up of between five and ten members. The elected committee meets this requirement.

### Policy Implications

Nil

### Financial and Resource Implications

Nil



### **Climate Emergency Consideration**

Not applicable.

### **Consultation/Communication**

Council officers developed various promotional media in the lead up to the BGM, aiming to increase awareness within the community of the museum, and seek nominations to the committee of management. Councillor David Nickell chaired the nomination process and welcomed the new committee.

### **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

## 7.2.3 DEEP CREEK RESERVE PAKENHAM GOLF COURSE FEASIBILITY STUDY AND OPTIONS

|                         |  |
|-------------------------|--|
| Responsible GM:         | Debbie Tyson   |
| Author:                 | Sam Cross  |
| Staff Disclosure:       | All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.   |
| Council Plan Reference: | <p><b>2.1 We support the creation of liveable spaces and places</b></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><b>5.1 We practise responsible leadership</b></p> <p>5.1.1 Build trust through meaningful community engagement and transparent decision-making.</p> <p>5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.</p> |

### Recommendation

That Council:

1. Resolve that it has no intention to rezone and sell land that is the Pakenham Golf Course.
2. Note the findings of the Pakenham Golf Course Feasibility Study and proposed options including:
  - a. Option 1 – Golf
  - b. Option 2 – Active Reserve
  - c. Option 3 – Passive Reserve
3. Support Council officers to commence community engagement for 4 weeks on the options presented in the Pakenham Golf Course Feasibility Study. Community feedback will be considered as part of Council's overall decision-making process for the future of the Pakenham Golf Course.

### Executive Summary

In January 2025, Council officers engaged consultant Stephen Thorpe from Nova Ratio to complete a Feasibility Study on the Pakenham Golf Course. The purpose of the Feasibility study was to provide independent advice to Council on the future land use options, with a particular focus on understanding the ongoing viability of golf at Deep Creek Reserve.

The Feasibility Study has followed the steps outlined in the State Government Ministerial Guideline Directive 21 – Golf Course Redevelopment and considers information, expertise, and reports from Council staff and internal council departments, as well as external independent information and advice from Golf Australia and consultant WellPlayed.

The Feasibility Study presents three potential options with varied financial constraints and delivery timelines for Council's consideration:

1. Continue with golf (with 3 different sub-options).
2. Replace golf with active open space.
3. Replace golf with passive open space.

In considering the options, it is important to note:

- None of the options requires re-zoning or selling of land in Deep Creek Reserve.
- All options propose uses that is consistent with the intended acquisition of the land.
- All options continue the operation of the function centre/café.
- None of the options affect continued implementation of the masterplan for the southern section of Deep Creek Reserve. And,
- All options provide flexibility to accommodate future changes in surrounding land uses.

The Feasibility Study has been completed and is attached as part of this Report. The next step in the process is to undertake community engagement to be considered by Council in deciding the future of the Pakenham Golf Course.

### **Background**

During the 1970's, the Shire of Pakenham proposed a scheme for setting aside 91 hectares of land for recreational, drainage and road purposes as part of the development of land on Ryan Road and the Princes Highway for low density residential purposes. Parcels of land were transferred to Council by surrounding landowners to support the scheme, with the understanding that the land would remain as public space and recreation area. In return, they were permitted to subdivide their remaining property (to be rezoned low-density residential).

In the early 1980's, the Pakenham Golf Club and club house was constructed, and a long-term lease was entered into with Council (due to expire up to 2034).

The 1999 Cardinia Planning scheme identified the Deep Creek land to be reserved as Public Park and Recreation Zone.

In 2004 Council sought for an amendment (Amendment C66) to the planning scheme to rezone and sell 60% of the land to pay for the redevelopment of the Pakenham golf clubhouse. The proposed rezoning amendment was denied by the planning panel, citing several issues relating to the proposed rezoning. The main issue was the lack of a strategic planning process to meet the recreational needs of a growing community.

In 2010, a masterplan for the site was developed and adopted by Council. This set the strategic direction for several improvements which have been implemented including:

- revegetation to enhance and protect the significant native flora and fauna
- retarding basin and wetlands
- extension of the golf course
- development of a new building (for the golf club at the time) including community space and function centre
- delivery of a regional all abilities play space with BBQ's and toilets
- kickabout space
- wetlands, trails and interpretive signage.
- It also included the relocation of the Cardinia Environment Coalition and delivery of new indigenous plant nursery.

As part of the masterplan, 2 parcels of land (1.9ha) occupied by the Golf Club rooms were considered surplus to the open space needs. In 2016 (Cardinia Planning Scheme Amendment C209 Planning Permit Application No. P1502), Council sought Ministerial approval to rezone that land. The reason was to generate funds to support the implementation of the adopted Masterplan. The proposed rezoning was refused, citing the Panel considered that any proposal to rezone land from PPRZ, particularly land within a 400-metre walking catchment of residential area needed to be

clearly strategically justified, having regard to the broader open space provision. Further, not enough information about the environmental values and constraints, or strategic justification or consideration given to the open space needs within the growth corridor was outlined.

In May 2023 the Pakenham Golf Club went into voluntary administration with approximately \$1.2m of outstanding debt. Council officers worked with the administrators to sell assets and recover debt, repair and deep clean the facilities and address OH&S risks. At the time, it was determined that the best course of action was to go out for an Expression of Interest for a 2-year management agreement. Six submissions were received, and GSM was the successful applicant. The agreement commenced in October 2023.

In June 2024, GSM reported in a letter to Council, that by March 2025 (the end of their initial agreement term), that they would be faced with operational losses due to the poor condition of the greens. GSM cited several factors for the financial downturn including delays in lease execution, out-of-season chemical applications, and irrigation failure.

In September 2024 a contractor was engaged to undertake an onsite assessment of the existing irrigation system, including review of the infrastructure assets, pump systems, control systems, pipe works, irrigation zones and sprinklers as well as a review of existing irrigation water supply infrastructure (dam). It was requested that short term options and future recommendations be provided in the report.

The findings were that the current irrigation system hadn't been maintained properly for a long period of time, it was inefficient and resulted in poor uniformity. The highest priority was replacing irrigation system for greens. This replacement would mitigate risk, improve putting surfaces and enhance playability. The fairways and tees also require redesign and upgrade; however, this was considered a longer-term priority.

Critical short-term maintenance had been undertaken, however, the cost to replace the irrigation system and upgrade tees and fairways was approximately \$1.7m.

The operational losses forecast by GSM were to increase by the end of March 2025. Officers met with GSM in December 2024 to negotiate a further term, however, funds to repair the irrigation system and upgrades to the tees and fairways would be required by Council.

Without a strategic, long term understanding of the future of the Pakenham Golf Course, including key land management complexities and consideration of other potential uses, Council could not commit to funding the required improvements. GSM determined that they would not proceed with a further term and advised they would end the agreement from March 31, 2025.

Officers explored options for interim activation at the reserve. Officers sought high level quotes for the management of either or all offerings (excluding the golf course) including driving range, café, and bistro. The estimated quotes received ranged between \$10,000 per month to \$19,000 per month.

It was determined that no further funds, other than maintaining the greens to current standards, should be spent at Pakenham Golf Course in the short term due to the following reasons:

- The recent increase in maintenance costs Council had funded
- Ongoing course maintenance costs during the development of the Feasibility Study. The maintenance standard was such that it would not require significant investment should the course reopen in the short - medium term.

- The uncertainty on timeframes for when the Feasibility Study and future implementation would be completed and implemented.
- Costs for completing the Feasibility Study.
- The weather impacting the site and playability of golf in the lead up to Autumn and Winter.

In January 2025, officers engaged consultant Stephen Thorpe from Nova Ratio to complete a Feasibility Study. The purpose of the Feasibility study was to provide independent advice to Council on the future land use options, with a particular focus on understanding the viability of golf at Deep Creek Reserve. The Feasibility Study has now been completed and is attached as part of this Report.

The State Government's Minister for Planning developed a planning framework for golf course redevelopment. Directive 21 – Golf Course Redevelopment sets out clear expectations for all stakeholders and the community to form part of the process. The Standing Advisory Committee on Golf Course Redevelopment was also established by the State Government to provide advice on golf redevelopment proposals.

The future land use of the Pakenham Golf Course is considered as a three-step process in alignment with the Minister for Planning in Directive 21 – Golf Course Redevelopment:

1. Determine whether golf is viable and the best use of the land.
2. If golf is not the best use for some or all of the land, determine if there is any other public open space purpose the land could be used for.
3. If there is no other public open space purpose the land needs to be used for, and it was to be sold, where would the proceeds be used.

To provide key information on the viability of golf into the Feasibility Study, Golf Australia was invited to provide site specific information, data, and evidence on the future of golf at Pakenham Golf Course. The report by Golf Australia is included in the Feasibility Study.

To provide specific expertise into the viability of golf at Deep Creek for the Feasibility Study, a secondary consultant; WellPlayed Golf Business Consultancy, was engaged to provide advice on the future of Golf at Deep Creek, and as an input into the Feasibility Study (report included as part of the Feasibility Study).

To improve Council in-house knowledge and understanding, officers undertook site visits and spoke to operators at surrounding golf courses.

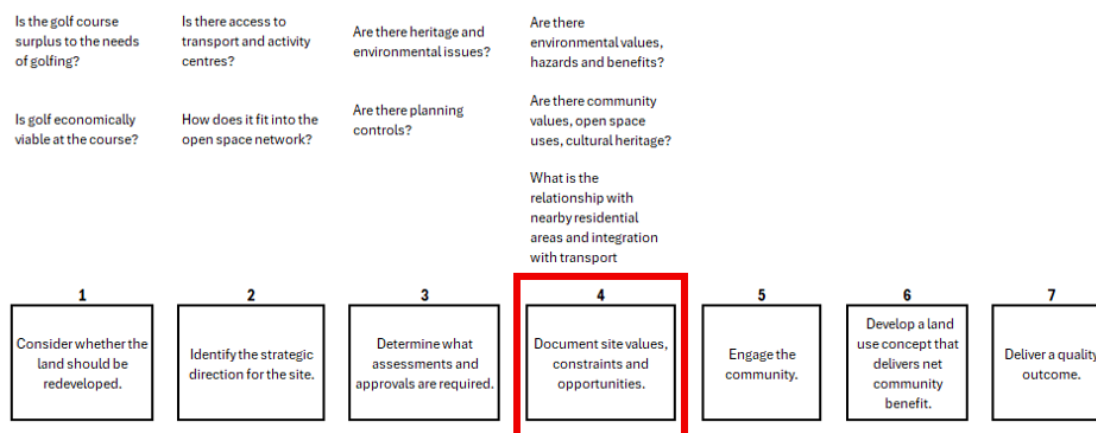
Based on the information received by Stephen Thorpe, Golf Australia, and WellPlayed, and observations from Council officers, golf is considered viable at Deep Creek Reserve. Golf Australia and WellPlayed recommend investment, and that the management model should be determined by undertaking a market sounding process.

The Feasibility Study presents three potential options for Council to consider with varied financial constraints, risks, and delivery timelines for Council's consideration. A key part of the decision-making process is to engage with the community to help Council make a decision. This supports Council in following a transparent process which is also outlined in the Ministerial Guideline 21 – Golf Course Redevelopment 7-step pathway.

## Discussion

The Ministerial Guideline 21 – Golf Course Redevelopment has set a 7-step pathway for determination of options when golf courses are assessed for redevelopment. The development of the Feasibility Study has followed these steps and is currently sitting at step 4 – see image

below. The next step will be to engage the community on the options presented for the future of the Pakenham Golf Course at Deep Creek reserve.



Key findings from steps 1 – 4 are summarised below:

- Golf at Pakenham Golf Course has been determined not to be surplus to the needs of golfing and to be economically viable. (Report provided in the Feasibility Study)
- Pakenham Golf Course is close to the East Pakenham station and the Pakenham activity centre, and both are expected to have impacts on land use surrounding the Pakenham Golf Course in the medium-to-long-term.
- The open space network has a higher provision of passive open space and lesser provision of active open space in Pakenham.
- A cultural heritage assessment of the southern section of Deep Creek Reserve didn't identify any Aboriginal cultural heritage material and the area was considered to be of low archaeological assessment.
- Pakenham Golf Course is in a Public Park and Recreation Zone. Existing permits are limited in scope as the uses and works have been undertaken by or on behalf of Council (as the relevant land manager) and therefore exempt from permit requirements.
- Overlays and specific controls exist and are relevant to the use and development of some or all of the land. Any significant uplift in activity and development will be subject to public engagement and require specific considerations of amenity impacts, design and built form, landscape, carparking impacts, and traffic management.
- Environmental values include scattered remnant trees with some high-quality patches, some significant native plant species, and diverse fauna habitats. No environmental hazards have been identified. A potential environmental benefit of Deep Creek Reserve is the proposed three creeks wetland development. Further ecological studies are required to inform any future land use or development planning.
- Community values include the provision of a large green open space, the opportunity for participation in golf at a fully public course, and access to passive open space.
- Pakenham Golf Course is near public transport and surrounded by low density residential areas.

To help to inform the Feasibility Study, Stephen Thorpe sought advice and expertise from within and external to Council, to help understand land uses and constraints within and surrounding Deep Creek Reserve.

The report prepared by Golf Australia, outlines the state of play for golf in Australia, within Cardinia Shire and at Pakenham Golf Course. It identified developing trends in venues across the country and how it responds to participation as well as how the sport is changing to be more community focused. Key information provided by Golf Australia includes:

- In Cardinia Shire, club membership has grown from 1,579 in 2019 to 1,742 in 2024. This total is for the three current golf clubs and excludes the former Deep Creek. Club sizes are considered large and reflect the National growth in golf.
- Based on Golf Australia data demonstrating that 14.5% of national participation is by club members, we can assume there is up to 85.5% more golf participants in Cardinia.
- Given the type of courses in Cardinia, an estimate of up to 46% more people may be playing casual rounds of golf (5,526 participants).
- Through the development of technology-based driving ranges, mini golf and simulators, growth in participation could increase to more than 12,000 people
- As the only full public access golf course, Pakenham Golf Course is a significant community asset for Cardinia Shire Council.
- Previous investments at Pakenham Golf Course, including the pavilion, community spaces, nature trails, and the all-abilities playground, have significantly enhanced its role as a community hub with multi-use facilities.
- As a public golf course, Pakenham serves as an essential entry point to the sport, providing opportunities for people of all ages and abilities to experience the physical and mental benefits of golf.

To provide specific expertise into the viability of golf at Deep Creek for the Feasibility Study, a secondary consultant, WellPlayed Golf Business Consultancy, was engaged to understand the potential challenges and/or opportunities for golf. WellPlayed was engaged by Whitehorse City Council to support the redevelopment of Morack Golf Course, a highly successful Council owned, public golf course that received private investment in lieu of a long-term lease arrangement.

WellPlayed was engaged specifically to undertake an analysis of:

1. Wider Golf Market
  - a. Relevant insights from golf participation trends, and golf facility innovation.
2. Local Golf Market
  - a. Relevant insights from golf in Cardinia.
3. Pakenham Golf Course
  - a. Review of available performance information, and site inspection.

The report identified an opportunity for golf at Deep Creek Reserve to continue/reestablish its on-course offering and/or create off-course golf entertainment offerings, such as a larger driving range (with technology, hospitality bays and outfield lighting), new mini-golf course, plus other attractions that may complement the existing hospitality and community facilities.

It identifies that an opportunity for golf at Deep Creek Reserve is to broaden its market positioning to the wider Cardinia community, and beyond. This would be investigated by Council re-engaging with the operator market, via an Expression of Interest activity.

To improve knowledge and understanding within Council, officers undertook site visits and spoke to operators at several surrounding golf courses including:

- Montuna Golf Club, Berwick
- Beaconsfields Golf Club, Upper Beaconsfield



- Morack Public Golf Course, Vermont South
- Freeway Public Golf Course, Balwyn North.

The purpose of the site visits was for officers to understand and confirm investment, impact on usage (driving range, course, food offerings), how the community use the site, and to seek information.

Key learnings from these site visits and discussions with the operators highlighted:

- The closure of Pakenham golf course has not impacted on surrounding clubs and local clubs didn't believe keeping it open as a public golf course would affect club memberships.
- Golf participation was continuing to increase, particularly in "off-course" activities (driving range, mini-golf), with more women and younger people engaging in the sport
- The provision of a driving range with technology and food and beverage offerings is becoming very popular (i.e. Morack driving range bays were fully booked mid-morning, mid-week).
- Other attractions alongside a golf course have proven successful (i.e. mini golf, driving range, play spaces) inviting patrons of all ages and genders, noting a driving range supports the course rather than the other way around.
- Adding technology such as Toptracer into a driving range has resulted in an increase in usage.
- The size of the course should be considered.
- Inviting the market to identify the potential of the golf course, off-course offerings and the investment required, will provide the information required for the next step of decision making related to golf.

The Feasibility Study considers the Pakenham Golf Course and its role in the Cardinia open space network, relevant cultural heritage, environmental and community issues, land use planning considerations, and the relationship of the Pakenham Golf Course with nearby residential areas and public transport. The advice received by Council officers has been referenced and attached in the Feasibility Study as References.

The Feasibility Study presents three potential options for consideration:

1. Continue with golf (with 3 different sub-options).
2. Replace golf with active open space.
3. Replace golf with passive open space.

In considering the options, it is important to note:

- none of the options requires re-zoning of the land
- all options propose uses that is consistent with the intended acquisition of the land
- all options continue the operation of the function centre/café
- none of the options affect continued implementation of the masterplan for the southern section of Deep Creek Reserve; and
- all options provide flexibility to accommodate future changes in surrounding land uses.

The options are further described and compared in the Feasibility Study; however, the tables below summarise how each option:

- contributes to the achievement of the Council's goals
- the risks and financial implications to Council
- the potential impact on surrounding neighbours and adjacent land uses.



The high-level benefits and costs of each option is discussed further below in the Financial and Resource Implications section within this report.

#### Option 1 – Continue with Golf

| Option   | Description  | Overview   |
|--|--|--|
| <b>1. Golf – the Pakenham Golf Course is not surplus to the needs of golfing and is economically viable.</b> | Current on and off-course golf activities continue with repairs and maintenance to existing course infrastructure. Patronage can expect to increase, and the course should operate at no cost to council.                                      | This option has the least impact as the least change option and provides maximum flexibility to accommodate uncertainty about future land use. |
| <b>1a. Golf - limited investment in off-course golf facilities</b>   | Enable limited further investment in off-course golf facilities (i.e. mini golf, driving range, simulators and golf entertainment), which would increase patronage (community participation in golf) and could provide income for the council. | Balances sensible financial investment with increased participation in on-course and off-course golf and a financial return to the council.    |
| <b>1b) Golf - enable optimal further investment</b>  | Enable optimal further investment in off- course golf facilities to maximise patronage (community participation in golf) and revenue to council.   | Option 1b) potentially has a major impact on neighbours through increased traffic and noise with greater financial returns to council.         |

| Risk Assessment   |  |            |             |   |
|---|--|------------|-------------|---|
| 1. Golf - Current on and off-course golf activities continue with repairs and maintenance to existing course infrastructure |  |            |             |   |
| Risk  | Implication  | Likelihood | Consequence | Inherent risk rating  |
| Declining numbers of players and current low demand   | No return on use of the land for golf or investment in golf infrastructure           | Possible   | Moderate    | <b>Moderate risk</b><br>Controls available – transfer risk to private investor and operator<br>Residual risk – Low risk |
| Investment required to improve golf facilities is not available   | The course does not get the required return financially or in non-financial benefits | Possible   | Major       | <b>High risk</b><br>Controls available – transfer risk to private investor and operator<br>Residual risk – Low risk     |

|   |   |          |          |  |
|---|---|----------|----------|--|
| Increased numbers of people using golf and golf entertainment facilities will negatively impact neighbourhood | More cars on Cameron Ave and noise from nighttime activities  | Possible | Major    | <b>High risk</b><br>Controls available – limit hours of operation nighttime outdoor activities<br>Residual risk – Moderate risk                                  |
| Loss of control over the Pakenham Golf Course land  | A private investor with a long-term lease could change the service offering to optimize profits rather than community participation. Changes in land uses could occur in the local area and the council cannot respond. | Possible | Moderate | <b>Moderate risk</b><br>Controls available – Council limits lease tenure and applies conditions, or Council operate golf course<br>Residual risk – Moderate risk |

**Option 2 – Replace golf with active open space**

| Option  | Description   | Overview  |
|---|---|---|
| <b>2. Active Open Space – there is a shortfall in active open space provision in Pakenham</b> | <p>The part of the course not subject to flooding (approximately 20 hectares) is redeveloped into an active sports park to meet a range of community needs and address the under-provision of active sports facilities in Pakenham.</p> <p>The remainder of the course would form part of the conservation parklands at Deep Creek Reserve.</p> | <p>This option provides active sport facilities (based on a typical active sports park in a new subdivision) on the 9-holes that do not flood and converts the remaining 9-holes to passive open space with the Café/Function centre continuing to operate in a parkland setting.</p> <p>It could replace other planned investment in active sports facilities in Pakenham.</p> |

| <b>Risk Assessment</b>  |  |            |             |   |
|---|--|------------|-------------|---|
| <b>2. Active Open Space – there is a shortfall in active open space provision in Pakenham</b> |  |            |             |   |
| Risk  | Implication  | Likelihood | Consequence | Inherent risk rating  |
| Cost to develop active open space is additional to current budget                             | Significant unbudgeted costs<br>Up to \$20,000,000<br>Estimated costs for ovals is \$7m, pavilion is \$5-7m, and netball courts is \$7m. | Likely     | Moderate    | <b>Moderate risk</b><br>Controls available – ensure development replaces funded active open space<br>Residual risk – Low risk |
| Timing to deliver an active reserve   | It could take more than 10-15 years for planning, funding and delivery of an active  | Likely     | Moderate    | <b>Moderate risk</b>  |

|   |  |          |          |   |
|---|--|----------|----------|---|
|   | reserve in consideration of other active reserves in planning in the growth corridor |          |          |   |
| Trees or areas of natural conservation value are present where active open space development is planned | Loss of vegetation and habitat   | Possible | Moderate | <b>Moderate risk</b><br>Controls available – map significant trees and vegetation and design sports fields around them<br>Residual risk – Moderate risk |
| Stakeholders have contributed financially to development of the golf course                             | A legal or moral barrier to use for active open space                                | Unlikely | Minor    | <b>Low risk</b>   |
| Land was acquired with constraints limiting use to recreation, drainage and roads                       | A legal barrier to other conversion to other uses                                    | Unlikely | Minor    | <b>Low risk</b>   |
| People using active open space facilities will negatively impact neighbourhood                          | More intensive development and use of the northern section of the golf course        | Possible | Moderate | <b>Moderate risk</b><br>Controls available – design facilities to minimize impacts on neighbours<br>Residual risk – Low risk                            |
| Cultural heritage management plan will find Aboriginal cultural heritage material that                  | Facility development will be constrained   | Unlikely | Moderate | <b>Moderate risk</b><br>Controls available – modify design of development to avoid sensitive areas<br>Residual risk – Low risk                          |

**Option 3 – Replace golf with passive open space**

| Option   | Description  | Overview  |
|--|--|---|
| 3. Passive Open Space – there is an overprovision of passive open space in Pakenham, however, urban development is increasing population density | The golf infrastructure (i.e. greens, driving range, irrigation) is removed and the course is converted into passive open space with an emphasis on nature conservation. | This option converts the golf course into a passive open space with the Café/Function centre continuing to operate in a parkland setting. |

**Option 3 – Replace golf with passive open space**

| Risk                                 | Implication  | Likelihood | Consequence | Inherent risk rating |
|--------------------------------------|--|------------|-------------|----------------------|
| Costs to maintain passive open space | Provision of passive open space above the target level for Cardinia will require | Likely     | Minor       | Moderate risk        |

|  |   |        |       |          |
|--|---|--------|-------|----------|
|  | a cross subsidy for maintenance   |        |       |          |
| Costs for delivery is additional to current budget | A masterplan and capital funding will be required to guide the upgrade of the golf course to a passive reserve.   | Likely | Minor | Moderate |
| Timing for delivery                                | The masterplan will take approximately 12 months, and delivery over a period of 1 – 2 years depending on the level of upgrade required (determined by masterplan) | Likely | Minor | Moderate |

Each option contains risks and financial implications for Council's consideration. The next step in the process is to engage the community more broadly to help inform the decision-making process.

### Policy Implications

As part of Council's Active Cardinia Strategy, respondents to the community survey indicated participation in a wide range of sport and active recreation activities. Golf was the 10th activity by frequency of participation.

The Active Cardinia Strategy determined that across the shire there is a forecast deficit of 9 AFL ovals, 26 soccer fields, 11 stadium courts and 1 baseball field by 2041. Specifically, in the growth corridor that deficit is 12 ovals, 20 soccer fields, 15 tennis courts, 8 netball courts, 2 bowling greens, 1 hockey field, and 7 stadium courts by 2041.

The strategy supports initiatives that expand opportunities for participation in sport by women and girls, young people, older adults, culturally diverse communities, LGBTQIA+ communities, First Nations Peoples, people with disabilities, and individuals with lower physical activity levels. Deep Creek Reserve is well located to help expand opportunities for these groups.

The Cardinia Open Space Strategy has identified Deep Creek Reserve as the largest open space in the Pakenham profile area. The total provision of open space in the Pakenham profile area exceeds the benchmark of 5ha/1,000 residents for current and forecast population. The current provision is 7.4ha/1,000 residents. This provision would increase by approximately 15% if the Pakenham Golf Course became passive open space.

The current provision of active open space is below the benchmark of 2ha/1,000 residents. To meet this benchmark, an additional 71ha of active open space is needed, which increases to 85ha by 2031 with population growth.

Access to open space in this area is enhanced by the connection from Pakenham East Railway into Deep Creek Reserve.

### Financial and Resource Implications

Each of the proposed options have resource implications.

Since the Pakenham Golf Club went into administration, the role of Council officers in the management and administration of Deep Creek has increased.

Each of the proposed options have financial implications, however, option 1 is the only option that presents Council with the opportunity for private investment and requires the least upfront capital investment of the 3 options.

#### Option 1 - Golf

| Considerations  | Cost                       | Who                         | Comment  |
|---|----------------------------|-----------------------------|--|
| Golf course infrastructure renewal (water supply, irrigation, greens, fairways) shift | \$1,900,000                | Council or private investor | Capital potentially available from a private investor          |
| Investment in on-course and off-course facilities in <b>Options 1a) or 1b)</b>        | \$2,795,000 to \$5,885,000 | Council or private investor | Assumes development of more off-course golf facilities         |
| Golf course maintenance, repair, renewal and replacement                              | Unknown                    | Private investor            | Assumes commercial operator meets this cost                    |
| Function centre/café maintenance, repair, renewal and replacement                     | Unknown                    | Council                     | Assumes Council continues to bear majority of cost as landlord |

Estimate annual returns for the business as usual and limited/optimal investment options have been provided, and would be considered within the context of management of the facility should this option be preferred:

| Options              | Annual revenue | Investment  |
|----------------------|----------------|-------------|
| 1. Business as usual | \$2,671,568    | \$1,900,000 |
| 1a. Limited          | \$3,414,420    | \$2,795,000 |
| 1b. Optimal          | \$4,235,908    | \$5,885,000 |

#### Option 2 – Active Open Space

| Considerations  | Cost            | Who       | Comment  |
|---|-----------------|-----------|--|
| Development of active open space facilities - 1 pavilion, 3 ovals and 8 netball courts    | \$20,000,000    | Council   | Funding sources include open space contributions fund and intergovernmental grants, Estimated costs for ovals is \$7m, pavilion is \$5-7m, and netball courts is \$7m. |
| Ongoing facility maintenance, repair, renewal and replacement of active open space        | \$750,000/annum | Council   | Funding from council budget  |
| Cost of maintenance of remaining areas of golf course as passive open space (25ha)        | \$250,000/annum | Council   | Funding from council budget  |
| Trees or areas of conservation value will be lost to enable active open space development | Unknown         | Community | Survey required to determine number and extent of significant trees and vegetation   |

|  |           |         |                      |
|--|-----------|---------|----------------------|
| A Cultural Heritage Management Plan will be required for the Pakenham Golf Course land | \$50,000  | Council | Preliminary estimate |
| A masterplan will be required to guide the development of active open space facilities | \$100,000 | Council | Preliminary estimate |

### Option 3 – Passive Open Space

| Consideration   | Cost            | Who     | Comment   |
|---|-----------------|---------|---|
| Decommissioning of golf course infrastructure (water supply, driving range, irrigation)                                       | \$1,000,000     | Council | Funding from council budget   |
| Ongoing maintenance, repair, renewal and replacement of passive open space  | \$590,400/annum | Council | A variation to Council's Open Space Contract will be required.<br>Excludes renewal and replacement funding. |
| Passive open space infrastructure improvements – paths, seats, etc.   | \$350,000       | Council | Funding from council budget   |
| A masterplan will be required to guide the demolition of the golf course and development of passive open space infrastructure | \$100,000       | Council | Preliminary estimate  |

### Climate Emergency Consideration

Deep Creek Reserve holds significant biodiversity value, particularly in its wetlands and remnant vegetation. The site functions as a low-quality but important urban biolink node, connecting multiple creeks and wetlands. The southern half, with its permanent and ephemeral wetlands, is particularly valuable due to its ecological importance, but also functions as a drainage reserve, supporting the surrounding residential areas and improving resilience in a changing climate.

Further ecological studies are essential to inform any future land use or development planning.

### Consultation/Communication

The development of the feasibility study involved liaising with a number of internal Council Departments including:

- Strategic Planning
- Statutory Planning
- Property
- Active Recreation
- Parks Planning
- Environment & Heritage
- Traffic & Transport Services

- Comms & Engagement
- Buildings & Facilities

The Feasibility Study received expertise from external agencies and organisations including:

- Golf Australia
- WellPlayed consultancy
- Neighbouring Golf Course operators.

The next step in the process of determining the future of the Pakenham Golf Course is to present the three options identified in the Feasibility Study to the community. Community feedback will be considered alongside the Feasibility Study to help Council make a decision for the future of the Golf Course at Deep Creek Reserve.

Community Engagement will commence following the August Council Meeting, for a 4 week period.

### **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 *Deep Creek Reserve, Pakenham Golf Course* and identified a number of recommendations:

- If Pakenham Golf course is to remain as a golf course, ensure it remains a public access golf course, and any future operator considers how to support and increase female participation and inclusiveness for all abilities, ages, cultures, and religions.
- Any redesign of the golf course should consider all abilities access and apply CPTED principles to support perceptions of safety for female participation.
- As part of community engagement, ask questions to support further understanding of gender and barriers to participation.

### **Attachments**

1. Attachment 1 - PGC Feasibility Study August 2025 [7.2.3.1 - 77 pages]



**Pakenham Golf Course Feasibility Study**  
**Stage 2 Report**

**June 2025**





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## Stage 2 Report

### Executive Summary

This report describes the process to assess the feasibility of golf at Deep Creek Reserve, following the steps contained in guidelines provided by the Minister for Planning in Directive 21 – Golf Course Redevelopment, and then to determine whether there are other open space uses suitable for the land.

A series of findings are described that address the viability of the Pakenham Golf Course and its role in the Cardinia open space network, detail relevant heritage, environmental and community issues, and discuss land use planning considerations and the relationship of the Pakenham Golf Course with nearby residential areas and public transport.

Three potential options have been identified for further consideration:

1. Continue with golf.
2. Replace golf with active open space.
3. Replace golf with passive open space.

These options are described and compared to understand how each contributes to achievement of the Council's goals, the cost to Council, and the impact on neighbours and adjacent land uses. This is followed by a high-level benefits and costs assessment of each option.

The next step in the feasibility process to engage with the community.

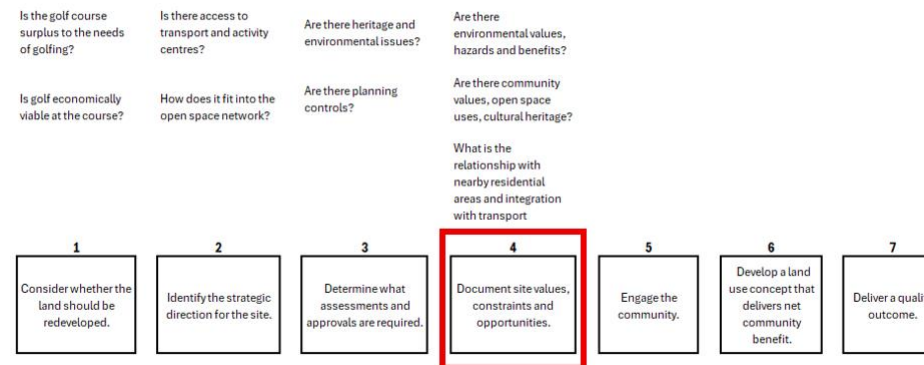


## Introduction

The Pakenham Golf Course (PGC) Feasibility Study has 3 key stages:

1. Determine whether golf is viable and the best use of the land at Deep Creek Reserve.
2. If golf is not the best use for some or all the land at Deep Creek Reserve, determine if there is any other public open space purpose for the land.
3. If there is no other public open space purpose the land needs to be used for and it was to be re-zoned and sold, where the sale proceeds would be used.

It has been established in Stage 1 (see attached report) that golf is viable. The purpose of this report is to describe constraints and opportunities for future uses of the Pakenham Golf Course land. The Ministerial Guideline 21 – Golf Course Redevelopment has set a 7-step pathway for determination of options when golf courses are assessed for redevelopment.





This process is now at Step 4. The next stage in decision making involves community engagement to help decide on the option that delivers the best outcome.

### Key findings in steps 1 to 4

- Golf at Pakenham Golf Course has been determined not to be surplus to the needs of golfing and to be economically viable.
- Pakenham Golf Course is close to the East Pakenham station and the Pakenham activity centre and both are expected to have impacts of land use surrounding the Pakenham Golf Course in the medium-to-long-term.
- The open space network has a higher level of provision of passive open space and less provision of active open space in Pakenham. Demand for active open space is capable of being met at nearby locations but may be met more economically at Deep Creek Reserve.
- The Pakenham Golf Course functions as a low-quality but important urban biolink node, connecting multiple creeks and wetlands. Further ecological studies are required to inform any future land use or development planning. A cultural heritage assessment of the southern section of Deep Creek Reserve didn't identify any Aboriginal cultural heritage material and the area was considered to be of low archeological assessment.
- Pakenham Golf Course is in a Public Park and Recreation Zone. Existing permits are limited in scope as the uses and works have been undertaken by or on behalf of Council (as the relevant land manager) and therefore exempt from permit requirements. Overlays and specific controls exist and are relevant to the use and development of some or all of the land. Any significant uplift in activity and development will be subject to public engagement and require specific considerations of amenity impacts, design and built form, landscape, carparking impacts, and traffic management.
- Environmental values include scattered remnant trees with some high-quality patches, some significant native plant species, and diverse fauna habitats. A potential environmental benefit of Deep Creek Reserve is the proposed three creeks wetland development.
- Community values include the provision of a large green open space, the opportunity for participation in golf at a fully public course, and access to passive open space.
- Pakenham Golf Course is near public transport and surrounded by low density residential areas.

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Three options have been identified:

1. Continue with golf.
2. Replace golf with active open space.
3. Replace golf with passive open space.

Each option has been compared on the basis of the extent to which it achieves the goals in Council adopted plans, the cost to Council to implement the option, and the impacts of the option on the local area. This comparison has been informed by a high-level assessment of the benefits, costs and risks of each option.

It is possible that there are combinations of options that are possible. For example, golf with active open space or active open space with passive open space. The key determinant of whether any of these combinations are possible is the preference between the three primary options.

It is important to note that none of the options requires re-zoning of the land, all options continue uses consistent with the purposes of acquisition of the land, all options continue the operation of the function centre/café, none of the options affect continued implementation of the masterplan for the southern section of Deep Creek Reserve, and all options provide flexibility to accommodate future changes in surrounding land uses.

The option to sell the land is not considered viable because there is demand for golf, the course is economically viable, and there are local active open space needs. There is no compelling reason to ask the Minister for Planning for an exemption to comply with the direction and request for an amendment to the planning scheme is unlikely to succeed for the same reasons it has failed twice in the past.



## Options identified

The following options have been identified in conjunction with Well Played Golf.

### KEY

**Goal achievement**

☑ achieves least goals

☑☑ intermediate

☑☑☑ achieves most goals

**Cost to the Council**

\$ least cost

\$\$ intermediate

\$\$\$ most cost

**Impacts on locality**

↓ less impact than golf in the past

→ same impact as golf in the past

↑ to ↑↑↑ more impact than golf in the past

| Option  | Description  | Overview   | Goals | Cost | Impacts                     |
|---|--|--|-------|------|-----------------------------|
| 1. Golf – the Pakenham Golf Course is not surplus to the needs of golfing and is economically viable. | <p>Current on and off-course golf activities continue with repairs and maintenance to existing course infrastructure. Patronage can expect to increase, and the course should operate at no cost to council.</p> <p>There are two variations on Option 1:<br/>Option 1a) is to enable limited further investment in off-course golf facilities (i.e. mini golf, driving range, simulators and golf entertainment), which would increase patronage (community participation in golf) and could provide income for the council.</p> <p>Option 1b) is to enable optimal further investment in off- course golf facilities to maximise patronage (community participation in golf) and revenue to council.</p> | <p>This option has the least impact as the least change option and provides maximum flexibility to accommodate uncertainty about future land use.</p> <p>Options 1a) balances sensible financial investment with increased participation in on-course and off-course golf and a financial return to the council.</p> <p>Option 1b) potentially has a major impact on neighbours through increased traffic and noise with greater financial returns to council.</p> | ☑☑    | \$   | <p>→</p> <p>↑</p> <p>↑↑</p> |



| Option   | Description   | Overview  | Achieves goals | Cost to council | Impacts |
|--|---|---|----------------|-----------------|---------|
| 2. Active Open Space – there is a shortfall in active open space provision in Pakenham   | <p>The part of the course not subject to flooding (approximately 20 hectares) is redeveloped into an active sports park to meet a range of community needs and address the under-provision of active sports facilities in Pakenham.</p> <p>The remainder of the course would form part of the conservation parklands at Deep Creek Reserve.</p> | <p>This option provides active sport facilities (based on a typical active sports park in a new subdivision) on the 9-holes that do not flood and converts the remaining 9-holes to passive open space with the Café/Function centre continuing to operate in a parkland setting.</p> <p>It could replace other planned investment in active sports facilities in Pakenham.</p> | ☑☑☑            | \$\$\$          | ↑       |
| 3. Passive Open Space – there is an overprovision of passive open space in Pakenham, however, urban development is increasing population density | The golf infrastructure (i.e. greens, driving range, irrigation) is removed and the course is converted into passive open space with an emphasis on nature conservation.  | This option converts the golf course into a passive open space with the Café/Function centre continuing to operate in a parkland setting.   | ☑              | \$\$            | ↓       |



## Option assessment

A high-level benefits and costs assessment has been completed for each option by council officers from strategic planning, statutory planning, open space planning, recreation, and major projects in conjunction with Nova Ratio. Reference reports and advice used in the analysis are at the end of the report.

Benefits have been identified, described, and, where possible, quantified and monetised. The beneficiaries have also been identified. Costs have been identified and, where possible, quantified and monetised. Those bearing the costs have also been identified. Risks associated with benefits and costs have also been identified and rated for inherent risk and residual risk with controls.

There are qualitative and quantifiable benefits and costs associated with decisions about public land. An attempt has been made to identify both of them to ensure all relevant matters are considered in making a decision in the best interests of the community in the short and long term.

### Option 1 – Golf

Current on and off-course golf activities continue with repairs and maintenance to existing course infrastructure.

Patronage can expect to increase, and the course should operate at no cost to council.







### Council's goals relevant to Option 1

The Cardinia Planning Scheme states the following strategic directions regarding golf:

- Under Clause 21.01-1 under Cardinia Shire Key Issues and Strategic Vision it states *Ensuring any redevelopment of golf courses has net community benefit and does not adversely impact upon the environment.*
- Under Clause 21.04-5 under "Tourism" it states *Facilitate the development of complimentary facilities at golf courses including accommodation, conferencing and dining facilities where appropriate.*

Sport Australia surveys participation in sport and recreation and golf ranks as the 6<sup>th</sup> most popular club activity and 4<sup>th</sup> most popular club activity for males. Golf Australia estimates that about 3.8 million (19%) of adult Australians played golf in 2023/24.

The Active Cardinia Strategy aims to increase participation in sport and active recreation, with a focus on reducing barriers for people that are less active. This includes encouraging physical activity at all life stages and removing barriers to participation identified by the community, such as distance to travel, the activity not being accessible, affordability, perceived safety, and lack of time. The Pakenham Golf Course is well located to help overcome these barriers.

### Summary of benefits, costs and risks

1. This option continues the provision of a fully public 18-hole golf course with a café/function centre, pro shop and driving range to support participation in golf. The funds required to repair and upgrade the course are forecast to be recovered through increased patronage at levels that will have a minimal impact on the surrounding neighbourhood.
2. Funds to carry out required works can be provided by a private operator and Council could end paying only the costs of major infrastructure and facility renewal. If Council provides funding for the repairs and upgrade the course, the option of Council or community management of the course becomes available.
3. Options 1a and 1b can be considered if Option 1 is the preferred option. This would need to be done through some form of market testing to determine the amount of investment and type of development the private sector is prepared to make. If the

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number of holes required for on-course golf ends up being 6 or 9-holes, it may enable some or all of Option 2 or 3 to be pursued.

4. Existing environmental values are unaffected under Option 1 and current levels of community access to the course as passive open space can be expected to continue.
5. The key risk is return of the investment to repair and upgrade the course because it relies on building much higher levels of patronage than existed when the course was closed.

#### High level benefits, costs and risks assessment

| Benefit  | QTY                | \$          | Who                         | Comment   |
|--|--------------------|-------------|-----------------------------|---|
| Requires the least upfront capital investment of the 3 options                                     | As per GSM reports | \$1,900,00  | Council or private investor | Capital potentially available from a private investor   |
| It is affordable for people of all ages to start playing golf                                      | 4,000              | Unknown     | Beginner golf player        | Increased social connection. Assumes 10% of players are beginners                                   |
| Provides non-golf activities for all of the community to enjoy (playground, function centre, café) | Unknown            | Unknown     | Non-golf player             | Increased social connection. Includes bookings of the function centre and attending the Café        |
| Public access for casual golf  | 25,000             | \$2,671,568 | Golf players                | This is an increase of about 10,000 players and an increase in revenue of \$3,170,000 from 2023/24. |



| Benefit   | QTY     | \$             | Who                 | Comment  |
|---|---------|----------------|---------------------|--|
| Public access to driving range                            | 15,570  | Included above | Driving range users | This is an increase of 7,000 driving range users                                   |
| No restrictions how you play (dress code, player numbers) | Unknown | Unknown        | Golf player         | Broadens patronage to include people unable or unwilling to meet restrictive rules |
| Nature conservation                                       | Unknown | Unknown        | Community           | Assumes current environmental values continue or improve                           |
| Council income from golf                                  | Nil     | Nil            | Council             | No revenue except under Option 1a) or 1b)  |

| Cost   | QTY            | \$        | Who              | Comment                                     |
|--|----------------|-----------|------------------|---|
| Green fee  | 25,000         | \$750,000 | Players          | Assumes green fee remains the same (\$29)   |
| Driving range  | 15,570         | \$240,000 | Players          | Assumes fee remains the same (\$15)         |
| Golf course maintenance, repair, renewal and replacement | Not applicable | Unknown   | Private investor | Assumes commercial operator meets this cost |



| Cost  | QTY                | \$                         | Who              | Comment   |
|---|--------------------|----------------------------|------------------|---|
| Function centre/café maintenance, repair, renewal and replacement                     | Unknown            | Unknown                    | Council          | Assumes council continues to bear majority of cost as landlord  |
| Loss of access to passive or active open space  | Unknown            | Unknown                    | Community        | Assumes access to the golf course would be more restricted than it is now because of increased numbers of players |
| Golf course infrastructure renewal (water supply, irrigation, greens, fairways) shift | As per GSM reports | \$1,900,000                | Private investor | Cost is based on estimates in reports provided by GSM   |
| Investment in on-course and off-course facilities in Options 1a) or 1b)               | Unknown            | \$2,795,000 to \$5,885,000 | Private investor | Assumes development of more off-course golf facilities  |

| Risk  | Implication  | Likelihood | Consequence | Inherent Risk Rating   |
|---|--|------------|-------------|--|
| Declining numbers of players and current low demand (currently 14,237 rounds of golf a year and 8,503 buckets of balls bought at driving range) | No return on use of the land for golf or investment in golf infrastructure | Possible   | Moderate    | <b>Moderate</b><br>Controls available – transfer risk to private investor and operator<br>Residual risk – Low risk |



| Risk  | Implication  | Likelihood | Consequence | Inherent Risk Rating   |
|---|--|------------|-------------|--|
| Investment required to improve golf facilities is not available   | The course does not get the required return financially or in non-financial benefits   | Possible   | Major       | <b>High risk</b><br>Controls available – transfer risk to private investor and operator<br>Residual risk – Low risk  |
| Increased numbers of people using golf and golf entertainment facilities will negatively impact neighbourhood | More cars on Cameron Ave and noise from nighttime activities   | Possible   | Major       | <b>High risk</b><br>Controls available – limit hours of operation nighttime outdoor activities<br>Residual risk – Moderate risk                                  |
| Loss of control over the Pakenham Golf Course land  | A private investor with a long-term lease could change the service offering to optimize profits rather than community participation.<br>Changes in land uses could occur in the local area and the council cannot respond. | Possible   | Moderate    | <b>Moderate risk</b><br>Controls available – Council limits lease tenure and applies conditions, or Council operate golf course<br>Residual risk – Moderate risk |



### Option 2 – Active Open Space

The part of the course not subject to flooding (approximately 20 hectares) is redeveloped into an active sports park to meet a range of community needs and address the under-provision of active sports facilities in Pakenham.



### Council's goals relevant to Option 2

The Active Cardinia Strategy has determined that across the shire there is a forecast deficit of 9 AFL ovals, 26 soccer fields, 11 stadium courts and 1 baseball field by 2041. Specifically, in the growth corridor that deficit is 12 ovals, 20 soccer fields, 15 tennis courts, 8 netball courts, 2 bowling greens, 1 hockey field, and 7 stadium courts by 2041.

The strategy supports initiatives that expand opportunities for participation in sport by women and girls, young people, older adults, culturally diverse communities, LGBTQIA+ communities, First Nations Peoples, people with disabilities, and individuals with lower physical activity levels. Deep Creek Reserve is well located to help expand opportunities for these groups.



### Summary of benefits, costs and risks

1. This option has the potential to meet the demand for 3 AFL ovals and 8 netball courts for active sport provision. The cost of developing facilities can be met from open space contributions and intergovernmental grants.
2. If the part of the Pakenham Golf Course that is not subject to flooding is developed it will avoid areas of greatest nature conservation value and reduce the impact on Deep Creek. Facilities can be located to minimise loss of significant trees and vegetation.
3. The impact on neighbours can be reduced through the design of facilities and is likely to be similar to the current use for golf in terms of the number of people using the facilities and hours of operation.
4. The key risk is loss of significant vegetation.

### High level benefits, costs and risks assessment

| Benefit   | QTY                        | \$                    | Who       | Comment  |
|---|----------------------------|-----------------------|-----------|--|
| Increased opportunities for community (junior and senior) participation in netball and football to meet shortfall identified in Active Cardinia Strategy. | 600 people                 | Difficult to monetise | Community | Assumes a strong club is formed in each code                             |
| Active sporting hub that is well serviced by public transport   | 600 people plus supporters | Difficult to monetise | Community | Pedestrian connections exist to both Pakenham and East Pakenham stations |



| Benefit   | QTY                      | \$                    | Who       | Comment   |
|---|--------------------------|-----------------------|-----------|---|
| Nature conservation areas retained in remaining areas of the golf course                            | 25 hectares              | Difficult to monetise | Community | Habitat is provided for threatened species (Growling Grass frog, Southern Brown Bandicoot, and Latham's Snipe)  |
| Active open space development and use still enables passive open space use                          | 52 hectares              | Difficult to monetise | Community | Passive open space use can increase from current levels where golf restricts access                             |
| Existing function centre and café continue to operate serving the playground and passive open space | Function centre and cafe | Not applicable        | Community | Assumes masterplan for Deep Creek Reserve is implemented and revenue from lease covers building operating costs |

| Cost  | QTY                                      | \$           | Who     | Comment  |
|---|--|--------------|---------|--|
| Development of active open space facilities | 1 pavilion, 3 ovals and 8 netball courts | \$20,000,000 | Council | Funding sources include open space contributions fund and intergovernmental grants, Estimated costs for ovals is \$7m, pavilion is \$5-7m, and netball courts is \$7m. |





| Cost  | QTY                                      | \$              | Who       | Comment  |
|---|--|-----------------|-----------|--|
| Ongoing facility maintenance, repair, renewal and replacement of active open space        | 1 pavilion, 3 ovals and 8 netball courts | \$750,000/annum | Council   | Funding from rates   |
| Cost of maintenance of remaining areas of golf course as passive open space               | 25 hectares                              | \$250,000/annum | Council   | Funding from rates   |
| Trees or areas of conservation value will be lost to enable active open space development | Unknown                                  | Unknown         | Community | Survey required to determine number and extent of significant trees and vegetation |
| A Cultural Heritage Management Plan will be required for the Pakenham Golf Course land    | CHMP                                     | \$50,000        | Council   | Preliminary estimate   |
| A masterplan will be required to guide the development of active open space facilities    | Masterplan                               | \$100,000       | Council   | Preliminary estimate   |



| Risk  | Implication   | Likelihood | Consequence | Inherent Risk Rating   |
|---|---|------------|-------------|--|
| Cost to develop active open space is additional to current budget                                       | Unbudgeted cost                                       | Possible   | Moderate    | <b>Moderate risk</b><br>Controls available – ensure development replaces funded active open space<br>Residual risk – Low risk                          |
| Trees or areas of natural conservation value are present where active open space development is planned | Loss of vegetation and habitat                        | Possible   | Moderate    | <b>Moderate risk</b><br>Controls available – map significant trees and vegetation and design sportsfields around them<br>Residual risk – Moderate risk |
| Stakeholders have contributed financially to development of the golf course                             | A legal or moral barrier to use for active open space | Unlikely   | Minor       | <b>Low risk</b>  |



| Risk   | Implication   | Likelihood | Consequence | Inherent Risk Rating   |
|--|---|------------|-------------|--|
| Land was acquired with constraints limiting use to recreation, drainage and roads      | A legal barrier to other conversion to other uses                             | Unlikely   | Minor       | <b>Low risk</b>  |
| People using active open space facilities will negatively impact neighbourhood         | More intensive development and use of the northern section of the golf course | Possible   | Moderate    | <b>Moderate risk</b><br>Controls available – design facilities to minimize impacts on neighbours<br>Residual risk – Low risk   |
| Cultural heritage management plan will find Aboriginal cultural heritage material that | Facility development will be constrained                                      | Unlikely   | Moderate    | <b>Moderate risk</b><br>Controls available – modify design of development to avoid sensitive areas<br>Residual risk – Low risk |



### Option 3 – Passive Open Space

The golf infrastructure is removed, and the course is converted into passive open space with an emphasis on nature conservation.



**Council's goals relevant to Option 3**

The Cardinia Open Space Strategy has identified Deep Creek Reserve as the largest open space in the Pakenham profile area. The total provision of open space in the Pakenham profile area exceeds the benchmark of 5ha/1,000 residents for current and forecast population. The current provision is 7.4ha/1,000 residents. This provision would increase by approximately 15% if the Pakenham Golf Course became passive open space.

The current provision of active open space is below the benchmark of 2ha/1,000 residents. To meet this benchmark, an additional 71ha of active open space is needed, which increases to 85ha by 2031 with population growth.

Access to open space in this area will be enhanced by the connection from Pakenham East Railway into Deep Creek Reserve.

**Summary of benefits, costs and risks**

1. This option increases the amount of passive open space and utilisation of existing open space.
2. The cost of trails, seating and other passive open space improvements may be able to be met from open space contributions and rates revenue.
3. Nature conservation and regional water management (three creeks wetland development) are unconstrained by golf or active open space use.
4. The impact on neighbours is less than the current use for golf in terms of the numbers of people using the facilities and hours of operation.

**High level benefits, costs and risks assessment**

| <b>Benefit</b>  | <b>QTY</b>  | <b>\$</b>             | <b>Who</b> | <b>Comment</b>  |
|---|-------------|-----------------------|------------|---|
| Increased opportunities for participation in use of passive open space.         | 1000 people | Difficult to monetise | Community  | As urban density increases around Pakenham and East Pakenham stations, more people will be living close by and using open space at Deep Creek Reserve |
| Continuation of low intensity use of Deep Creek Reserve                         | Unknown     | Unknown               | Community  | Assumes the impact on neighbours from passive open space use is comparable with the current low levels of golf being played                           |
| Increased nature conservation   | Unknown     | Unknown               | Community  | Habitat is provided for threatened species (Growling Grass frog, Southern Brown Bandicoot, and Latham's Snipe)  |
| Water treatment (the Three Creeks)  | Unknown     | Unknown               | Community  | Melbourne Water to plan and fund as part of regional water management.  |
| Expanded educational activities associated with the Cardinia Environment Centre | Unknown     | Unknown               | Community  | Cardinia Environment Coalition advice.  |



| Cost  | QTY  | \$                    | Who     | Comment   |
|---|--|-----------------------|---------|---|
| Decommissioning of golf course infrastructure (water supply, driving range, irrigation)                                       | Removal of greens, irrigation and water supply | \$1,000,000           | Council |   |
| Ongoing maintenance, repair, renewal and replacement of passive open space  | 52 hectares                                    | \$590,400/ annum      | Council | A variation to the open space contract will be required.<br>Doesn't include renewal and replacement funding.  |
| Provision of passive open space in excess of the target levels of provision set for Cardinia                                  | 52 hectares                                    | Difficult to monetise | Council | Target levels of passive open space are currently being exceeded in Pakenham. Development, maintenance and renewal of additional open space needs to be funded. |
| Passive open space infrastructure improvements – paths, seats, etc.   | 52 hectares                                    | \$350,000             | Council |   |
| A masterplan will be required to guide the demolition of the golf course and development of passive open space infrastructure | 52 hectares                                    | \$100,000             | Council |   |



| Risk                                 | Implication  | Likelihood | Consequence | Inherent Risk Rating |
|--------------------------------------|--|------------|-------------|----------------------|
| Costs to maintain passive open space | Provision of passive open space above the target level for Cardinia will require a cross subsidy for maintenance | Likely     | Minor       | <b>Moderate risk</b> |

### Next steps

The next step in the 7-step pathway in the Ministerial Guideline 21 – Golf Course Redevelopment is to formally engage with the community to discuss the options that Council considers to be viable for the Pakenham Golf Course.

The Cardinia Community Engagement Policy 2025 - 2029 provides guidance on selecting an appropriate engagement method, which includes consideration of:

- Effective targeted promotion to those affected by the project.
- In person community engagement opportunities (pop ups, workshops, information sessions, events).
- Online engagement methods.
- Accessible locations for engagement activities.
- Times and dates of engagement activities.
- Alternative formats ie bilingual or Auslan interpreters, audio, easy read, hard copies, large print etc.

Engagement about the future of the Pakenham Golf Course should target those who have used the course or who live nearby, as well as those who have not used the course but who may either play golf (on or off-course) in the future or participate in other open space activities possible under the various options.





The Cardinia Community Panel may be a good starting point to draw a group of local people to discuss the options to inform broader consultation with the Cardinia community.

This is an important decision involving an important community asset where significant financial investment is required in the short and long-term. It is important to consider all options now to provide a foundation for decision making about the use of the land and be prepared for any future eventuality.



## References

1. Cardinia Planning Scheme, Amendment C66, Pakenham Golf Course Redevelopment, Panel Report, 2005
2. Deep Creek Reserve: Development of Deep Creek Parkland - Cultural Heritage Management Plan, 10 December 2015.
3. Cardinia Planning Scheme Amendment C209, Planning Permit Application No P1502, Panel Report, 2017.
4. Planning and Environment Act 1987, Section 12(2)(a). DIRECTION NO. 21 - GOLF COURSE REDEVELOPMENT, 25 June 2020.
5. Planning Guidelines for the Conversion of Golf Course Land to Other Purposes, June 2020.
6. Future of Golf at Deep Creek Reserve - Golf Business Analysis, Well Played Golf Business Consultancy Report, March 2025.



### Interim reports and advice

1. Nova Ratio - Review of the 'Future of Golf at Deep Creek Reserve - Golf Business Analysis', report prepared by Well Played Golf Business Consultancy Report in March 2025.
2. Nova Ratio - Pakenham Golf Course Feasibility Study - Stage 1 Interim Report, 4 April 2025
3. Nova Ratio - Meeting notes – Cardinia Coordinator of Strategic Planning, 25 May 2025
4. Cardinia Shire Council - Deep Creek Reserve Biodiversity Assessment, 29 May 2025
5. Cardinia Shire Council - Planning Scheme considerations - Deep Creek Golf Club, 16 June 2025.



## Review of 'Future of Golf at Deep Creek Reserve - Golf Business Analysis', prepared by Well Played Golf Business Consultancy Report in March 2025

### Introduction

The Pakenham Golf Course (PGC) Feasibility Study has 3 key stages:

1. Determine whether golf is viable and the best use of the land at Deep Creek Reserve.
2. If golf is not the best use for some or all the land at Deep Creek Reserve, determine if there is any other public open space purpose the land could be used for.
3. If there is no other public open space purpose the land needs to be used for and it was to be re-zoned and sold, where the sale proceeds would be used to do.

To determine the viability of golf at the PGC a specialist consultant was asked to provide advice. This report assesses that advice in the context of the feasibility study.

### Viability of golf at Deep Creek Reserve

Well Played Golf Business Consultancy (WPG) was engaged to provide a high level and authoritative report on the PGC that considered three scenarios:

| Scenario   | Patronage and revenue  | Improvement and investment  |
|------------|--|---|
| 1. Optimal | What is the optimal patronage that the PGC is capable of supporting given the course design, location and competition, and what revenue could be expected if this level of patronage was to be achieved? | What improvements and investment in the course is required to achieve optimal utilisation of the PGC? |



|                      |   |  |
|----------------------|---|--|
| 2. Limited           | What patronage and revenue can realistically be expected with prudent investment in course improvement? | What improvements and investment are required to improve utilisation of the PGC with a reasonable chance of getting a return on that investment? |
| 3. Business as usual | What patronage and revenue can be expected if repairs and maintenance are carried out on the course?    | What is the minimum investment needed for the PGC to continue operating?   |

WPG were engaged for their expertise in golf business planning and performance, and their current and relevant experience in reviewing publicly owned and public-access golf courses.

The objective was to understand the best, worst, and most likely options available.

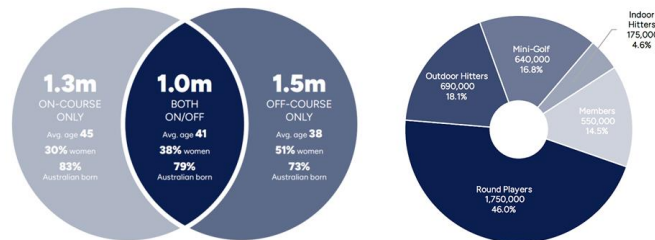
### Findings

WPG assessed the market for golf in Australia, the Cardinia local area in general, and the Pakenham Golf Course in particular. Their report is comprehensive. My focus is on the advice regarding demand for golf at PGC.

### Participation in golf

A key finding is that golf participation has grown in Australia since the Covid Pandemic, and it continues to grow. Golf Australia estimates that about 3.8 million (19%) of adult Australians played golf in 2023/24. Participation in golf is split between on-course golf (i.e. playing golf on a course) and off-course golf (i.e. driving ranges, mini-golf and indoor simulators supported by sports bars, lounges and function spaces).

The split in participation between the two types of golf being played, and the overlap, is shown below, along with key demographic data.

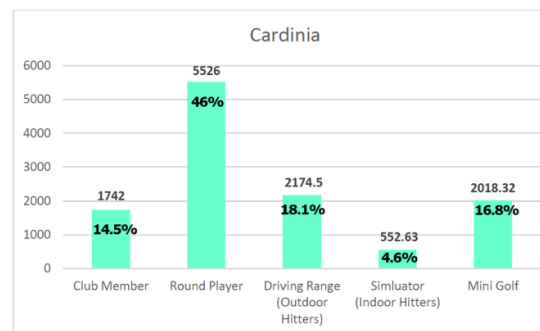


Snapshot of Australian golf participation, source: Golf Australia, 2023/24 Golf Participation Report

Off-course golf attracts more women, younger players and a greater diversity of people. This is an important point in relation to the options WPG advise to increase participation in golf at PGC.

#### Golf in Cardinia

Golf Australia estimates that within Cardinia 7,268 people participate in golf, and this number has the potential to increase to more than 12,000 participants. Their breakdown of participation is shown in the diagram below.



Growth opportunities for Cardinia's golf ecosystem, source: Golf Australia

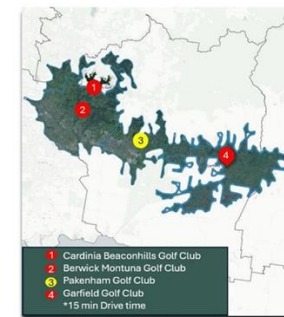


The growth in participation in golf in Cardinia is directly related to project population growth in the municipal area.

WPG assessed golf courses in the Cardinia area. A 10km radius was used to determine the catchment for the PGC and a 20km radius for a member-based course. The location of the 4 golf courses available in or near Cardinia are shown below, along with a description of the off-course facilities available.

- 4 Golf Courses
  - 3 member-based clubs with public access
    - Cardina Beacons Hills Golf Club
    - Berwick Montuna Golf Club
    - Garfield Golf Club
  - 1 full public access
    - Pakenham Golf Course
- 2 Driving Ranges
  - Berwick Montuna – (now has technology)
  - Pakenham – no technology
- 0 Mini golf
- 0 Simulator venues

*Overview of Cardinia's golf ecosystem, source: Golf Australia*



The distance from PGC to each of the other golf courses is between 10 and 15 kilometers, and an estimated 15-minute driving time. This gives the PGC definite catchment as a full public access golf course providing on-course and off-course golf facilities. This is important point relevant to the advice to market test future development options for the PGC because it identifies the area in which competing developments (especially off-course golf facilities) could be a threat.

### Scenario analysis

The findings in relation to each scenario are shown in the right-hand column. A key assumption in each of the scenarios is that golf will continue on-course with 18 holes, and off-course with the driving range and current hospitality offering. Each of these scenarios requires investment and has revenue capable of paying back the investment within 7 to 14 years, assuming a profit margin of 10% on sales.



| Scenario                | Patronage and revenue  | Improvement and investment   | Findings  |
|-------------------------|--|--|---|
| Optimal                 | What is the optimal patronage that the PGC is capable of supporting given the course design, location and competition, and what revenue could be expected if this level of patronage was to be achieved? | What improvements and investment in the course is required to achieve optimal utilisation of the PGC?  | 45,000 rounds of golf and 19,250 driving range users.<br>Revenue: \$4,235,908<br>Investment: \$5,885,000<br>Est. profit \$423,000<br>Simple payback 13.9 yrs                              |
| Limited                 | What patronage and revenue can realistically be expected with prudent investment in course improvement?  | What improvements and investment are required to improve utilisation of the PGC with a reasonable chance of getting a return on that investment? | 35,000 rounds of golf and 18,000 driving range users.<br>Revenue: \$3,414,420<br>Investment: \$2,795,000<br>Est. profit \$314,000<br>Simple payback 9 yrs                                 |
| Business as usual (BAU) | What patronage and revenue can be expected if repairs and maintenance are carried out on the course?   | What is the minimum investment needed for the PGC to continue operating?   | 25,000 rounds of golf (14,237 current) and 15,570 (8,503 current) driving range users.<br>Revenue: \$2,671,568 Investment: \$1,900,000<br>Est. profit \$261,000<br>Simple payback 7.3 yrs |

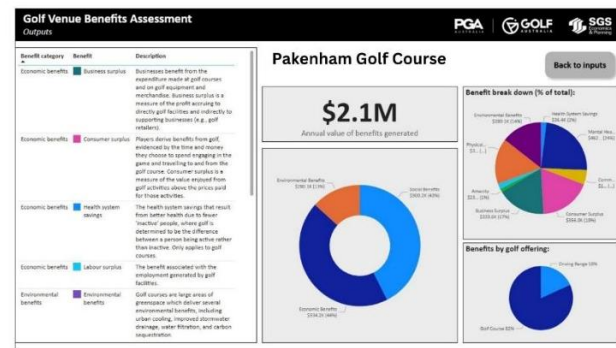
In addition to the direct financial benefits and costs of each scenario provided by WPG, Golf Australia provided a Golf Venue Benefits Assessment, shown below.





Based on Golf Australia's recent performance assumptions, it has calculated that Pakenham Golf Course currently provides an annual benefits value of \$924.2k, comprising Economic: \$293.9k, Social: \$350.2k, and Environmental: \$280.1k.

Based on Golf Australia's forecast performance assumptions, it has calculated that Pakenham Golf Course could provide an annual benefits value of \$2.1M, comprising Economic: \$934.2k, Social: \$900.2k, and Environmental: \$280.1k.



Source: Golf Australia

They believe the PGC has the potential to provide \$2.1m of economic, social and environmental benefits. WPG included the Golf Australia assessment in their report but said they disagree with some of the assumptions. Nonetheless, it indicates the quantum of benefits available to the community from continuing golf at Deep Creek Reserve. The Golf Australia data used in the model indicates a significant increase in patronage. Their forecast of increased patronage is shown in the table below.



| Input                 | Current - 2024 | Forecast - Conservative | Forecast – Best Practice  |
|-----------------------|----------------|-------------------------|---|
| Local Users           | 90%            | 86                      | Anticipate the percentage would diversify further with increased patronage due to popularity of venue (i.e. Morack)   |
| Intrastate Users      | 10%            | 12                      |   |
| Interstate Users      | 0              | 2                       |   |
| Revenue each offering |                |                         |   |
| Golf Course           |                |                         | 18 hole golf courses operating at maximum capacity can achieve 100,000+ rounds. This can be dependent on location etc (more densely populated areas). We would conservatively estimate 60,000 – 80,000 as a target over time. |
| Revenue               | 347,000        | 913,000                 |   |
| Rounds                | 13,341         | 35,000                  |   |
| Shortened Course      | 0              | 0                       |   |
|                       |                |                         | N/a not in the scenario   |

|                             |             |             |  |
|-----------------------------|-------------|-------------|--|
| Mini Golf                   | 0           | 0           | Opportunity to develop a mini-golf facility and increase visitations. A target of 30,000 rounds over time. |
| Driving Range               |             |             |  |
| Revenue                     | 121,000     | 363,000     | Gradual increase as popularity increases.  |
| Buckets                     | 9,800       | 29,400      |  |
| Simulator                   | 0           | 0           | N/a not in the scenario  |
| F & B / retail              |             |             |  |
| Revenue                     | 340,000     | 963,600     | Increase in line with increased visitation in the above number increases                                   |
|                             |             |             |  |
| Revenue whole venue         |             |             |  |
|                             |             |             |  |
| Est total profit            | 0           | 150,000     | To be determined when inputs entered   |
| Community spend             | 40,000      | 100,000     | To be determined when inputs entered   |
| Playing members             | 0           | 0           | N/a public course  |
| FTE workforce               | 7           | 10          | To be determined when inputs entered   |
| Land area                   | 45          | 45          | To be determined when inputs entered   |
| Common land use surrounding | Residential | Residential | Residential  |

The increase in golf rounds from 13,341 to 35,000 will potentially bring an additional 44,000 people to the PGC (assuming 2 players for each round) and between 22,000 and 44,000 additional cars (depending on whether they travel together or separately). The increase in driving range buckets from 9,800 to 29,400 brings an extra 19,600 people, potentially in the same number of cars.



In the assessment of scenarios, WPG have also assumed a significant increase in patronage, with golf rounds increasing to 25,000 to 45,000, and driving range users increasing to 15,570 to 19,250 people.

### **Conclusion**

The WPG report findings make a consistent and strong case that golf is viable at Deep Creek Reserve under each of the scenarios.

There are numerous examples evidencing the potential to increase community participation in golf in Cardinia by improving on-course and off-course golf facilities. Those facility improvements can also be funded by the private sector under a long-term lease, and external operators can deliver golf services. The council could receive an income from the operator of the golf course and the associated council-owned facilities. The council could continue to maintain the buildings or make all asset maintenance the responsibility of the course operator.

WPG recommend market testing through an expression of interest to determine what off-course golf facilities are viable, and whether an 18, 9 or smaller golf course is desirable. A benefit in doing this would be if less than 18 holes are required, when some land would become available for other open space uses or divestment to enable other investments in open space.

There are other considerations relevant to golf continuing at Deep Creek Reserve. The increased number of rounds of golf played on-course will increase the number of people travelling to and from Deep Creek Reserve. Some of the increases will come from night-time golf activities. There will also be work required to provide off-course facilities. All these potential changes have implications.

### **Implications of increasing golf participation**

The current golf facilities have a planning permit that is likely to have conditions relevant to operating hours. It may also limit types of uses. The current amount of car parking is based on a specified number of users and may be inadequate if the number of users increased.

Cameron Avenue is the only access road to the PGC. The potential increases in patronage in the WPG report suggest an increase in people attending the PGC of around 80,000 people per annum. Assuming people travel together, this will be an increase of around



40,000 cars per annum. The impact on neighborhood amenity will need to be considered. The capacity of the intersection with Racecourse Road will also need to be assessed.

If more night-time golf activities occur (i.e. driving range and mini golf), the impact of lighting and noise will need to be considered. Neighbours may be affected and wildlife in the nearby wetlands disturbed. Permits will be required for works.

Finally, a long-term lease for the PGC has potential implications for the broader area of Pakenham. The PGC sits within two low-density residential areas and it is proximate to the East Pakenham station and the East Pakenham PSP. There has been a request for a road easement to cross Deep Creek at the northern end of the golf course to access land for development off Johanna Court. There are urban development and land use issues that should be considered before entering into a long-term lease for the PGC.

**Recommended next steps**

1. Organise a workshop with relevant council officers to get a high-level view and understanding of the land use implications in changes in the PGC.
2. Develop parameters on future use of the PGC and criteria for assessment of an EoI if market testing proceeds to enable a decision on the future of golf at Deep Creek Reserve.



## Pakenham Golf Course Feasibility Study - Stage 1 Interim Report, 4 April 2025

### Introduction

The Pakenham Golf Course (PGC) Feasibility Study has 3 key stages:

1. Determine whether golf is viable and the best use of the land at Deep Creek Reserve.
2. If golf is not the best use for some or all the land at Deep Creek Reserve, determine if there is any other public open space purpose the land could be used for.
3. If there is no other public open space purpose the land needs to be used for and it was to be re-zoned and sold, where the sale proceeds would be used to do.

### Is the Pakenham Golf Course viable?

The Well Played Golf (WPG) report is positive about the future of golf at Deep Creek Reserve, either as a continuation of 'business as usual' (BAU) with investment to restore the course (25,000 rounds of golf (14,237 current) and 15,570 (8,503 current) driving range users; Revenue: \$2,671,568; Investment: \$1,900,000; Est. profit \$261,000; Simple payback 7.3 yrs) or with investment in off-course facilities (45,000 rounds of golf and 19,250 driving range users; Revenue: \$4,235,908; Investment: \$5,885,000; Est. profit \$423,000; Simple payback 13.9 yrs).

In both scenarios the council can expect private funds to be invested in return for long-term leases. In the BAU scenario the council may end up in a cost-neutral situation, and with investment in off-course facilities, the council could expect to earn revenue from the course. In both situations WPG say private operation of the course is preferred, and private maintenance is possible. A consideration for the council will be the return on capital invested in the course and facilities (estimated at \$15m), and the potential to recover depreciation to fund asset renewal.

In terms of the feasibility study into Deep Creek Reserve and options analysis to inform decision making about the future of the Pakenham Golf Course (PGC), it is feasible to continue with golf.



### **Is the Pakenham Golf Course the best use of the land at Deep Creek Reserve?**

The location of the PGC in Deep Creek Reserve and midway between Pakenham and Pakenham East raises some issues about whether golf remains the highest and best use for the land. Twice previously the council has attempted to change the use of the land (in 2005 rezoning of the golf course was requested to enable it to be sold and for the golf course to relocate; and in 2017 part of the golf course was requested to be rezoned to pay for improvements to course facilities). Both times the planning panel rejected the request.

The reasons for rejection remain worthy of consideration today when determining the feasibility of the PGC and the potential for the land to be used for any purpose other than public open space.

### **Cardinia Planning Scheme, Amendment C66, Pakenham Golf Course Redevelopment, Panel Report, 2005**

#### Proposal

The purpose of the amendment requested was to facilitate the redevelopment of the site to provide 600 lots for residential development over approximately 60% of its area, leaving approximately 40% to provide public open space, drainage, flood storage, wetland and conservation functions.

The proceeds of sale were to be applied to assist the relocation of the golf club to a new course outside the Urban Growth Boundary. This relocation was argued to be required because the golf course did not have fairways of the currently accepted width for optimum safe play. It became severely waterlogged at times and was said to require considerable expenditure and/or expansion to remedy these concerns.

#### Decision

The Panel concluded as follows:

- Amendment C66 does not appear to be the product of a rigorous, directed and orderly strategic planning process for the future community and recreational needs of a swiftly growing growth corridor:
  - it does not reflect best practice in growth corridor open space planning;
  - it fails to respond adequately to Melbourne 2030 Direction 5, policy 5.6 and the Parklands Code and policy 5.7;
  - it fails to respond adequately to the Cardinia Recreational Open Space Strategy;
  - it breaches Ministerial Direction No 3 as it is not consistent with the South Eastern Growth Corridor Map;



- it is unlikely to offer net community benefit.
- The intended development has an unacceptably high risk of being unsustainable having not adequately addressed either the constraints imposed by the site conditions, or the protection of the existing natural assets.
- The nature of the balance between the needs of recreation and conservation has not been properly addressed. Whilst 40% of the site would be retained as open space, much of this would be required to address drainage, flood storage and conservation management requirements. The balance land is not likely to be able to provide an effective regional recreational resource and would be unlikely to be able to host active recreational opportunities.
- The long-term feasibility of the proposed protection of the Growling Grass Frog has not been established at the strategic level.

The Panel recommended that the amendment be abandoned

#### **Cardinia Planning Scheme Amendment C209, Planning Permit Application No P1502, Panel Report, 2017**

##### Proposal

The Amendment proposed to:

- 25 Oaktree Drive, Pakenham
  - Rezone part proposed Lot 1 PS743978C from a Public Park and Recreation Zone (PPRZ) and the land in the Oaktree Drive road reserve from Road Zone Category 2 (RDZ2) to Low Density Residential Zone Schedule 3 (LDRZ3), allowing a minimum subdivision size of 0.2 hectares.
  - Apply the Design and Development Overlay – Schedule 1 (DDO1) and Vegetation Protection Overlay – Schedule 1 (VPO1) to the land proposed to be rezoned.
- 1, 3, 5, 7, 9, 11 and 13 Ryan Road, Pakenham and 1, 2, 3, 4 and 5 Johanna Court, Pakenham
  - Remove the land from Schedule 1 and include it in Schedule 3 to the LDRZ to provide for a minimum subdivision of 0.2 hectares.
- 62 Cameron Way, Pakenham
  - Rezone land in the existing Oaktree Drive road reserve (to be known as Proposed Lot 2 PS743978C) from Road Zone Category 2 (RDZ2) to PPRZ.



The Deep Creek Master Plan showed how the site would be used and developed for a range of golf, open space, floodway and environmental purposes. As part of this Master Plan, the site occupied by the Golf Club rooms was identified as surplus. The Council sought to rezone this land to LDRZ3 and apply the DDO1 and VPO1 to reflect the zoning/overlays of surrounding land, and to realign the title boundaries to facilitate the sale of the land.

The council also sought to reduce the minimum lot size for LDRZ land in Johanna Court/Ryans Road to the east from 0.4 hectares to 0.2 hectares. In 2013, the Council prepared Amendment C188 which sought to retain the proposed 0.4 hectare minimum lot size for this land, which was supported at Panel and ultimately approved. The Council was seeking to reverse this decision.

#### Decision

The Panel considered that a critical issue in relation to this Amendment is the fact that the land is located within the South-Eastern Growth Corridor and that land to the west, north and east has already or will be developed for conventional residential development. The location of rural-residential development in this location is a legacy of the past and whilst once located on the edge of the Urban Growth Boundary, it is now located within it.

For these reasons, the Panel considers that any proposal to rezone land from PPRZ, particularly land within a 400 metre walking catchment of residential area needs to be clearly strategically justified, having regard to the broader open space provision. Similarly, any proposal to provide additional low density residential land within the Urban Growth Boundary, to apply the DDO1 and the VPO1 also needs to be strategically justified. The Panel did not, however, consider that this justification existed.

The Panel considered that given the concern raised above, it would not be appropriate to realign the title boundaries at this stage to facilitate this rezoning. In addition, the Panel was not presented with sufficient information about the environmental values and constraints associated with the land to enable it to make an informed decision about the potential environmental impacts associated with any future subdivision and development of this land.

For these reasons, the Panel did not support this application to realign the title boundaries. Similarly, the Panel considers there has been no strategic justification to reduce the minimum lot size of the LDRZ land to the east from 0.4 to 0.2 hectares. Amendment C188, which sought to retain the 0.4 hectare minimum lot size, has only recently





been approved and there has been no additional strategic work undertaken that demonstrates the need to vary the approach adopted in this Amendment.

In terms of the proposed rezoning of Oaktree Drive, the Panel was satisfied that as there is no strategic imperative to widen this road, the proposal to downgrade its status is appropriate. The Panel did, however, consider there is a need to improve the mapping to make it clear that the front of the properties along Oaktree Drive are not included in the proposed rezoning.

For these reasons, the Panel did not support the Amendment.

In 2020, the Minister for Planning released a Direction in relation to golf course redevelopment. The purpose of the Direction is to ensure that the redevelopment of a golf course delivers a net community benefit. It is directly relevant to any changes to the PGC.

#### **MINISTERIAL DIRECTION NO. 21, GOLF COURSE REDEVELOPMENT**

The Direction says that when preparing an amendment to a planning scheme or application for the redevelopment of a golf course, the following steps should be followed:

1. Consider whether the land should be redeveloped.
2. Identify the strategic direction for the site.
3. Determine what assessments and approvals are required.
4. Document site values, constraints and opportunities.
5. Engage the community.
6. Develop a land use concept that delivers net community benefit.
7. Deliver a quality outcome.

The first two steps are relevant to this stage of the feasibility study.

#### Step 1: Consider whether the land should be redeveloped

The Direction says that the following questions should be addressed in establishing whether golf course land should be converted to another use:



- Does the land tenure allow for conversion?
- Is the golf course surplus to golfing?
- Are there economic alternatives to conversion?
- Should the land remain as open space?

The feasibility study into Deep Creek Reserve and options analysis to inform decision making about the future of the PGC has addressed land tenure and whether the PGC is surplus to golfing. There is a strong argument that it is not surplus to golfing and it is potentially a well-located facility to increase participation in golf. The land is owned by the council. There is speculation that the land was originally transferred to Council ownership for roads or open space in a future subdivision (see 2017 Panel Report).

The question to be addressed now is whether or not the PGC is the best use of the land. This is closely coupled to the second step in the Ministerial Direction.

#### Step 2: Identify the strategic direction for the site

Establishing the strategic direction for the site is a key step to developing a concept for the site. Any concept for the site should begin by asking what does policy say is the best use for this site?

The strategic direction for a proposal should consider the following:

- The level of access to transport and activity centres.
- The local open space network or wildlife network.
- Whether the proposed conversion is consistent with relevant policies and strategies including:
  - the Planning Policy Framework in the Victoria Planning Provisions or relevant planning scheme
  - Metropolitan Planning Strategy any metropolitan open space strategy or regional open space strategy
  - any approved council open space strategy
  - any approved council housing strategy.
- Whether proposal has the potential to contribute to broader strategic priorities, such as:
  - Active Victoria Framework.
  - Water for Victoria Water Plan.



- Any regional Integrated Water Management Plan or the achievement of water sensitive urban design principles.
- Victorian 30-Year Infrastructure Strategy.
- Protecting Victoria's Environment - Biodiversity 2037.

**Conclusion**

The implications for broader strategic land use issues from changes to the PGC were identified in both panel reports.

Consideration needs to be given to what current strategic plans say about Deep Creek Reserve. This should start by considering the location of the PGC midway between Pakenham and East Pakenham and the relationship with nearby land uses. Some specific issues that should be considered are:

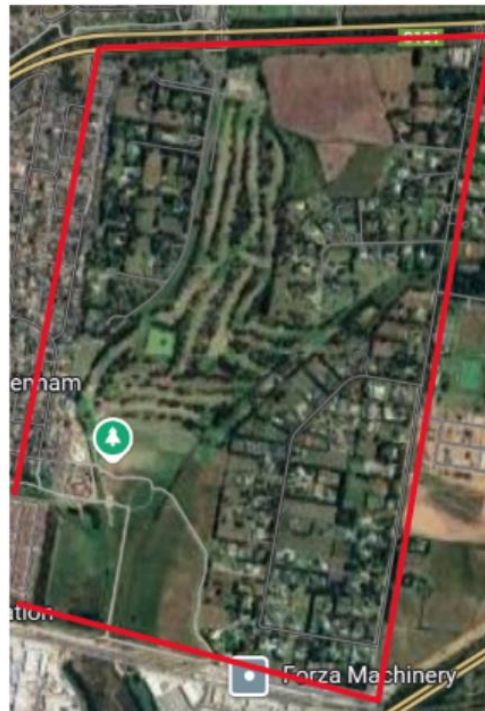
1. The potential for a road crossing of Deep Creek to connect East Pakenham to Pakenham. This has been suggested on land adjacent to the rail line in the south and connecting to Johanna Court in the north.
2. The future of low-density residential areas on the east and west side of the PGC. An attempt was made to increase the density of the area to the west of the PGC in 2017. The low-density residential area to the east of the PGC is now within 500m of a suburban rail station and may be subject to the new planning controls.
3. The planning for flood mitigation on Deep Creek. A plan for detention/wetlands has been proposed (according to the Cardinia Environment Centre) and funding for works has been committed but not provided by Melbourne Water. The PGC is currently subject to periodic inundation (see 2005 Panel Report) and it could be a factor in accommodating other active open space uses.



## Meeting notes – Cardinia Coordinator of Strategic Planning

### Context

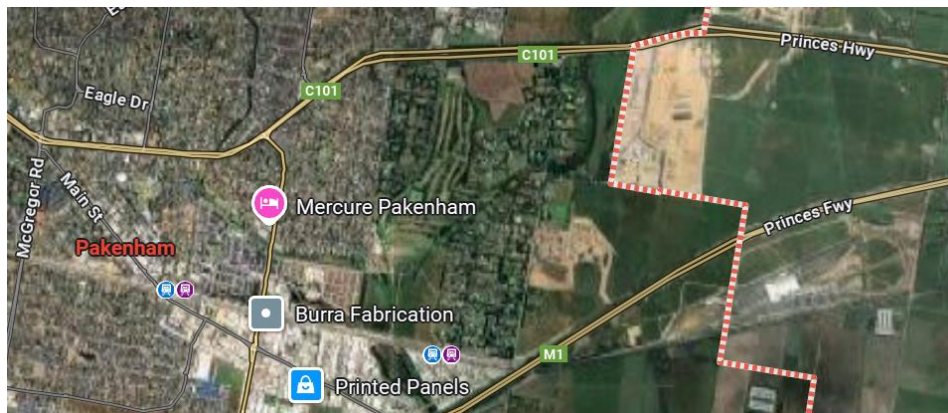
The area of land in which Deep Creek Reserve sites between Pommel Street/Barington Drive (west) and Ryan Road (east), the Princes Highway (north) and rail line (south), could be subject to significant change in the future.





This change will be driven by calls to increase the density of the low-density residential areas surrounding Deep Creek Reserve between Pommel Street/Barington Drive, and Ryan Road (shown in diagram above) as land value increases with urban expansion.

There has already been a change in residential density in the Low Density Residential area, firstly to retain the 0.4 ha density and then a proposal for a discrete section of the Low Density Residential to increase density to 0.2 ha in 2017 which was abandoned by Council. The current low residential density is anomalous with the higher density of residential development in Pakenham to the west of Pommel Street/Barrington Drive, and the density proposed east of Ryan Road in the East Pakenham PSP.





As part of the release of Plan for Victoria the State Government's key focus is increasing housing choice and affordability with more homes near transport, jobs and essential services. At this present stage, the Pakenham East train station has not been identified in Plan for Victoria to accommodate additional housing growth as part of Cardinia's Housing Targets. This could change in the future given the train station location. The Victorian Planning Authority (VPA) has not scheduled a review of the land use controls in this area but it is on their list of potential projects.

### **Studies required**

Any changes in land use in the area will require various background technical studies to be completed to substantiate any proposed change and to understand the impacts and demonstrate the benefits of change. There are currently 2 relevant studies underway. The first is flood modelling being done by Melbourne Water with a planned completion date of 2027. The second is the Cardinia Housing Strategy that is planned to be completed by 2029. Both studies will have implications for Deep Creek Reserve and its environs.

Further studies required were identified by the Planning Panel in 2005 and 2017 to provide the strategic justification for changes to the Pakenham Golf Course. This work has yet to be done. Plan Victoria, the Cardinia Planning Scheme, and the Pakenham Structure Plan (which replaces the Pakenham Township Plan) make no specific reference to the Pakenham Golf Course.

The present Cardinia Planning Scheme states the following strategic directions.

- Under Clause 21.01-1 under Cardinia Shire Key Issues and Strategic Vision it states *Ensuring any redevelopment of golf courses has net community benefit and does not adversely impact upon the environment*
- Under Clause 21.04-5 under "Tourism" it states *Facilitate the development of complimentary facilities at golf courses including accommodation, conferencing and dining facilities where appropriate.*

### **Planning controls on Pakenham Golf Course (PGC)**

The Well Played Golf report suggests that significant increases in patronage of the PGC are possible and desirable. The table below shows the potential increases in patronage and the numbers of people and cars this is likely to attract to the PGC.



| Scenario          | Description  | Patronage   | Increase in patronage        |
|-------------------|--|---|------------------------------|
| Current           | Data from 2024/25  | 14,237 rounds of golf<br>8,503 driving range users<br><br>36,977 people (assumes 2 people per round and 1 per driving range)<br>22,740 cars (assumes 2 people per car)    |                              |
| Business as usual | The patronage that can be expected if only repairs and maintenance are carried out on the course | 25,000 rounds of golf 15,570 driving range users<br><br>65,570 people (assumes 2 people per round and 1 per driving range)<br>40,570 cars (assumes 2 people per car)      | 28,593 people<br>17,830 cars |
| Limited           | The patronage that can realistically be expected with prudent investment                         | 35,000 rounds of golf and 18,000 driving range users<br><br>88,000 people (assumes 2 people per round and 1 per driving range)<br>53,000 cars (assumes 2 people per car)  | 51,023 people<br>30,260 cars |
| Optimal           | The optimal patronage that the PGC is capable of supporting                                      | 45,000 rounds of golf and 19,250 driving range users<br><br>109,250 people (assumes 2 people per round and 1 per driving range)<br>64,250 cars (assumes 2 people per car) | 72,273 people<br>41,510 cars |



The current planning controls on the PGC need to be reviewed and the implications of increased patronage considered. The potential traffic impact on Cameron Drive and noise and light impact on neighbours immediately west and east of the function centre/bistro and driving range need to be considered. Any intensification of off-course golf activities is likely to include more outdoor nighttime activities (e.g. mini-golf, larger driving range). Increased hospitality and golf entertainment could also increase noise from patrons.

**Stephen Thorpe, 26 May 2025**





## Deep Creek Reserve Biodiversity Assessment 29 May 2025

### 1. Executive summary

The Deep Creek Reserve Biodiversity Assessment was conducted by Cardinia Shire Council Officers to evaluate the current biodiversity values of the former Pakenham Golf Course site, comparing them to findings from a 2004 assessment. The 83-hectare site, located in Pakenham, spans both the Highland Southern Falls and Gippsland Plain Bioregions and includes a mix of historically developed golf course land and undeveloped wetland and drainage areas.

#### Key Findings:

- **Vegetation Quality:** The site predominantly features planted tree species with scattered remnant individuals. Vegetation quality ranged from Low to Moderate, with some High-Quality patches, particularly in the northern section. Swamp Scrub and native wetland vegetation were observed, especially along Deep Creek and in southern wetlands.
- **Flora:** Indigenous and exotic species were identified, including significant native species such as Veined Spear Grass (a species of conservation concern). Weed species are widespread but manageable with targeted control.
- **Fauna Habitat:** While no formal fauna survey was conducted, the site provides diverse habitat features including wetlands, tree hollows, and dense understorey vegetation. It supports common bird species and has potential habitat for rare and threatened species such as:
  - Growling Grass Frog
  - Southern Brown Bandicoot
  - Latham's Snipe



- **Ecological Significance:** The site functions as a low-quality but important urban biolink node, connecting multiple creeks and wetlands. The southern half, with its permanent and ephemeral wetlands, is particularly valuable for amphibians, birds, and reptiles and is unsuitable for development due to its ecological importance.

#### **Recommendations for Future Work:**

- **Arborist Report:** To map and assess the significance of trees on site.
- **Detailed Flora and Fauna Assessment:** Including species inventories, vegetation mapping, and analysis of ecological vegetation classes (EVCs).
- **Targeted Surveys:** For threatened species such as Growling Grass Frog, Southern Brown Bandicoot and Veined Spear Grass.

#### **Conclusion:**

The Deep Creek Reserve holds significant biodiversity value, particularly in its wetlands and remnant vegetation. While parts of the site are degraded, others offer critical habitat for native species. Further ecological studies are essential to inform any future land use or development planning.

## **2. Introduction**

Cardinia Shire Council is in the process of evaluating the biodiversity values present at Deep Creek Reserve (the former Pakenham Golf Course) located in Pakenham. The assessment aims to compare the current biodiversity values to the historic assessment completed in 2004 (Brett Lane & Associates 2004). The findings will help guide future decision making for the site, including additional studies needed to inform those decisions.

#### **Study Area Description**

The Study Area is approximately 83 hectares in size and is bound by Princes Highway to the north, low density residential and undeveloped land to the east, the railway line to the south and Oaktree Drive to the west. The northern half of the site has been

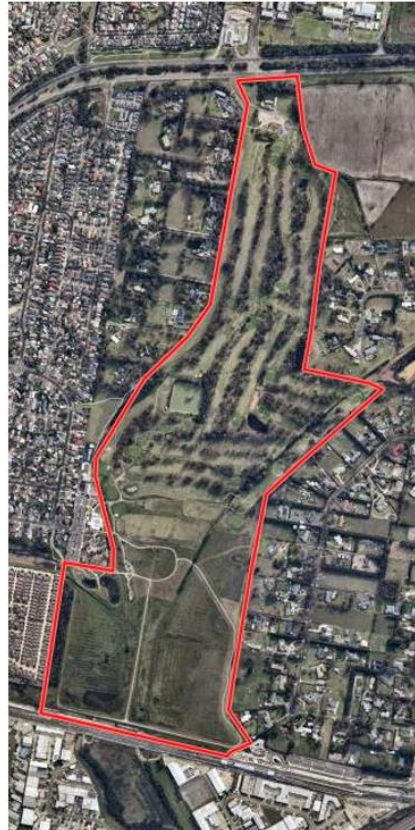


historically used as a golf course from approximately 1980s until March 2025. Prior to the golf course, it's understood that the Study Area comprised of modified grazing land held in private ownership, until it was acquired by Council through various subdivision applications and land purchases to create a reserve for municipal purposes. The southern half of the Study Area has not been developed and was likely historically cleared and used for agriculture purposes. Currently, this southern area serves as open space and drainage for the various creeks and wetlands in the area.

The north of the site is dominated by golf course fairways and greens and contains mostly planted trees in the roughs. Some trees on site were determined to be remnant species that were not historically cleared. Majority of the trees on site were determined to be historically planted on site with some becoming quite large and significant in the landscape. Throughout the entire site there are also various wetlands and drainage lines where indigenous aquatic and semi aquatic vegetation has naturally recruited.

The site is unique as it is modelled to be located within both the Highland Southern Falls Bioregion in the north and Gippsland Plain Bioregion to the south. The landscape surrounding the Study Area generally consists of flat terrain that has largely been urbanised to the west and is undeveloped farmland to the east. Various drainage lines and creeks such as Deep Creek, Whiskey Creek and Pakenham Creek traverse the landscape and have an impact on the site, particularly in the southern section.

The Study Area is zoned Public Park and Recreation Zone, with a portion situated within the Floodway Overlay and Development Contribution Plan Overlay- Schedule 1.



**Figure 1.** Study Area for the purpose of this assessment



### 3. Methods

#### Desktop Review

In addition to a site assessment, a desktop review of relevant information was undertaken as part of this Biodiversity Assessment.

This desktop review covered:

- The Existing Pakenham Golf Course Flora and Fauna Assessment prepared by Brett Lane & Associates in 2004
- The Targeted Survey for Growling Grass Frog at the Existing and Proposed Pakenham Golf Course Sites report prepared by Brett Lane & Associates in 2005
- Information from ecological databases, including that from 2 km buffer searches of the Victorian Biodiversity Atlas (VBA) and the Federal Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) Protected Matters Search Tool (PMST), as required
- Information from DEECA's NatureKit to determine likely Ecological Vegetation Classes (EVCs)
- Information from iNaturalist for local species observations.

#### Site Assessment

A site assessment was undertaken by Cardinia Shire Council's Biodiversity team on the 22nd and 28th of May 2025. These assessments focussed predominantly on the out of play sections of the golf course and areas of important habitat in the south. This assessment focussed on rating the patches on a scale from Low to High. This scale considered the overall biodiversity value of the patch including, tree cover, planted and remnant species, understorey cover, weed cover and presence of habitat for fauna. The scale has been included below:



| Quality of Vegetation | Rating    |
|-----------------------|-----------|
| 0-25%                 | Low       |
| 25-50%                | Moderate  |
| 50-75%                | High      |
| 75-100%               | Very High |

The assessment also aimed to map significant and/or large trees, significant flora species observed and unique vegetation types on site such as Swamp Scrub and wetlands that provide important fauna habitat compared to canopy trees.

The aim of the site assessment was to gain a broad understanding of the current conditions of the site and compare them to previous work that has been conducted. It is expected that any future considerations for the site would require an in-depth assessment and analysis additional to this report.

#### 4. Results and Discussion

As outlined above, the Study Area is dominated by mown grassy areas and planted tree roughs. Some wetlands and dams are scattered throughout the site and Deep Creek runs along its eastern boundary.

##### Flora

The treed areas of the site are dominated by planted species with a mix of species indigenous to the area, Australian natives and exotic species. These trees vary in age from young to older remnant individuals. Various species of Eucalypt were identified on site such as River Red Gum *Eucalyptus camaldulensis*, Swamp Gum *Eucalyptus ovata*, Southern Mahogany *Eucalyptus botryoides* and Blue Gum *Eucalyptus globulus*. A few Pine Trees *Pinus radiata* were observed on site amongst plantings. While canopy species are the dominant type, understorey species have also been planted on site such as Wattles *Acacia* spp., Bottlebrushes *Callistemon* spp.



and Paperbarks *Melaleuca* spp. Some areas on site are dominated by naturally occurring understorey species which provide dense coverage and are representative of the Swamp Scrub ecological vegetation class (EVC 53).

Old dams and waterbodies on site generally contained native wetland species such as Spike rushes *Eleocharis* spp. and Rushes *Juncus* spp. These wetlands were generally high quality and provide habitat for water birds, amphibians and mammals. Higher quality waterbodies contained fringing vegetation around the edges that provide additional habitat for fauna species.

The vegetation along Deep Creek in the east of the site contained good cover of Swamp Paperbark *Melaleuca ericifolia* and some scattered trees. While some high threat weeds were present along the waterway, this channel provides good habitat for fauna species.

Small patches of native grasses were observed on site including Veined Spear Grass *Austrostipa rudis*, other Spear Grasses *Austrostipa* spp., Kangaroo Grass *Themeda triandra* and Weeping Grass *Microlaena stipoides*. These patches generally occur in higher quality patches where there is less intrusion from exotic grasses or less frequent mowing. The dominant grass throughout the site is Couch Grass *\*Cynodon dactylon* which was planted for golfing use.

Small patches of Spear Grass were identified on site, whilst it could not be determined which species it was at the time, it is assumed that some of these individuals could be Veined Spear Grass due to previous records of this species on site. As this species is listed as endangered under the *Flora and Fauna Guarantee Act 1988*, its presence on site is significant and needs to be considered in future directions.

Weed species were dominant throughout the understorey of the site. Whilst most weeds are generally insignificant to the wider area, some significant species were observed on site such as Blackberry *\*Rubus fruticosus* L. agg, Gorse *\*Ulex europaeus*, Ragwort *\*Senecio jacobaea*, Westringia *\*Westringia* spp., and Sweet Pittosporum *#Pittosporum undulatum*. With weed control works these species could be significantly reduced or eliminated from the site.

\* - Denotes exotic species # - Denotes Australian species outside natural range



While a detailed inventory of species on site was not the purpose of the site assessment, collation of a list of key species helps provide a snapshot into the quality and values of the site.

Figures 1 through Figure 11 show site conditions to the east of the Study Area as it relates to current vegetation condition in areas subject to proposed development impacts.



**Figure 2.** Patch of planted trees with minimal understorey



**Figure 3.** Low quality patch



**Figure 4.** Low quality wetland with no emerging or fringing vegetation



**Figure 5.** High quality wetland with dense vegetation cover





**Figure 6.** Large River Red Gum 170cm



**Figure 7.** Dense vegetation along Deep Creek



**Figure 8.** Large dam in centre of Study Area with refuge island



**Figure 9.** Dense Swamp Scrub along Deep Creek



**Figure 10.** Low quality grasses in ephemeral area providing habitat



**Figure 11.** High quality wetland vegetation

**Fauna Habitat**

The site was not subject to fauna survey however it is expected that a range of fauna would utilise the habitat within the Study Area, including the wetlands, drainage corridors and trees. This includes bird species that are commonly recorded in the local area based on searches of the Victorian Biodiversity Atlas (VBA) such as Sulphur-crested Cockatoo *Cacatua galerita*, Laughing Kookaburra *Dacelo novaeguineae*, Australian Magpie *Gymnorhina tibicen*, New Holland Honeyeater *Phylidonyris novaehollandiae*, Crimson Rosella *Platycercus elegans*, and Grey Fantail *Rhipidura albiscarpa*. Hollow bearing trees observed on site provide nesting and shelter for fauna that utilise hollows.

Wetlands and creeks provide habitat for aquatic and semi aquatic species such as Spotted Marsh Frog *Limnodynastes tasmaniensis*, Common Froglet *Crinia signifera*, Striped Marsh Frog *Limnodynastes peronii* and Growling Grass Frog *Litoria raniformis* as well as other species that are typical around water sources.

It is considered likely that larger predatory birds such as raptors and owls utilise the site. This was partially confirmed on site with the presence of significant whitewash underneath a stand of trees in the north of the site and a large nest being observed in another large tree near the centre of the site. Predatory birds may utilise the site for nesting, shelter and hunting.

The large dam near the centre of the Study Area (Figure 8) provides excellent habitat for waterfowl and other birds with large numbers being observed around and in the water. Additionally, the island in the centre of the dam provides a safe refuge for birds from predators such as foxes and cats. This dam is mapped as a significant wetland due to its size and habitat potential on site.

The southern half of the Study Area contains many wetlands and drainage lines that contain native vegetation. These areas provide significant habitat for a multitude of species most notably frogs and birds however, it would also be expected that reptiles would utilise these areas also. Some areas were mapped as low quality as they were dominated by exotic grasses. Whilst generally low quality, this habitat still provides significant space for Growling Grass Frogs to overwinter and also provide wetter areas for other amphibians. These areas also provide ephemeral habitat for birds and amphibians which is generally lacking on site.



The main focus with regards to fauna during the assessment was the consideration of the site's potential to provide fauna habitat. The habitat observed within the site included:

- leaf litter
- tree canopies
- tree hollows
- understorey vegetation
- grassy understorey vegetation
- wetlands
- creeks.

The site has potential to provide habitat for several rare and threatened species such as Growling Grass Frog *Litoria raniformis*, Southern Brown Bandicoot *Isodon obesulus* and Latham's Snipe *Gallinago hardwickii*.

#### **Growling Grass Frog**

Growling Grass Frogs typically occupy areas with a permanent water source that contains fringing and submerged vegetation for shelter. They require dense understorey vegetation for protection during colder months while they overwinter. Growling Grass Frogs also have preference for rocks or bare ground that they can use for basking.

Growling Grass Frog has potential to occupy the site in the wetlands, creek, drainage lines and thick vegetation for overwintering. There are 17 historical records of Growling Grass Frog on site and in the immediate surrounding area on the VBA which indicates that they are likely present on site or in the adjacent wetlands and have a high likelihood of occurring on site.

#### **Southern Brown Bandicoot**

Southern Brown typically inhabits areas of dense vegetation that includes tussock grasses, shrubs and densely growing understorey trees such as Swamp Scrub which provides them with shelter from predators.



Southern Brown Bandicoot has been recorded in the immediate vicinity of the Study Area, most recently being observed in habitat supporting small number of Bandicoots both east and west of the Princess Freeway, including around Deep Creek Reserve and the new Pakenham East Station. Anecdotally Bandicoots have also been observed by residents within the vicinity of the Deep Creek outdoor play space.

Given the species known local presence and mobility, there is a moderate likelihood of the species utilising Deep Creek Reserve as core habitat and for landscape connectivity into surrounding Biolinks that connect to the site to and from the wider landscape. While the site currently lacks any significant permanent core habitat for Southern Brown Bandicoot due to the lack of protective understorey vegetation, there are a few small pockets of suitable habitat such as intact Swamp Scrub patches and the dense vegetation along Deep Creek.

### **Latham's Snipe**

Latham's Snipe is generally widely dispersed in low numbers across wetland and grassland areas. Their preferred habitat consists of open freshwater or brackish wetlands with cover nearby, particularly areas of wet tussock grassland and other dense ground vegetation.

During the day snipe prefer to roost in grass and weeds near water and at night they disperse to feed in nearby wet paddocks, ditches and other open flooded areas. The distance they move nightly to feed is unknown; however, shorebirds tend to roost near their feeding habitats to reduce the amount of energy used in nightly transit (SWIFFT 2024).

The site contains some habitat suitable for Latham's Snipe to utilise such as the waterbodies and dense vegetation within and around some wetlands. There are several incidental sightings of Latham's Snipe in the immediate vicinity of the Study Area meaning that they may occasionally use the site for foraging or shelter.

### **Future Work**

Prior to any development or further consideration, future work on site should occur to provide a more in depth understanding of the site's values. This future work should involve the following and any other assessments deemed appropriate:

61

ABN: 16452195837  
178 Osborne Street, Williamstown  
[Stephen@novaratio.com.au](mailto:Stephen@novaratio.com.au)  
0417 207 847

**Arborist Report**

An arborist report should be prepared for the site that maps the trees on site and provides context on whether they are planted or remnant individuals, comments on their significance and ability to provide habitat for fauna on site. An arborist report would also provide an accurate map of tree locations on site.

**Detailed Flora and Fauna Assessment**

A detailed flora and fauna assessment prepared by a suitably qualified ecologist would provide a more detailed review of the sites flora and fauna values. It would be expected that this would include:

- a full list of species observed on site;
- accurate mapping of native vegetation patches;
- analysis of EVCs present on site;
- likelihood of rare and threatened species present on site; and
- other detailed information relevant to the site.

Data collected by the ecologists could then be used in future for any planning and design matters for the site.

**Flora and Fauna Targeted Surveys**

It is expected that a range of rare and threatened species protected under the Federal legislation Environment Protection and Biodiversity Conservation Act 1999 and State Legislation Flora and Fauna Guarantee Act 1988 are present on site or have a high likelihood of utilising the site in some capacity. It would be expected that these species are highlighted within detailed reports prepared by ecologists. Targeted surveys for the species identified should then be undertaken to determine their presence on site.

Additional to the fauna species highlighted within this report that may occupy the site it is recommended that a targeted survey is conducted for Veined Spear-grass *Austrostipa rudis* and any other significant species picked up as part of detailed reporting.

**Previous Reports**

62

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The report produced by Brett Lane & Associates in 2005 identified several waterbodies that would be suitable for Growling Grass Frog to inhabit and one individual being observed within a wetland within the Golf Course. Since then, potential habitat for Growling Grass Frog has increased with there generally being more fringing vegetation and within most waterbodies compared to 2005.

The Biodiversity Assessment produced in 2004 by Brett Land & Associates identified multiple areas where remnant trees and significant habitat was located within the golf course. This Study aimed to verify and update these results. Generally, the results collected in 2025 were still consistent with the report from 2005 with remnant trees being observed in the same locations and Swamp Scrub being present in wetter areas of the site. Currently, there is generally more Swamp Scrub present along Deep Creek and some of the waterbodies compared to 2005 however, some Swamp Scrub mapped in 2005 has since been removed from some of the roughs in the north of the site.

The wetlands in the south of the Study Area have generally increased in size compared to 2005 with significant growth observed in the west of the site. While the east was lower quality, it still contained scattered native plants that represent wetland communities and still provides habitat for multitudes of species.







## 5. Summary

The Study Area mostly contains planted tree species with scattered remnant individuals. Patches of vegetation were generally considered Low to Moderate quality with a few being High Quality. These patches serve as habitat for a range of fauna species and have potential to shelter some rare and threatened species.

The site serves as a low quality but important urban biolink node that services multiple creeks and wetlands which also contains significant tree canopy cover. Some vegetation across the Study Area is deemed to be native vegetation patches and would require permits and offsets to remove.

Additional investigations regarding flora and fauna values on site are likely required before any work is conducted on site.

Within the former golf course, the biodiversity and habitat values were generally higher in the northern half of the site compared to the south. The northern portion of the golf course contained the most significant trees and habitat compared to the south which contained minimal planted trees and sparse understorey.

The southern half of the Study Area contains significant habitat for birds, amphibians and reptiles due to it containing permanent and ephemeral wetlands throughout the grassy areas. These areas would generally not be suitable for any development due to the significance and size of the habitats it provides for many fauna species.

## 6. References

Brett Lane & Associates (2004) Existing Pakenham Golf Course Flora and Fauna Assessment. Carlton North. Victoria

Brett Lane & Associates (2005) Targeted Survey for Growling Grass Frog at the Existing and Proposed Pakenham Golf Course Sites. Carlton North, Victoria.

DELWP (2017) Guidelines for the removal, destruction and lopping of native vegetation. Department of Environment, Land, Water and Planning, Government of Victoria, Melbourne.





DEPI (2014) Advisory list of rare or threatened plants in Victoria - 2014. Department of Environment and Primary Industries, Government of Victoria.

SWIFFT (2024) Latham's Snipe. State Wide Integrated Flora and Fauna Teams.

#### Version Control

| Version | Date       | Author  | Reviewer   | Notes           |
|---------|------------|---|--|-----------------|
| 0.1     | 27/05/2025 | Nathaniel Knight –<br>Environment<br>Assessment Officer | Ryan Harris –<br>Principal<br>Environment<br>Planner | Internal Review |
| 0.2     | 27/05/2025 |   | Simon King –<br>Coordinator<br>Biodiversity          |                 |
| 1.0     | 27/05/2025 |   | Ryan Harris –<br>Principal<br>Environment<br>Planner | Internal Review |



## Deep Creek Golf Club - Planning Scheme considerations

Advice in response to email from Stephen Thorpe dated 8/5/2025 which includes:

*I have attached the report prepared by a golf consultant. They were asked to explore 3 scenarios and provide advice on their feasibility. In particular, it would be good to know what approvals might be required if the following was to happen:*

*May create off-course golf entertainment offerings, such as a larger driving range (with technology, hospital bays and outfield lighting), new mini-golf course, plus other destination attractions that will compliment the existing hospitality and community facilities.*

*It would be great to have your view on current controls and what will be needed for the 'optimal' scenario.*

### Discussion

There are multiple zones and overlays that apply to the site. These generate different triggers, planning permit requirements, specific application considerations, referral to State agencies and the preparation of numerous supporting technical reports.

A threshold issue is whether the use & development is to be conducted *for or on behalf* of the public land manager. The primary zone purpose is to recognise areas for public recreation and open space. Future use or development should demonstrate how they respond to this public purpose. Under the zone a permit is required for uses and buildings & works other than uses conducted *for or on behalf* of the public land manager.

It is understood that the optimal scenario involves Council retaining ownership but with private intervention to develop and manage the site. The specifics of the contractual arrangements, Councils ongoing role & control and the public access would need to be further understood and may benefit from legal review to confirm the status of exemptions from planning.



The zone enables permits to be granted for use and development by others (other than the public land manager). The preparation, exhibition and approval by Council of a *master plan* as an incorporated document into the planning scheme is an option and would increase the level of certainty for the community.

If the long-term ongoing land use will no longer serve the public use intention, a review of the underlying zoning may be appropriate.

### Existing Planning permits

The history of planning approvals for the site are outlined below:

#### 62 Cameron Way

| New ▾   Export All ▾   Update Stat Days   Clear Filters   Publish to Web |               |            |         |             |                |          |                        |                    |                  |  |           |               |
|--|---------------|------------|---------|-------------|----------------|----------|------------------------|--------------------|------------------|--|-----------|---------------|
| <input type="checkbox"/>   | APP NO        | ASSESS NO  | FILE NO | LOGGED      | SITE ADDRESS   | LOCALITY | STATUS                 | PLANNER            | TYPE             | REASON FOR PERMIT  | DECISION  | DECISION DATE |
| <input type="checkbox"/>   | T190445       | 5000024458 |         | 30-Jul-2019 | 62 Cameron Way | Pakenham | Application Complete   | Matthew Schreuder  | Permit           | Liquor Licence   | Issued    | 12-Sep-2019   |
| <input type="checkbox"/>   | GE190764      | 5000024458 |         | 20-Sep-2019 | 62 Cameron Way | Pakenham | Closed                 | Divyaa Sundaravadi | Planning Enquiry | Notification of application to relocate an existing liquor licence                 |           | 02-Oct-2019   |
| <input type="checkbox"/>   | T170353       | 5000017441 |         | 07-Jun-2017 | 62 Cameron Way | PAKENHAM | Application Complete   | Dean Haeusler      | Permit           | Removal of vegetation (one indigenous tree)  | Issued    | 10-Jul-2017   |
| <input type="checkbox"/>   | T170318       | 5000017441 |         | 29-May-2017 | 62 Cameron Way | PAKENHAM | Withdrawn              | Dean Haeusler      | Permit           | Removal of one indigenous tree (acacia species)                                    | Withdrawn | 11-Jun-2017   |
| <input type="checkbox"/>   | T170035       | 5000017441 |         | 31-Jan-2017 | 62 Cameron Way | PAKENHAM | Withdrawn              | Mary Rush          | Permit           | Vegetation Removal   | Withdrawn | 02-Mar-2017   |
| <input type="checkbox"/>   | T160794 - PC2 | 5000017441 |         | 28-May-2019 | 62 Cameron Way | PAKENHAM | Planner Assessment     | Dean Haeusler      | Plans To Comply  | Development of a Place of Assembly (Golf Club and Community Facility) and Wetlands |           |               |
| <input type="checkbox"/>   | T160794 - PC1 | 5000017441 |         | 02-Mar-2018 | 62 Cameron Way | PAKENHAM | Plans to Comply Issued | Jason Gilbert      | Plans To Comply  | Amended plans to comply with conditions 1 and 9 of Planning Permit T160794         | Issued    | 02-Mar-2018   |
| <input type="checkbox"/>   | T160794       | 5000017441 |         | 19-Jan-2017 | 62 Cameron Way | PAKENHAM | Application Complete   | Hugh Pierce        | Permit           | Development of a Place of Assembly (Golf Club and Community Facility) and Wetlands | Issued    | 23-Mar-2017   |

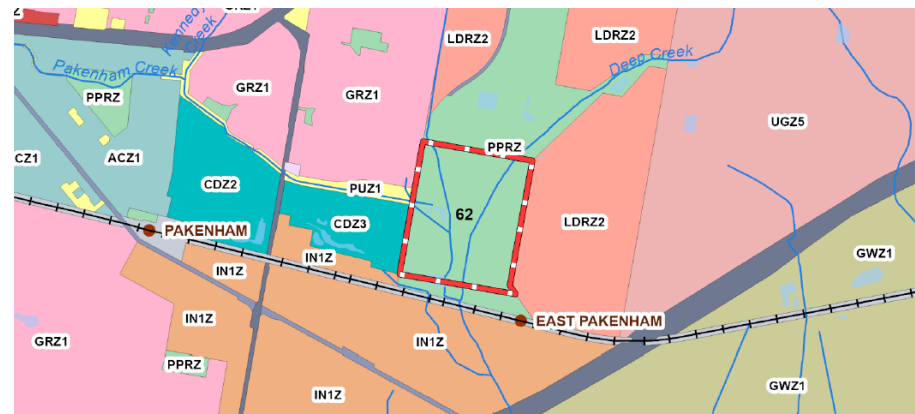
#### 25 Oaktree Drive



| New ▾ Export All ▾ Update Stat Days Clear Filters Publish to Web |            |         |             |                |          |                        |                    |                  |  |           |               |
|--|------------|---------|-------------|----------------|----------|------------------------|--------------------|------------------|--|-----------|---------------|
| APP NO   | ASSESS NO  | FILE NO | LOADED      | SITE ADDRESS   | LOCALITY | STATUS                 | PLANNER            | TYPE             | REASON FOR PERMIT  | DECISION  | DECISION DATE |
| <input type="checkbox"/>   |            |         |             | 62 Cameron way |          |                        |                    |                  |  |           |               |
| <input type="checkbox"/> T190445                                 | 5000024458 |         | 30-Jul-2019 | 62 Cameron Way | Pakenham | Application Complete   | Matthew Schreuder  | Permit           | Liquor Licence   | Issued    | 12-Sep-2019   |
| <input type="checkbox"/> GE190764                                | 5000024458 |         | 20-Sep-2019 | 62 Cameron Way | Pakenham | Closed                 | Divyaa Sundaravadi | Planning Enquiry | Notification of application to relocate an existing liquor licence                 |           | 02-Oct-2019   |
| <input type="checkbox"/> T170353                                 | 5000017441 |         | 07-Jun-2017 | 62 Cameron Way | PAKENHAM | Application Complete   | Dean Haessler      | Permit           | Removal of vegetation (one indigenous tree)  | Issued    | 10-Jul-2017   |
| <input type="checkbox"/> T170318                                 | 5000017441 |         | 29-May-2017 | 62 Cameron Way | PAKENHAM | Withdrawn              | Dean Haessler      | Permit           | Removal of one indigenous tree (acacia species)                                    | Withdrawn | 11-Jun-2017   |
| <input type="checkbox"/> T170035                                 | 5000017441 |         | 31-Jan-2017 | 62 Cameron Way | PAKENHAM | Withdrawn              | Mary Rush          | Permit           | Vegetation Removal   | Withdrawn | 02-Mar-2017   |
| <input type="checkbox"/> T160794 - PC2                           | 5000017441 |         | 28-May-2019 | 62 Cameron Way | PAKENHAM | Planner Assessment     | Dean Haessler      | Plans To Comply  | Development of a Place of Assembly (Golf Club and Community Facility) and Wetlands |           |               |
| <input type="checkbox"/> T160794 - PC1                           | 5000017441 |         | 02-Mar-2018 | 62 Cameron Way | PAKENHAM | Plans to Comply Issued | Jason Gilbert      | Plans To Comply  | Amended plans to comply with conditions 1 and 9 of Planning Permit T160794         | Issued    | 02-Mar-2018   |
| <input type="checkbox"/> T160794                                 | 5000017441 |         | 19-Jan-2017 | 62 Cameron Way | PAKENHAM | Application Complete   | Hugh Pierce        | Permit           | Development of a Place of Assembly (Golf Club and Community Facility) and Wetlands | Issued    | 23-Mar-2017   |

The existing permits are limited in scope as the uses; buildings & works have been undertaken by or on behalf of Council (as the relevant land manager) and therefore exempt from permit requirements. For this reason, the permits do not appear to include restrictions on the use or their intensity i.e. golfing/use or other community activities.

### Public Park and Recreation Zone





The zone purpose is to recognise areas for public recreation and open space. Future use or development need to demonstrate how they respond to this purpose.

A permit is required for uses and buildings & works other than uses conducted for or on behalf of the public land manager.

Key decision guidelines include:

- The comments of any public land manager or other relevant land manager having responsibility for the care or management of the land or adjacent land.
- Whether the development is appropriately located and designed, including in accordance with any relevant use, design or siting guidelines.

The optimal scenario appears to represent a significant uplift in activity and development, will be subject to public engagement (whether through planning or not) and warrant specific considerations of the following:

- Amenity impacts – acoustics, light, & visual
- Design & built form
- Landscape response
- Carparking impacts
- Traffic management

The zone provides the opportunity for the preparation and approval of an incorporated plan (i.e. master plan). The incorporated plan would be subject to exhibition and approval by Council and provides benefits for transparency and certainty.

#### **Will the development and use be conducted *For & On behalf of***

This is a threshold question. The words *by or on behalf of* need to be interpreted regarding the particular statutory charter of the public land manager under its governing legislation and indicate that the use or development must be undertaken by the public land manager itself or by some other person or entity having a direct representative interest or relationship with the public land manager.



Where a use is conducted by on or behalf of a public land manager a permit is not required.

The issue of private use of public land has been considered by VCAT and predecessors from time to time. Three reported cases that demonstrate the considerations include:

- In *City of Preston v Minister for Planning and Environment* (1988) 1 AATR 172 (editorial comment 1 AATR 171), the Supreme Court ruled that the use of land reserved for public open space by a professional soccer club, which formed part of the national soccer league, was not a use of the land for public purposes. Accordingly, the use was not ‘as of right’ and required a land use permit.

The Court placed emphasis on the gradual metamorphosis of the club from a local amateur soccer club to a professional body engaged in nationally televised sport, with its concomitant exclusion of the land in question from public access and public use. The Court considered that the land was used more for the entertainment of the paying club than the promotion of public recreation, fitness or health.

- In *Leahy v City of Camberwell* [1973] VR 589, it was proposed to construct private tennis courts on part of a reserve. The ‘test’ formulated in that case was described as follows:

*I am clearly of the opinion that a use of land by the members of a private club to the exclusion of the public at large would not, so long as it was being so used, answer the test of a “public” use within the foregoing description. In this context the public use of land requires that it be available for use by the public generally as of right, although consistently with this, such use by the public may be subject to certain restrictions and regulations:*

However, the Court affirmed that the Responsible Authority had the power to grant a permit and ought consider whether there would be a benefit or detriment at large.

- In *Vincent v City of Heidelberg & Yarra Valley Hockey Club* (1983) 1 PABR 23, the Tribunal included a requirement that a sign must clearly indicate that a club room associated with a hockey club was available for hire by the general public.



It is understood that the optimal scenario involves Council retaining ownership but facilitates private intervention to develop and manage the site. The specifics of the contractual arrangements, Councils ongoing role, control and the public access would need to be further understood and may benefit from legal review to confirm the status of permit exemptions.

**The following overlay/s and specific controls are also relevant to the use & development of the land (or parts thereof)**

**TRZ2 - Principal Road Network**

The site abuts the Principal Road network to the north (Princes Highway) and any access or traffic volume considerations will require permits and referral to DTP.

**Development Contributions Overlay**

To identify areas which require the preparation of a development contributions plan for the purpose of levying contributions for the provision of works, services and facilities before development can commence.

This development contributions plan applies to the south portion of the land as referenced in the Pakenham Township Development Contributions Plan, December 2023.

**Floodway Overlay**

The purpose is to identify waterways, major floodpaths, drainage depressions and high hazard areas which have the greatest risk and frequency of being affected by flooding.

A permit is required to construct a building or to construct or carry out works.

You should consider engaging at a preliminary stage of your consideration with Melbourne Water on your proposals. An application must be accompanied by a flood risk report.



### Land Subject to Inundation Overlay

To identify flood prone land in a riverine or coastal area affected by the 1 in 100 (1 per cent Annual Exceedance Probability) year flood or any other area determined by the floodplain management authority.

A permit is required to construct a building or to construct or carry out works.

You should consider engaging at a preliminary stage of your consideration with Melbourne Water on your proposals.





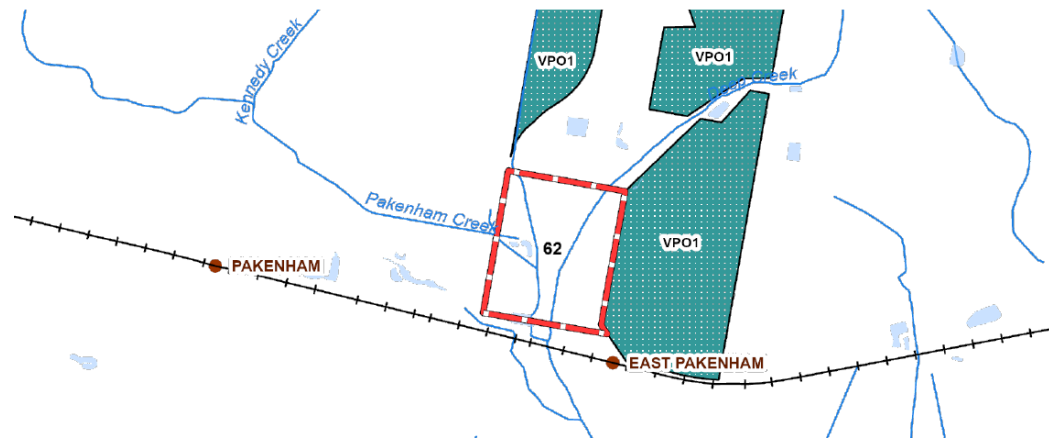
### Vegetation Protection Overlay

The purpose of the overlay includes:

- To protect areas of significant vegetation.
- To ensure that development minimises loss of vegetation.
- To preserve existing trees and other vegetation.

A permit is required to remove, destroy or lop any vegetation.

To respond to the decision guidelines, you will need to engage technical experts to map, demonstrate avoidance or minimisation and assess the impacts on vegetation.



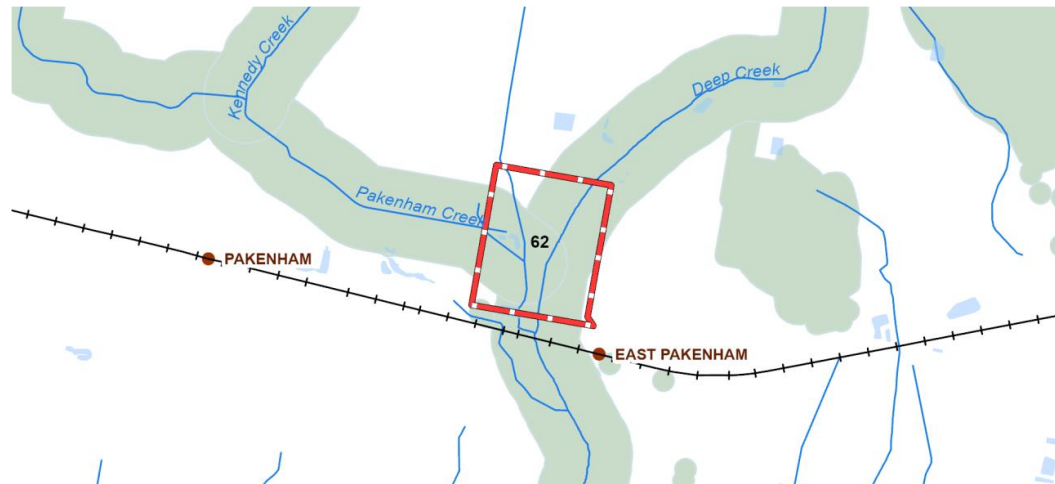
### Area of Aboriginal Cultural Heritage Sensitivity

The site is located within an area of cultural heritage sensitivity as defined under the Aboriginal Heritage Regulations 2018

Under the Aboriginal Heritage Regulations 2018, 'areas of cultural heritage sensitivity' are one part of a two part trigger which require a 'cultural heritage management plan' be prepared where a listed 'high impact activity' is proposed.

The proposed scenario are likely to be determined as high impact activities.

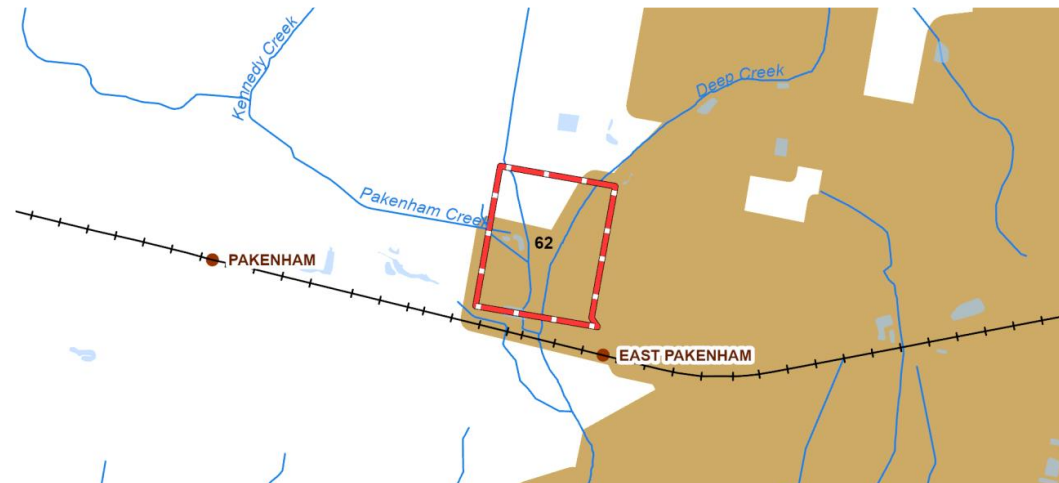
Under the Aboriginal Heritage Act 2006, where a cultural heritage management plan is required, planning permits, licences and work authorities cannot be issued unless the cultural heritage management plan has been approved for the activity.



### Designated Bushfire Prone Area

This property is in a designated bushfire prone area. Special bushfire construction requirements apply to the part of the property mapped as a designated bushfire prone area (BPA).

The relevant building surveyor determines the need for compliance with the bushfire construction requirements.



## 7.2.4 KOO WEE RUP RSL OPTIONS FOR RELOCATION AND PETITION

|                         |  |
|-------------------------|--|
| 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><b>1.1 We empower our communities to be healthy, connected and resilient</b><br/> 1.1.1 Plan for, and support the delivery of, accessible health and social services that address critical gaps in provision.</p> <p><b>5.1 We practise responsible leadership</b><br/> 5.1.1 Build trust through meaningful community engagement and transparent decision-making.<br/> 5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.</p> |

### Recommendation

That Council:

1. acknowledges the position the Koo Wee Rup Returned Service League Sub-Branch (the **RSL**) are in and notes assistance provided to support the RSL in developing options for their future premises; and
2. does not support Options 1-5 of land within Cochrane Park; and
3. supports further discussion of Options 7 and 8 with the RSL, and the existing tenant (Bowling Club) for the Bowls Pavillion and Community Asset Committee of the Koo Wee Rup Community Complex, before proceeding to appropriate community engagement if required; and
4. supports further discussion with VicTrack for Option 6 as the landowner, subject to additional information for a building project that is feasible, compliant and designed to satisfactory standards being provided by the RSL; and
5. encourages the RSL to continue to explore alternative opportunities, including commercial opportunities and other shared use locations within Koo Wee Rup.

### Executive Summary

This report outlines a proposal raised by the Koo Wee Rup Returned Service League Sub-Branch (the **RSL**) who are interested in land or buildings within Koo Wee Rup for their future use. This is due to the RSL's current premises in Station Street Koo Wee Rup, which is privately owned, no longer being available for their use post December 2025.

The RSL has approached Council seeking support for a new location for their sub-branch. Also presenting a petition to Council with over 1,000 signatures from the community in favour of a Koo Wee Rup Soldiers Memorial Museum.

Cardinia Shire Council (**Council**) officers have undertaken extensive research via internal referrals to seek advice for 9 options within the Koo Wee Rup locality, proactively working to identify a range of options impacting Council land and buildings that Council could pursue to support the RSL and these are outlined in this report. It is highlighted that there are a range of other options available to the RSL that do not involve Council and officers also encourage the RSL to pursue these.

Whilst the RSL plays an important role in the community, Council does not currently support this RSL sub-branch through the provision of land or buildings, and there is no formal obligation to do so.

The options identified are discussed within the report, noting the complexity of many of these options. Options cover both land for the RSL's proposed building as well as existing Council facilities that could be better utilised.

Officers identified correlation between the Community Infrastructure Plan 2024 (CIP) and Options 7 and 8, which explored shared use of existing facilities in Rossiter Road, the Bowls Pavillion currently leased and the Koo Wee Rup Community Complex under a Community Asset Committee. The recommendation supports exploring options supported by officers and aligning with the Planning Scheme, Township Strategy, CIP, and Open Space Strategy.

A number of conflicts in use were identified by the Parks Planning and the Open Space and Recreation Teams in terms of using recreation and open space areas for the purpose of museum display and meeting use, with these views supported by the Open Space Strategy 2023 and the existing Master Plan 2010. Statutory and Strategic Planning Teams confirmed the planning permits triggered by the use and development of the land options, will have limited support from a technical perspective.

## Background

The RSL was established in 1921 and has since provided support to local returned servicemen, assisted local community groups with fundraising events, provided Remembrance Day and ANZAC Day events for the community and awards to local youth during ANZAC Day, Remembrance Day and Christmas events, among other activities.

The RSL were previously operating from a property in Rossiter Road Koo Wee Rup which was owned by the RSL. This was sold in April 2014. The RSL are currently occupying part of the building in Station Street Koo Wee Rup, owned by a developer who is seeking vacant possession for future development plans. The RSL were provided 12 months' notice to vacate, which will end in December 2025.

The RSL met with members of the Property Team early in 2025 to discuss their situation and request assistance in finding a new home, preferring options for vacant land to build a standalone building for their purpose. At this time options were presented including shared use of existing facilities and those for lease locally. These were not acceptable to the RSL who were focused on securing land for a proposed building project.

In discussions, the RSL previously showed interest in land at the Recreation Reserve at 40 Denhams Road Koo Wee Rup. Officers assisted by providing initial advice and contact details for the Committee of Management in place for the Crown land site. In May 2025 the direction by the RSL reverted to Council or VicTrack owned land within closer proximity to the Avenue of Honour. The RSL group noted the Lions Club of Koo Wee Rup would also share the proposed future building, if supported.

On 13 May, sketches were supplied by the RSL for a second-hand modular building, being over 20 years old, that was proposed to be transported onto land secured by the RSL if support, permits and approval was achieved. This option was not supported by officers.

A formal proposal was submitted by the RSL on the 20 June 2025 to sub-lease VicTrack land from Council at the end of the Avenue of Honour.

The RSL submitted a petition for Option 1 and 3 located within Cochrane Park on the 25 June 2025, with over 1,000 signatures in support. The petition was tabled at the Council Meeting

on the 21 July 2025. This report responds to the petition and outlines the further work undertaken by Council officers.

Officers have investigated the arrangement of other RSL sub-branches across Cardinia Shire. A summary can be found attached to this report. It demonstrates that of the 9 RSL groups, only 3 lease or licence a Council premises, being Lang Lang, Bunyip and Nar Nar Goon. Only 1 of these are exclusive use, being the premises at Westernport Road in Lang Lang. The other 6 are privately owned premises' owned and maintained by the RSL.

## Consideration of options

There are 9 options outlined in the report prepared by officers, 6 of these being land for the proposed building project, which would be funded and managed by the RSL, subject to approvals by Council including; landowner's consent, planning permits, building permits, and the design and construction methodology. A further 3 options consider potential leasing and licencing opportunities within existing facilities within Koo Wee Rup, which may or may not lead to retrofitting the Community Complex to allow for use by the RSL and other community groups.

Council officers, from across the organisation, undertook a detailed review on each of the options. A summary of which is in the table below. The review included consideration of:

- Planning Scheme
- Koo Wee Rup Township Strategy
- Council's Community Infrastructure Plan
- Open Space Strategy
- Master Plan for Cochrane Park.

| Option  | Key Commentary  |
|---|---|
| <p><b>Option 1</b><br/>VicTrack land north of the tennis courts at Cochrane Park</p> <p><b>Option 2</b><br/>Council owned land southwest of the Avenue of Honour at Cochrane Park, 255 Rossiter Road Koo Wee Rup</p> <p><b>Option 3</b><br/>Council owned land, west of the tennis courts at Cochrane Park, 255 Rossiter Road Koo Wee Rup</p> <p><b>Option 4</b><br/>Council owned land west of the CFA shed at Cochrane Park, 245 Rossiter Road Koo Wee Rup</p> <p><b>Option 5</b><br/>Council owned land north of the new carpark near the bowls club at Cochrane Park, 245 Rossiter Road Koo Wee Rup</p> | <p><b>Not recommended</b></p> <ul style="list-style-type: none"> <li>• Options 1-5 not supported due to the need to protect the limited passive and active park and recreation areas in Koo Wee Rup, as well as consider the future of expansion of the related infrastructure.</li> <li>• Consideration on the impacts on the heritage overlay over an oak tree and habitat for the Southern Brown Bandicoot need to be addressed.</li> <li>• Delivery of any new standalone, single use community spaces is not encouraged by our Community Infrastructure Plan.</li> <li>• Alternative options better using existing infrastructure are considered more viable.</li> <li>• Use of Cochrane Park is not supported due to the open space value to the local community and the proposal conflicts with the Open Space Strategy.</li> <li>• Options conflict with projects and uses identified in Cochrane Park masterplan</li> <li>• Planning permits are required and unlikely to be supported.</li> </ul> |

|  |  |
|--|--|
| <b>Option 6</b><br>VicTrack land, at the eastern end of Icke Road, Koo Wee Rup.  | <b>Recommended for further investigation</b><br>The land (Lot 70) is leased by Council from VicTrack, which expires in November 2026. Information is being explored with internal teams and with VicTrack to consider this option further. Planning advice provides limited support for this proposal.<br><br>This will require support and further discussion with VicTrack.  |
| <b>Option 7</b><br>The Koo Wee Rup Community Complex (Community Complex) at Cochrane Park, 255 Rossiter Road Koo Wee Rup | <b>Recommended for further investigation</b><br>The Community Complex is managed by a Community Asset Committee (CAC).<br><br>Consideration to retrofit this building to offer space to both the RSL in addition to community use, could be explored with Council and CAC support, in line with the existing masterplan.<br><br>Internal teams provided support in exploring this option further.<br><br>It is recommended to proceed with exploring this option with the existing CAC and RSL group.                      |
| <b>Option 8</b><br>The Koo Wee Rup Bowls Pavillion at Cochrane Park, 245 Rossiter Road Koo Wee Rup                       | <b>Recommended for further investigation</b><br>The building is leased to the Koo Wee Rup Bowling Club (Bowling Club) until the 30 June 2026.<br><br>Partial use of the 3 community rooms within this new facility could be negotiated between the RSL and the Bowling Club. This aligns with the CIP and Council's intention for shared use of its facilities.<br><br>Council officers have met with the Bowling Club to table this option, and arranged an inspection for the RSL members with the Bowling Club present. |
| <b>Option 9</b><br>Crown Land at the Koo Wee Rup Recreation Reserve, 40 and 1/40 Denhams Road Koo Wee Rup                | <b>Recommended for investigation by RSL</b><br>The Koo Wee Rup Recreation Reserve sits on Crown Land and is managed by a Committee of Management (CoM).<br><br>The use of the reserve, including the two pavilions is managed directly by the CoM. Council has no influence in how the buildings or surrounding land are managed.<br><br>If desired, the RSL can engage further with CoM, and Council will support any discussions.  |
| <b>Alternative leasing options.</b>  | <b>Recommended for investigation by RSL</b><br>The RSL are encouraged to continue exploring options for lease or purchase within Koo Wee Rup, including shared or sole use of facilities not owned by Council.   |



## **Policy Implications**

### Community Infrastructure Plan 2024

The Community Infrastructure Plan 2024 (CIP) outlines objectives to guide Council's planning and delivery of community infrastructure, focusing on what we have while prioritising and directing new investment that will respond to increasing demand due to our changing and growing population. Principles within the CIP below are used to inform new, expanded, redeveloped or refurbished facilities:

- Multiple and varied spaces to cater to many uses and maximise utilisation.
- Community infrastructure that meets the local community's priority needs and desires.
- Flexibly designed community infrastructure that can accommodate multiple uses, changing demands and innovations.
- Well designed and maintained community infrastructure that can deliver services to agreed community standards.
- Repurposed, consolidated or rationalised community infrastructure to accommodate changing community demands.

The recommended options best support the principles of the CIP. A new build on Council managed land has less alignment with the CIP.

### **Council's Open Space Strategy 2023 (Open Space Strategy)**

The Open Space Strategy July 2023 recognises the role of open space in the creation, enhancement and protection of biodiversity. Connecting and creating habitat supports a healthy environment and connecting people with nature supports a healthy community.

The Open Space Strategy identifies that by 2031 (in 6 years) the amount of active open space drops below the benchmark and a further 2.6ha is required. The consideration of additional active recreation within Cochrane Park should be prioritised over a building for community use, when other options are available to the RSL. Another building, when other buildings are already underutilised would be likely to result in additional car parking being required to be constructed, with further impacts to this parkland.

### **Other relevant policies**

Council officers are guided by the Community Engagement Policy 2025-2029 (**Community Engagement Policy**) endorsed April 2025 and Council's Lease and Licence Policy, adopted in February 2022.

The Lease and Licence Policy establishes guiding principles to support shared use of Council Facilities, preferably with uses that complement each other and achieve the greatest community benefit. It promotes responsible management through an efficient and equitable approach to the occupation of Council owned and controlled land and buildings, allowing Council and Tenants to work together collaboratively. If proceeding with Option 7 or Option 8, the tenant would fall under a Category 2 'Not for Profit Community Organisations' therefore receiving discounted rental rates in accordance with Council approved fees and charges.

Community engagement would be triggered by lease agreements of 10 years or more, under Section 115 the Local Government Act 2020 (**LGA 2020**), outlined later in the report.

### Financial and Resource Implications

Each option has varying impact on future financial and resource implications.

As previously noted earlier in the report. Leasing options of both land or facilities will be at a community rate in line with Council's Lease and Licence Policy.

Options exploring a built project pose a greater risk to Council across a number of key areas:

- Reduction in usable open space for recreation activities;
- Reduction in land earmarked within the existing masterplan for future development to support sport and active recreation;
- Reduction in passive surveillance across Cochrane Park;
- Council being handed a surplus building asset at the end of the lease term

Some of the above risks, can be mitigated through appropriate planning and terms within future agreements.

There is a risk that VicTrack do not support the proposal on their land.

### Climate Emergency Consideration

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

### Consultation/Communication

Community engagement will be determined in accordance with Council's Community Engagement Policy and relevant legislation based on assessment of the impacts and requirements of the options that are pursued.

Should a lease of 10 or more years be explored and supported, community engagement in accordance with section 115 of the LGA will be triggered. Appropriate planning and consultation will be undertaken should a term of this length is proposed.

### 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 - Plan and Photographs [7.2.4.1 - 12 pages]
2. Attachment 2 - Proposal by KWR RSL 20 June 2026 [7.2.4.2 - 3 pages]
3. Attachment 3 - Cardinia Shire RSL Groups [7.2.4.3 - 2 pages]

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### Options – Plans and Photographs





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Option 7



Option 8



Option 9



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Option 1 - VicTrack land north of tennis courts, Rossiter Road Koo Wee Rup





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Option 2 - Council land, south west of Avenue of Honour, 255 Rossiter Road Koo Wee Rup



Option 3 - Council land, proposed dog park west of tennis courts, 245 Rossiter Road Koo Wee Rup





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Option 4 - Council land, west of CFA shed, 245 Rossiter Road Koo Wee Rup





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Option 5 - Council land, north of new carpark near bowls pavilion, 245 Rossiter Road Koo Wee Rup



Option 6 - VicTrack land, end of Icke Road, Koo Wee Rup



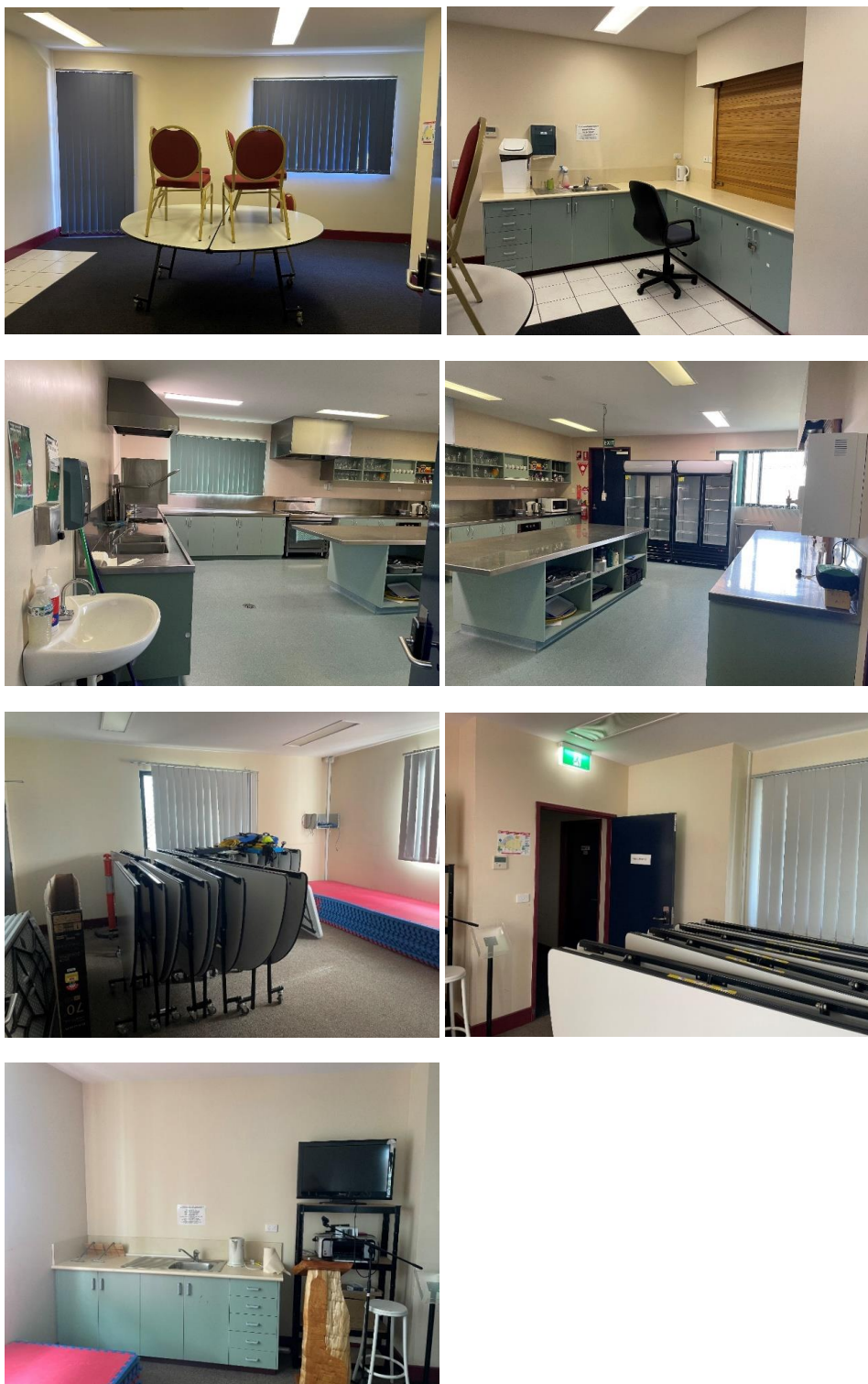


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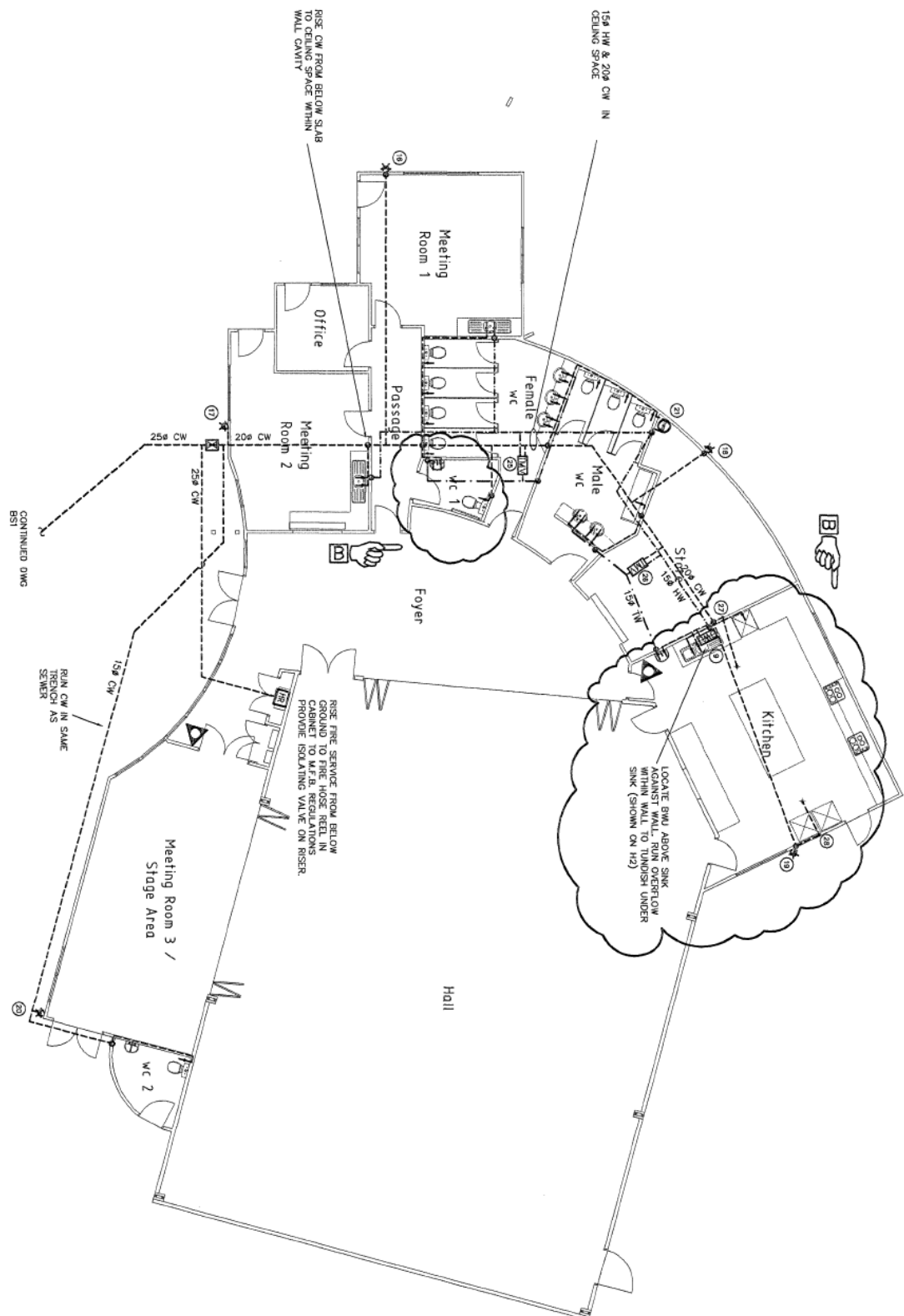
Option 7 – Part of the Koo Wee Rup Community Centre, 255 Rossiter Road Koo Wee Rup



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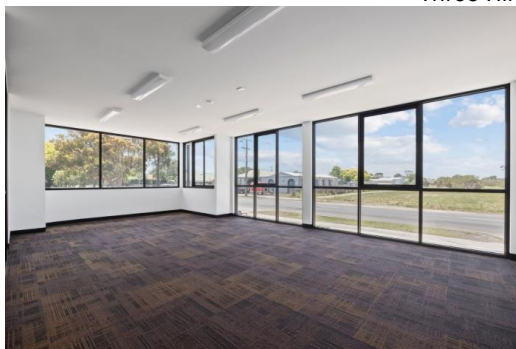


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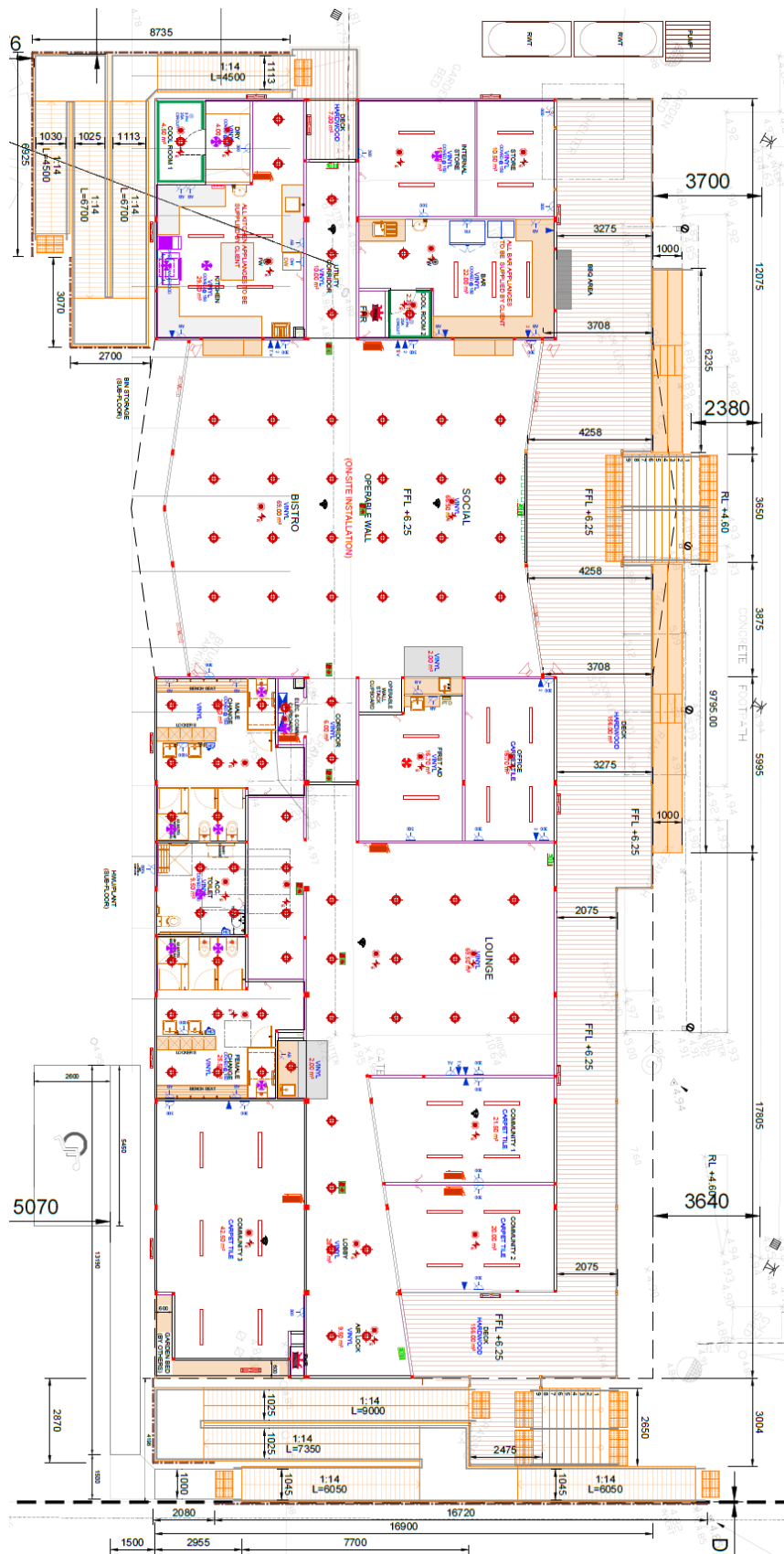
Option 8 – Part of the Koo Wee Rup Bowls Pavillion, 245 Rossiter Road Koo Wee Rup



Three Hireable Rooms



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Option 9 – Part of the pavilions at the Koo Wee Rup Recreation Reserve, Crown Land at 40 Denhams Road Koo Wee Rup





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## Koo Wee Rup & District RSL Sub Branch

### Request for land to erect Koo Wee Rup Soldiers Memorial Museum & RSL Clubrooms

### June 2025

#### Introduction ...

*In April 1918, Koo Wee Rup boys, Les Cochrane, Bill Gilchrist and Billy McGree arrived home after fighting in France. They were welcomed home by their friends at the Railway Station and on Friday, April 26 1918 a formal Welcome Home was held for the trio at the Koo Wee Rup Hall – by Heather Arnold, Koo Wee Rup Swamp Historical Society.*

*“About the biggest and best function of its kind ever held at Koo-wee-rup took place on Friday night last, when the local hall was crammed, jammed and packed to its utmost capacity, over 300 being present. Koo-wee-rup was honouring its returning heroes, Corporal Gilchrist, Privates Cochrane and M’Gree ..... The returned men all fought in France ....”* excerpt from The Lang Lang Guardian of May 4, 1918.

#### **Leslie James Cochrane (1894–1972)**

*Les (Service Number 2162) was born in Bentleigh in 1894 to David and Lucy (nee Burgess) Cochrane. The family moved to Caldermeade when he was eight. Les, a farmer enlisted on May 2, 1916 at the age of 21 and his next of kin was his father. He was part of the 46<sup>th</sup> Battalion, 4<sup>th</sup> Reinforcements. He served in France and was twice wounded in action. Les returned to Australia on February 15, 1918 and in the December of the same year he married Ivy, the daughter of Harry and Sarah Wildes of Yannathan. Mr Cochrane later became a Cranbourne Shire Councillor, where he served from 1930 until 1964; and a Member of the Legislative Assembly from 1950 until 1970. He died on ANZAC Day in 1972 – by Heather Arnold, Koo Wee Rup Swamp Historical Society.*

\* \* \* \*

Many years later a public park in Koo Wee Rup was established and named in his honour – Cochrane Park. More recently the old Koo Wee Rup Railway Station platform where Les Cochrane returned home was restored and sits proudly in front of the beautiful mural depicting the Potato Train at the Koo Wee Rup Railway Station. Both of these iconic features of Koo Wee Rup sit alongside the Koo Wee Rup Avenue of Honour, the Honour Board (listing the names of the 44 brave men from the “swamp district” who fought in World War I, some paying the ultimate sacrifice) and the Koo Wee Rup Cenotaph listing all wars and conflicts Australia has fought in and the names of those men and women from Koo Wee Rup and District who fought for the freedoms we experience and take for granted today in Koo Wee Rup. Attached is a history of the Koo Wee Rup Memorial and Avenue of Honour, prepared by Mr Geoff Stokes (veteran and member of the sub-branch).

Now is the time to further honour these brave men and women by completing the precinct with the Koo Wee Rup Soldiers Memorial Museum and RSL Clubrooms.

Koo Wee Rup & District RSL Sub Branch has been established and based in Koo Wee Rup since 1921 (104 years) and during that time has served the veterans and their families as well as the community of Koo Wee Rup in general. Today we are still an active group of veterans and our families, who

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enjoy the friendship and sense of community derived from being a member of the Koo Wee Rup & District RSL Sub branch. One of our current and active members is the grandson of the aforementioned Les Cochrane. We still raise funds during ANZAC Day and Remembrance Day specifically for RSL Victoria to help veterans in general, but also throughout the year we help raise funds for other local community groups such as the Kooweerup Regional Health Service and help other community groups with community activities when the call to arms is raised.

Every year on ANZAC Day the Koo Wee Rup & District RSL sub branch holds a Dawn Service honouring our brave men, women and animals who served in all conflicts and a testament to the respect of those brave soldiers is shown by the 900-1000 locals (and some not so local) who turn out every year to commemorate with us. It's been reported that *"the Koo Wee Rup Dawn Service is the best around"*.

Throughout our 104 year history many special items of historical importance either owned by soldiers returning from war or brought home from World War I, World War II, the Korean War, the Vietnam War and the war against terrorism in Iraq and Afghanistan have been entrusted into our care, for future generations to experience, by families of the "swamp district". We currently have these items on display for our members to enjoy in our current premises. Sadly our dream of displaying these items for public view has never been able to be achieved. We do however take some of these precious items to local schools around ANZAC Day and speak about their importance and what they mean, the children are enthralled by the talk from veterans and love to hold the items that are part of Australia's history.

We have now been advised by our landlord that the property that the Koo Wee Rup & District RSL Sub Branch calls home has been sold to developers and we have been asked to prepare to move out of the premises.

The Koo Wee Rup & District RSL is now humbly seeking the assistance of Cardinia Shire to help us achieve our dream of being able to open our Soldiers Memorial Museum to the people of not only Koo Wee Rup but all visitors to the district.

#### **Our Proposal ...**

In order to erect the Koo Wee Rup Soldiers Memorial Museum we are seeking to lease a portion of land in Cochrane Park in the vicinity of the rear or side of the Koo Wee Rup Community Centre in close proximity to the Avenue of Honour, the Honour Board and the Cenotaph to erect a demountable/relocatable building. We believe this is the only fitting place in the centre of Koo Wee Rup that our vision of the museum honouring our war heroes should be. We are ideally looking at a parcel of land near the tennis courts. We would then be able to open our museum of special items entrusted into our care for all to see, which is the most respectful way of displaying these items and not to have them hidden away in some locked up facility that only members can access. Cochrane Park is a public park and as such should have facilities that don't just cater to one particular group, it should be for the many and what better way to honour our history than to have "history on display". Sadly in the 21<sup>st</sup> century history doesn't seem to have the same meaning as it did and we need to keep history alive and honour our veterans in the way they deserve.



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All costs associated with the erection of the demountable building would be borne by the Koo Wee Rup & District RSL Sub-Branch, we have sufficient funds to transport the relocatable building and have it erected meeting all building regulations, therefore there would be no cost outlay by either Cardinia Shire or VicTrack. All works to erect the building would be carried out by licensed tradespeople and the internal fit out would be undertaken by people qualified to carry out the works. We would comply with all regulations set out by Cardinia Shire and would actively work alongside any planning/building regulation teams to achieve this goal.

We have included in this submission detailed drawings and plans of what we would like to erect and would be happy to meet in person either on site or elsewhere to discuss these plans in more detail. We have a vision to ensure that the exterior of the building has a façade that is in keeping with the surrounds of Cochrane Park ensuring it complements the other historical aspects of the park.

Locating the Koo Wee Rup Soldiers Memorial Museum in Cochrane Park would be a fitting tribute to not only Les Cochrane but to honour all veterans in the Koo Wee Rup district and with the generous help of Cardinia Shire and VicTrack we can make this dream come to reality.

To further enhance our proposal we have gained the support of many locals and this is evident by the number of names on our attached petition to you humbly requesting land to make this happen. In addition we have the support of our local member of parliament Jordan Crugnale MP and our local councillor for Westernport Ward, Cr Trudi Paton.

Sadly, if we cannot find a suitable home for our amazing collection of artefacts and special personal items we hold we will be letting down all those families who entrusted special items into our care by having to dispose of the items and permanently closing the Koo Wee Rup & District RSL sub branch as we will be homeless. That would be a sad day for Koo Wee Rup after 104 years of being such an integral part of Koo Wee Rup and thus taking away an organisation that prides itself on helping veterans and more importantly providing the social connectedness and wellbeing support we all need so much today. Not to mention how disrespected and let down our veterans would feel by those we thought we could count on, just like Australia counted on them during the wars. It would be a sad day particularly when we hear of so many new “estates” and “state of the art communities” being built yet we struggle to even allocate a small space in a semi-country town to keep the community spirit and respect of our veterans alive.

We thank you for taking the time to read and consider our humble request.

The Members of Koo Wee Rup & District RSL Sub-Branch

**Cardinia Shire RSL Groups**

| RSL         | Location                            | Ownership/Arrangement   | Use by other groups   |
|-------------|-------------------------------------|---|---|
| Koo Wee Rup | 13-15 Station Street, Koo Wee Rup   | Leasing from private owner.   |   |
| Lang Lang   | 5 Westernport Road, Lang Lang       | Council owned building. Lease with Council as landowner. 5 Year term, expiry 30 September 2027. | Council's building used by the RSL. They provide the historical society use at no charge and are looking to expand opportunities for other community groups in the future under special condition 8 'Hiring of Premises' special condition.   |
| Pakenham    | 1 Snodgrass Street, Pakenham        | Owned by Returned & Services League of Australia.   | RSL Pakenham Sub Branch is over 100 years old. Their building offers one room main room with seating for about 48 people, kitchen and toilets. Memorabilia is stored in display cabinets, on the ceiling and in storage rooms due to a lack of space. This allows the facility to be used by others, free is members, or for a small donation if other not-for-profit organisations. The building is used by the RSL for their monthly meetings and they open on Fridays for those who want to drop in for a chat, cuppa, to play pool or socialise understanding there is no liquor licence.<br>Other current community use:<br>-Inner Wheel Ladies twice a month for meetings and community craft group.<br>-Emerald and District small engines group meet once a month.<br>-Morning group of ladies who play cards and other board games.<br>-Celebrations or wakes. |
| Emerald     | 3 Memorial Avenue, Emerald          | Owned by Returned & Services League of Australia, Emerald RSL.                                  | The RSL's building is used by 5-6 local community groups at no cost. Function use is only charged if used by a non member.  |
| Cockatoo    | 20 Belgrave-Gembrook Road, Cockatoo | Owned by Cockatoo RSL Sub Branch Incorporated.  | The RSL's building is offered for use by community groups at no cost, with many groups taking up this option.   |

|                    |   |  |   |
|--------------------|---|--|---|
| Upper Beaconsfield | 3-5 Halford Street, Beaconsfield Upper                                | Owned by Returned & Services League Club c/- F G Conn  | Older weatherboard building in need of work. Not being used by other groups. The memorabilia is on display and the building requires updating therefore it is not suitable for other community use. The community hall is used for by the public. Open for others on ANZAC and Remembrance Day. |
| Gembrook           | 49 Main Street, Gembrook  | Privately owned premises.  | The RSL's building is used by other community groups. Some including the Gembrook Community Group are at no costs, where as other uses are at a fee such as the School Reunion. The RSL are looking to expand their building to provide additional storage and space for larger events.         |
| Nar Nar Goon       | 12 Spencer Street, Nar Nar Goon (Nar Nar Goon Soldiers Memorial Hall) | Council owned property. The RSL use of part of the building, including use of meeting room and display of artifacts in cabinets in the common areas of the building.                                   | This is a shared facility, managed by Council where the hall, kitchen and toilet facilities are used by other groups.   |
| Bunyip             | 32 Main Street, Bunyip (Bunyip Hall)                                  | Council owned property. Community Asset Committee (CAC) in place. Group has reduced in size to the point they are no longer using this site regularly. Often meeting at private residential addresses. | This is a shared facility, managed by Council appointed CAC. The hall, kitchen and toilet facilities are used by other groups.  |

### 7.3.1 DRAFT ASSET PLAN 2025-2035

|                         |  |
|-------------------------|--|
| Responsible GM:         | James Kelly  |
| Author:                 | Mitchell Morris  |
| Staff Disclosure:       | All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.   |
| Council Plan Reference: | <b>1.1 We empower our communities to be healthy, connected and resilient</b><br>1.1.1 Plan for, and support the delivery of, accessible health and social services that address critical gaps in provision.<br>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. |

#### Recommendation

That Council:

1. Endorse (in principle) the Draft Asset Plan, 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 Asset 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 an Asset Plan prior to 31 October in the year following every Council election. Cardinia's second Asset Plan is planned to be adopted at the October Council meeting.

The purpose of the Asset Plan is to communicate the importance and magnitude of the infrastructure assets for which council is the custodian. This will enable greater informed community engagement and a mutual understanding of investment and sustainable management of infrastructure assets, supporting delivery of services and strategic outcomes for the benefit of the community as outlined in the Community Vision and Council Plan.

It is formed by a combination of community deliberative engagement, current asset data and consideration of Councils long term strategies and objectives that align to the Community Vision, Council Plan, Long Term Financial Plan, Budget, Rating and Revenue Plan and Liveability Plan. The Asset Plan, once adopted, is a significant reference point throughout the term to guide decisions and strategic direction of the management of Cardinia Shire's Infrastructure Assets.

The Draft Asset Plan has been developed and is recommended that Council endorse it to progress to public exhibition for a period of three weeks. The further feedback sought via this process will be considered and updated, prior to the final adoption of the Asset Plan (currently anticipated for the Council Meeting on 20 October).

#### Background

The Asset Plan is a strategic planning document required under the Local Government Act 2020. It outlines how Council manages its built infrastructure assets to support service delivery and achieve the Community Vision. The Plan excludes plant & equipment, furniture & IT, trees, and property. These are managed separately.

The Asset Plan increases visibility of infrastructure assets and their role in delivering services. It helps Council and the Community understand the long-term impacts of asset decisions which is particularly important for growth areas like Cardinia Shire, where early choices affect future renewal and maintenance costs.

The drafted Asset Plan has combined Council's existing strategies and new asset management plans to provide a consistent and holistic picture of Council's asset portfolio over the next 10 years.

This Plan provides details on all types of asset spending across the life cycle including maintenance, renewal, acquisition, expansion, upgrade and disposal and decommissioning.

Council targets a long-term asset renewal gap of less than 2% of the total asset portfolio value, as higher ratios may signal underinvestment and service risk. As part of this Plan, officers reviewed the renewal gap across asset groups. The asset renewal gap ratio is defined as assets below acceptable condition levels that cannot be renewed in a particular year due to limited renewal funding.

With a growing and aging asset base, future funding for renewal and maintenance will need to increase. To manage this sustainably, Council will need to make strategic trade-offs to maximise the impact of limited resources. If renewal spending does not keep pace with asset deterioration, service quality may decline, and risks may increase.

The Asset Plan shows that Cardinia Shire is the custodian of over \$2.70 Billion of assets, including roads (sealed and unsealed), pathways (sealed and gravel), drainage, car parks, bridges, buildings, playgrounds and open space. The data and figures shown in the Asset Plan are based on June 2025 valuation data.

### Councils Data Journey

Over the past four years, Council has made considerable progress in data and asset accounting. Key improvements include:

- **Asset Accounting Compliance:** Achieved component-level compliance with VAGO and AASB 13, supporting other councils in meeting VAGO requirements.
- **Condition Audits:** Advanced component-level audits across asset classes; completed first automated road condition survey in 2023 using laser and other technology to inform priority works and budget processes.
- **Data Tools:** More accessible data for enhanced decision-making through PowerBI dashboards and integrated GIS mapping.
- **Financial Systems:** Improved transparency and prioritisation in Capital Works reporting and future priority works.

With advancements in technology, data needs and benefits, this will continue to be a focus and an area for further opportunity.

### Future Data Improvements over the next Four Years

Despite recent progress, there remain significant opportunities to improve asset data and information systems at Cardinia Shire Council. Continued investment in this area is recommended, with a focus on identifying technologies that deliver the greatest financial and risk management benefits.

A key challenge is the lack of integration between Council's asset management systems, customer request platform, and maintenance systems. Addressing this through the Digital Transformation Council Plan initiative will enable a more complete view of each asset, including performance issues, community feedback, and expenditure trends.

The Asset Plan also recommends exploring improved technologies for footpath condition assessments and implementing a rolling annual inspection program for drainage infrastructure.

A detailed four-year data improvement plan is outlined in Attachment 2. These initiatives may evolve in response to changing risk profiles, emerging priorities, and resource availability.

### **Asset Management Framework**

The Asset Management Framework at Cardinia Shire Council is consistent with best practice Asset management frameworks, and international standards for asset management (ISO55000), these are:

- **Asset Management Policy:** Sets the high-level strategic intent and direction on asset management. (Asset management objectives).
- **Asset Management Strategy:** The long-term plan which sets out how Cardinia Shire Council conducts its asset management, roles and responsibilities and our plans to improve asset management maturity. (How we will meet the asset management objectives).
- **Asset Plan:** A high-level summary of the Asset Management Plans which provides a network level view of funding needs and approaches, and helps Council to succinctly communicate the scale, funding needs and challenges of asset management (10 years).
- **Asset Management Plans:** A more detailed asset specific documents that deep dive into the asset class, individual projects, challenges and funding needs over time.

### **Policy Implications**

The Asset Plan is a key requirement of the Local Government Act 2020 which must be adopted by 31 October 2025. Section 92 of the Local Government Act requires Council to develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement practices. The scope of an Asset Plan is a period of at least the next 10 financial years, and must include information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure assets under the control of the Council.

Councils' asset management activities must also meet financial audit and accounting standards, as well as other legislated requirements.

### **Financial and Resource Implications**

The Asset Plan has been developed with reference to the Draft Long-Term Financial Plan (LTFP) and outlines the need to maintain a consistent level of council investment, while strategically adjusting priorities to support a balanced and sustainable asset portfolio.

Future Asset Plans and all asset management practices will continue to be refined in line with the Draft LTFP. As part of the development of this plan, Council has invested in a Digital Asset Plan dashboard, which will provide a tool for annual decision making, monitoring, and report enhancements.

The Asset Plan development process has involved modelling of the approved 2025/26 Budget and Draft Long Term Financial plan, condition audit and asset value information, future growth

and needs, and other asset information. The Asset Plan and the data contained within it is comprised of data from 30 June 2025 accounting and audited processes.

Recommended investment from asset renewal modelling has been compared with provisions in Council's Draft Long Term Financial Plan and has been determined not to be a material difference. Year on year prioritisation of projects for renewal investment is to be considered in the Capital Works Forward Plan.

The recent Bridge Condition audit and associated component level valuation resulted in an increase in the value of bridges, which resulted in a growing renewal gap in the outer years of the plan. This should be noted, together with the understanding that during 2025/26, these results will be further reviewed. Many of the audit recommendations are maintenance related and as these are rectified, the forecast demand for renewal investment should reduce. This can help inform funding discussions within the 2026/27 budget process.

The Open Space asset category has been identified in the Asset Plan as having over target range renewal gap, that decreases over the life of the Asset Plan with the current funding allocation. Open space assets typically have a shorter life which influences these results. Renewal and upgrade on open space assets are typically driven by strategies and master planning, and can be dependant on grant funding opportunities. For example, some of Councils high value assets, such as outdoor pools, are identified as ageing and due for renewal, which would require a strategic investment approach. Safe operation is managed via inspections and maintenance activities to extend useful life. Council also has a targeted inspection and audit program for Playgrounds, which ensures maintenance works and risks are identified and addressed. An updated Open Space condition audit and Open Space Asset management plan is planned for 2026/27, which will further mature the data and modelling.

Our Building Asset class starts with a renewal funding gap over 2% which reduces over the 10 years of the Asset Plan. A Building condition audit is occurring in the early part of the 2025/26 year, and will allow Council to further refine the modelling, assess any emerging risks and consider funding allocation adjustments for the 2026/27 and 2027/28 budget processes.

The overall Asset Plan objective is to work towards a renewal gap ratio target of under 2% of the total value of Councils entire asset portfolio.

### **Climate Emergency Consideration**

The Asset Plan notes the role that Council's assets play in adapting to the climate emergency as well as the risks posed to our assets by climate change. The modelling considers vulnerability of assets to changing climate where applicable. Asset Management Plans, which involve in-depth review and assessment of each individual asset class, and the projects and priorities within it, involve vulnerability assessments. For each asset class, the role of the assets in adapting to climate change as well as minimising impacts are noted and will have increased consideration.

Council is also participating in a Melbourne Water Flood modelling project which will provide further information to assist Council in its Drainage Strategy work.

### **Consultation/Communication**

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 Council, this process involved creating a community panel, a group of community members representing a diverse cross section of the Cardinia Shire community.

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.

One of the sessions was focussed on asset management and involved a presentation and discussion on three questions relating to decisions and investment in asset management.

Themes and suggestions from the panel included:

- Importance of efficient and sustainable infrastructure.
- Prudent financial management.
- Data – Decisions, transparency, consideration of the needs vs wants when making asset-based decisions.
- Use of volunteers within management of community assets.
- Community engagement on assets and use.
- Multi-use facilities/increase take-up by the community.

This feedback was critical in development of the Asset Plan, and strategic focus areas in the Council 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 Asset Plan and will be completed prior to the planning, engagement, and delivery of the project.

### **Attachments**

1. Attachment 1 - DRAFT Asset Plan 2025 - 35 [7.3.1.1 - 58 pages]
2. Attachment 2 - Asset Management Update Plan [7.3.1.2 - 1 page]
3. Attachment 3 - Community Panel Outcomes Report [7.3.1.3 - 26 pages]



Cardinia Shire Council



# Draft Asset Plan 2025-35

July 2025

Prepared by:

**Cardinia Shire Council**

Published July 2025

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## **Acknowledgment of Country**

Cardinia Shire acknowledges the Traditional Custodians of the land across our municipality, the Bunurong and Wurundjeri Peoples of the Kulin Nation, and pays respect to their Elders past and present.

We recognise the deep and ongoing connection that Traditional Owners have to Country, and we honour their continued care for the land, waters, and skies.

We value our partnerships with Traditional Owners and remain committed to supporting the ongoing role in the care, management, and stewardship of these lands, places, and assets throughout Cardinia Shire.

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## Executive summary

Cardinia Shire is home to over 130,000 residents who cherish its unique blend of scenic hills, vibrant urban growth areas, historic railway townships, rich agricultural land, and a small stretch of picturesque coastline.

Spanning approximately 1,281 square kilometres, the Shire is expected to grow by more than 30,000 people in the next decade, reaching a population of around 160,000.

Strategic asset management has never been more important to meet the evolving needs of our community and enable the delivery of our important and diverse services.

## Purpose of the Asset Plan

The Asset Plan is a document that communicates the importance and magnitude of the infrastructure assets for which Cardinia Shire Council is the custodian. It is intended to be a strategic public facing document that informs the community on how Council assets are to be managed to achieve the Council Plan objectives and Community Vision statement.

This allows for greater informed community engagement, by building the community's understanding of investing and sustainably managing infrastructure assets in the long-term. This supports the delivery of services and strategic outcomes for the benefit of the community as outlined in the Council Vision and Council Plan.

Specifically, the Asset Plan aims to improve transparency around asset value and performance, inform the community about council-managed assets and associated costs, embed responsible asset management into integrated strategic planning and reporting frameworks, support council's long-term goals and finances, enhance asset management efficiency through engagement, align asset decisions with community needs and financial sustainability, and clearly communicate challenges related to service levels, costs, risks, and decision-making.

The Asset Plan has been part of an integrated review of the draft Council Plan 2025-29, Community Vision 2040, Long-Term Financial Plan and Liveability Plan. It has been informed by the community through a deliberative engagement process. It focuses on built infrastructure assets and does not consider plant and equipment, furniture, information technology, trees or property. These assets are managed separately.

The Asset Plan is a legislative requirement under the Local Government Act 2020 which requires all Councils to develop and adopt a 10-year Asset Plan after each council election.

## **What are assets and what is asset management?**

Assets are all around us – they are the things you see when you leave your front door: the local roads you drive on, the footpaths you walk on, the bridges that help you cross from one side of the creek to the other, the playgrounds and open spaces you visit, the buildings you enter to meet with other community members – the list goes on.

Cardinia Shire Council manages more than \$2.7 billion in infrastructure assets, including those mentioned above, along with stormwater pits and pipes, cycleways, major culverts, park and street infrastructure, sporting surfaces, and more.

Asset management is not solely concerned with maintaining physical assets—it is fundamentally about realising value from those assets and ensuring they align with the strategic objectives of Council. Realising value involves ensuring that assets are appropriate for current and future community needs, are well-utilised, maintained in a safe and fit-for-purpose condition, and managed in a way that is financially sustainable.

Effective asset management requires a balanced approach: it involves preserving and optimising existing assets, disposing of assets that are no longer required, and ensuring that any new assets are necessary, affordable, appropriately scaled and designed, and accessible to a broad cross-section of the community. This approach supports responsible stewardship and enables Council to deliver services efficiently, while adapting to growth and changing community expectations. Cardinia Shire Council continues to strive towards effective asset management and apply responsible stewardship in managing its assets.

## **Key challenges**

Cardinia Shire Council's 2025–26 Budget reflects the need to make careful investment decisions in the context of limited and finite resources. As part of this, there is an increasing emphasis on reviewing the need for renewing and maintaining existing infrastructure to ensure it continues to meet the evolving needs of the community, whilst balancing our overall financial sustainability. Funding allocations are guided by data and long-term planning, supporting upgrades and ongoing maintenance through the capital works program.

As a designated growth area, Cardinia Shire faces the dual challenge of supporting rapid population growth while maintaining and renewing ageing infrastructure. Balancing these priorities is complex, especially as Council often relies on developer contributions to fund new community infrastructure. Infrastructure and funding gaps are identified to guide advocacy efforts for additional support from Victorian and Australian governments.

Cardinia Shire's growth areas are still in their early stages. Continued advocacy is essential to secure the infrastructure needed to support a growing population, particularly considering the Victorian Government Housing Policy, which projects an additional 36,000 new homes by 2051. This will require significant investment in roads, community facilities, and public spaces that promote social connection, physical activity, and resilience.

Cardinia Shire Council remains committed to long-term asset planning, guided by this Asset Plan alongside the Long-Term Financial Plan, Asset Management Policy, and other strategic documents.

These frameworks support responsible stewardship and ensure infrastructure investment is sustainable and aligned with community needs.

### Key focus areas

Cardinia Shire Council is committed to strengthening asset management to support a growing community and ensure long-term sustainability. Over the coming years, our focus will include:

- **Infrastructure delivery:** Upgrading roads, drainage, and public assets to meet current and future needs.
- **Strategic planning:** Developing and implementing strategies for unsealed roads, drainage, and facility utilisation.
- **Technology and data:** Enhancing asset systems, condition audits, and data-driven decision-making.
- **Financial sustainability:** Aligning asset planning with long-term financial strategies and improving cost transparency.
- **Community engagement:** Transparency in decision making, and incorporating community feedback to help with balancing cost, risk and expectations.
- **Climate resilience:** Enhancing consideration of climate change impacts into asset design, and lifecycle and funding models.
- **Advocacy and growth management:** Advocating for infrastructure funding and maximising developer contributions.
- **Governance and reporting:** Enhancing asset management reporting, asset checks, and improving transparency and information for the community.

These priorities will guide our efforts to deliver reliable, inclusive, and sustainable infrastructure for the Cardinia community.

## Mayor's message

The 2025-2035 Asset Plan is one of Council's key strategic documents, outlining how Council will manage its assets to support the delivery of the Community Vision 2040 and Council Plan. It provides our community with insight into the assets we rely on to deliver services, and the approach we take to manage those assets efficiently and effectively.

For many of us, asset management isn't always front of mind. Yet, how often do we walk along a footpath and assume it will always be there, without considering the planning, funding and maintenance required to keep it functional for years to come.

Asset management plays a vital role in ensuring our infrastructure continues to support the community now and into the future. It involves thoughtful planning and long-term investment – and it benefits all of us.

As part of our deliberative engagement for the new Council Plan, community panel members were introduced to the asset management process and the challenges involved in planning for the community's future needs. Many were surprised by what they had learned, and gained valuable perspective on the many things Council must take into account when making decisions about our assets.

I would like to take this opportunity to thank members of the community panel whose feedback and insights have helped shape this Asset Plan, which presents a high-level strategic and financial overview of how Council will manage its assets over the next 10 years, aligning with the requirements of the Local Government Act 2020.

It's also important to recognise and acknowledge the many volunteers who support the management and care of Council's assets, including township groups, 'Friends of' groups, environmental organisations, sporting clubs and committees of management. These groups volunteer endless hours of their time to help maintain and enhance our shared spaces. Their work and dedication is deeply valued and appreciated.

**Cr Jack Kowarzik**  
**Cardinia Shire Mayor 2024–25**



## Asset portfolio overview

This Asset Plan has been developed to communicate the importance and magnitude of the infrastructure assets for which Council is the custodian. This allows for greater informed community engagement, by building the community's understanding of investing and sustainably managing infrastructure assets.

This supports the delivery of services and strategic outcomes for the benefit of the community as outlined in the Council Vision and Council Plan.

It has been prepared in accordance with the requirements of the Local Government Act 2020

### Transport

| Asset class               | Value          |
|---------------------------|----------------|
| Roads (sealed)            | \$631.77M      |
| Roads (unsealed)          | \$246.24M      |
| Kerbs                     | \$133.98M      |
| Off-street car parks      | \$29.02M       |
| Pathways                  | \$239.37M      |
| Bridges                   | \$241.70M      |
| Other road infrastructure | \$16.86M       |
| <b>Total value</b>        | <b>\$1.54B</b> |

### Drainage network

| Asset class                           | Value         |
|---------------------------------------|---------------|
| Stormwater pipes                      | \$390.82M     |
| Stormwater pits                       | \$129.80M     |
| Surface drainage (all other drainage) | \$14.23M      |
| <b>Total value</b>                    | <b>\$535M</b> |

### Buildings

| Asset class        | Value         |
|--------------------|---------------|
| Buildings          | \$496.83M     |
| <b>Total value</b> | <b>\$497M</b> |

***Open space network***

| Asset class               | Value     |
|---------------------------|-----------|
| Open space infrastructure | \$133.80M |
| Total value               | \$134M    |

## Cardinia Shire's community

We value our partnerships with Traditional Owners and remain committed to supporting the ongoing role in the care, management, and stewardship of these lands, places, and assets throughout Cardinia Shire.

### ***Population and people***

| Measure                                       | Value   |
|---|---------|
| Australian citizen (%)                        | 85      |
| Estimated resident population - females (no.) | 63,995  |
| Estimated resident population - males (no.)   | 62,965  |
| Working age population (aged 15-64 years) (%) | 65      |
| Population density (persons/km2)              | 102     |
| Median age - persons (years)                  | 35      |
| Median age - males (years)                    | 34      |
| Median age - females (years)                  | 35      |
| Estimated resident population (no.)           | 130,383 |
| Person born overseas                          | 27,730  |

### ***Land and environment***

| Measure                       | Value   |
|-------------------------------|---------|
| Land area (ha)                | 128,257 |
| Total protected land area (%) | 11      |

### ***Income***

| Measure  | Value  |
|--|--------|
| Median employee income (\$)                                    | 56,549 |
| Superannuation and annuity income earners (no.)                | 892    |
| Superannuation and annuity income earners - median age (years) | 54     |

***Family and community***

| Measure  | Value  |
|--|--------|
| Average family size (no. of persons)   | 3      |
| Worked from home (no.)   | 11,036 |
| Used at least one form of public transport (train, tram, bus, ferry) (no.)                 | 1,585  |
| Travelled to work by car (as a driver or passenger) as at least one method of travel (no.) | 37,955 |
| No motor vehicles (no.)  | 1,006  |
| Homeless persons per 10,000 persons (rate)   | 29     |

***Economy and industry***

| Measure                    | Value  |
|----------------------------|--------|
| Total number of businesses | 11,940 |

***Aboriginal and Torres Strait Islander***

| Measure   | Value |
|---|-------|
| Estimated resident Aboriginal and Torres Strait Islander population (no.) | 1,395 |

## Strategic alignment

The Asset Plan is one of the legislated documents Council develops to support the delivery of the Community Vision 2040 and Council Plan.

Assets are needed and important for most Council services and aspirations. Therefore, it is important they are considered and developed alongside the Long term Financial Plan, Budget, Rating and Revenue Plan and Liveability Plan, in consideration of the Council Plan and Community Vision.

The way Council manages and plans to care for these Assets is known as asset management. A key part of ensuring Council coordinates and plans asset management activities is to have clear plans and strategies.

These outline how this will be done, and improvements plans to continue to increase asset management maturity. Council business and operational plans also impact or are impacted by assets.

The role of each of these documents is outlined in the Glossary section of this Asset Plan.



Figure: Council's strategic framework

### Strategic objectives

The Council Plan is structured around five strategic objectives. Assets are critical in achieving these objectives. The table below outlines how Council's asset management activities support each strategic objective.

| Strategic objective and summary   | How does the Shire's assets and asset management support the delivery of the Community Vision and Council Plan?   |
|---|---|
| <b>Thriving Communities</b><br><br>The programs, facilities and places that we support are safe, inclusive, and enhance participation, wellbeing and resilience | Assets are required to provide the services needed for the community to thrive. Council seeks that community facilities, sports facilities, and public spaces are well-maintained and well planned, providing infrastructure that meet community service needs by being accessible and promoting health, connection, and resilience.<br><br>Community facilities and open space assets provide spaces for social and health support, arts and culture, education and active recreation.   |
| <b>Vibrant places</b><br><br>We value our well-designed towns and infrastructure that fosters belonging and connections   | Council works to optimise capital and maintenance expenditure of roads, car parks, bridges, pathways, community facilities and open space assets to ensure assets are safe, inclusive and provide adequate connectivity between places.<br><br>Upgrading of Council's road network within the Shire continues to improve safety and connectivity while considering traffic demand and freight transport needs.  |
| <b>Adaptive environments</b><br><br>We care for our natural environment and support recovery from challenges  | Parks, open space and natural reserves provide areas to ensure biodiversity is protected. The stormwater drainage network actively treat stormwater runoff. Council also makes use of stormwater harvesting assets to reduce the demand for water and help manage stormwater flows.<br><br>A future initiative is to further mature and embed climate change impact assessments within Council's asset management.  |
| <b>Prosperous economies</b><br><br>We encourage urban and rural business and local employment to grow   | Ensuring that existing transport and connectivity infrastructure is well maintained and upgraded. This aims to improve access to productive and employment lands, making it easier for businesses to operate and grow and for residents to access job opportunities.<br><br>Buildings and facilities provide spaces for numerous programs, meetings and other activities which promotes the support for education and skill development initiatives, enhancing the local workforce and attracting new industries and innovations. |

*Strategic objectives continued...*

| Strategic objective and summary  | How does the Shire's assets and asset management support the delivery of the Community Vision and Council Plan?  |
|--|--|
| <p><b>Responsible leaders</b></p> <p>We demonstrate responsible leadership and financial stewardship</p> | <p>Council practices responsible leadership by ensuring transparency and accountability in asset management decisions, ensuring decisions are made in the best interest of the community and future generations.</p> <p>Asset management provides data for decision making and helps us to make appropriate financial decisions, ensuring we are funding the infrastructure we are currently using and not putting unreasonable burdens on future generations.</p> <p>Council utilises asset management industry standards and make data driven decisions in conjunction with community engagement to manage the lifecycle of Council's asset portfolio to balance Council's budget and community needs.</p> |

## Valuation

Council's asset portfolio is made up of a variety of categories, each playing a crucial role in the functioning, wellbeing, safety, and prosperity of Cardinia Shire.

The total value and scale of assets is substantial. Valuation data comes from independent assessments or data analysis and is governed by legislation and reporting requirements.

This information is used to consider, plan, and make decisions on the budgets required, to ensure assets remain in useful condition, and appropriate for needs now and into the future.

Among these, Council road assets hold the highest value, highlighting their critical role in facilitating efficient movement and connectivity throughout the Shire

### Valuation overview

| Replacement value | Accumulated depreciation | Written down value |
|-------------------|--------------------------|--------------------|
| \$2.70BN          | \$488.18M                | \$2.22BN           |

### Replacement value by asset category

| Open space       | Buildings         | Drainage          | Transport           |
|------------------|-------------------|-------------------|---------------------|
| \$133.80M (4.9%) | \$496.83M (18.4%) | \$534.85M (19.8%) | \$1,538.95M (56.9%) |

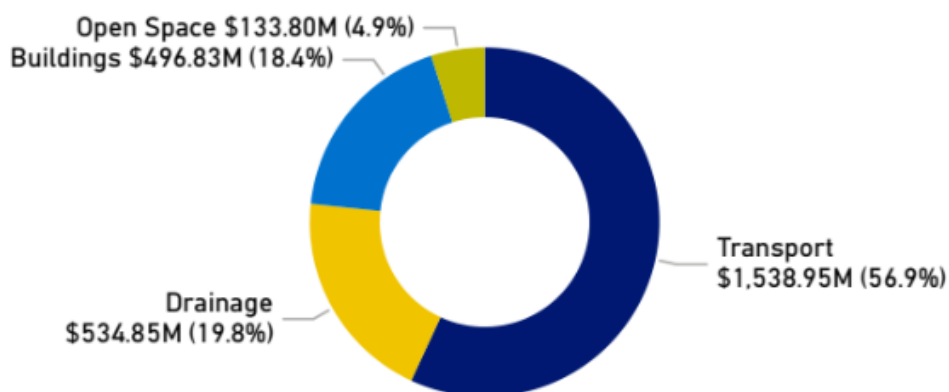


Figure: Replacement value by asset category



**Replacement value and written down value by asset category**

|            | Replacement value | Written down value |
|------------|-------------------|--------------------|
| Transport  | \$1,539M          | \$1,327M           |
| Drainage   | \$535M            | \$446M             |
| Buildings  | \$497M            | \$359M             |
| Open space | \$134M            | \$84M              |

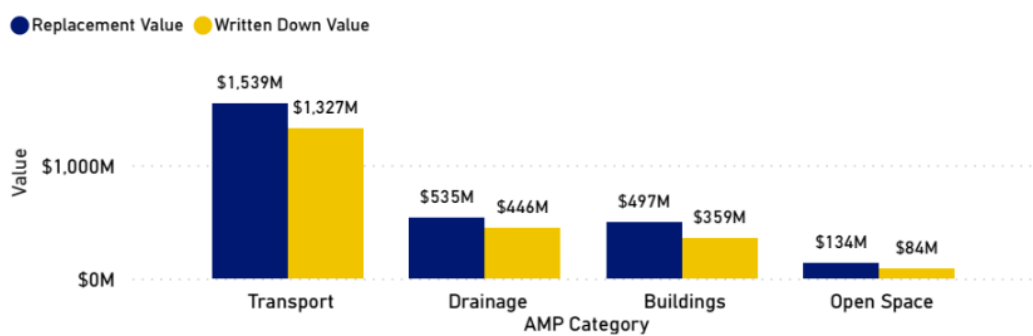


Figure: Replacement value and written down value by asset category

**Bridges**

| Asset Class         | Replacement Value (\$M) | Accumulated Depreciation (\$M) | Written Down Value (\$M) |
|---------------------|-------------------------|--------------------------------|--------------------------|
| Bridge and culverts | \$241.70M               | \$63.42M                       | \$178.29M                |

**Pathways**

| Asset Class | Replacement Value (\$M) | Accumulated Depreciation (\$M) | Written Down Value (\$M) |
|-------------|-------------------------|--------------------------------|--------------------------|
| Pathways    | \$239.37M               | \$43.48M                       | \$195.89M                |

**Roads**

| Asset Class               | Replacement Value (\$M) | Accumulated Depreciation (\$M) | Written Down Value (\$M) |
|---------------------------|-------------------------|--------------------------------|--------------------------|
| Roads (Unsealed)          | \$246.24M               | \$12.84M                       | \$233.40M                |
| Roads (Sealed)            | \$631.77M               | \$63.30M                       | \$568.48M                |
| Other Road Infrastructure | \$16.86M                | \$3.79M                        | \$13.07M                 |
| Off Street Car Parks      | \$29.02M                | \$2.90M                        | \$26.13M                 |
| Kerbs                     | \$133.98M               | \$22.48M                       | \$111.50M                |

**Drainage**

| Asset Class                           | Replacement Value (\$M) | Accumulated Depreciation (\$M) | Written Down Value (\$M) |
|---------------------------------------|-------------------------|--------------------------------|--------------------------|
| Surface Drainage (All other drainage) | \$14.23M                | \$1.55M                        | \$12.68M                 |
| Stormwater Pits                       | \$129.80M               | \$21.95M                       | \$107.85M                |
| Stormwater Pipes                      | \$390.82M               | \$65.44M                       | \$325.38M                |

**Buildings**

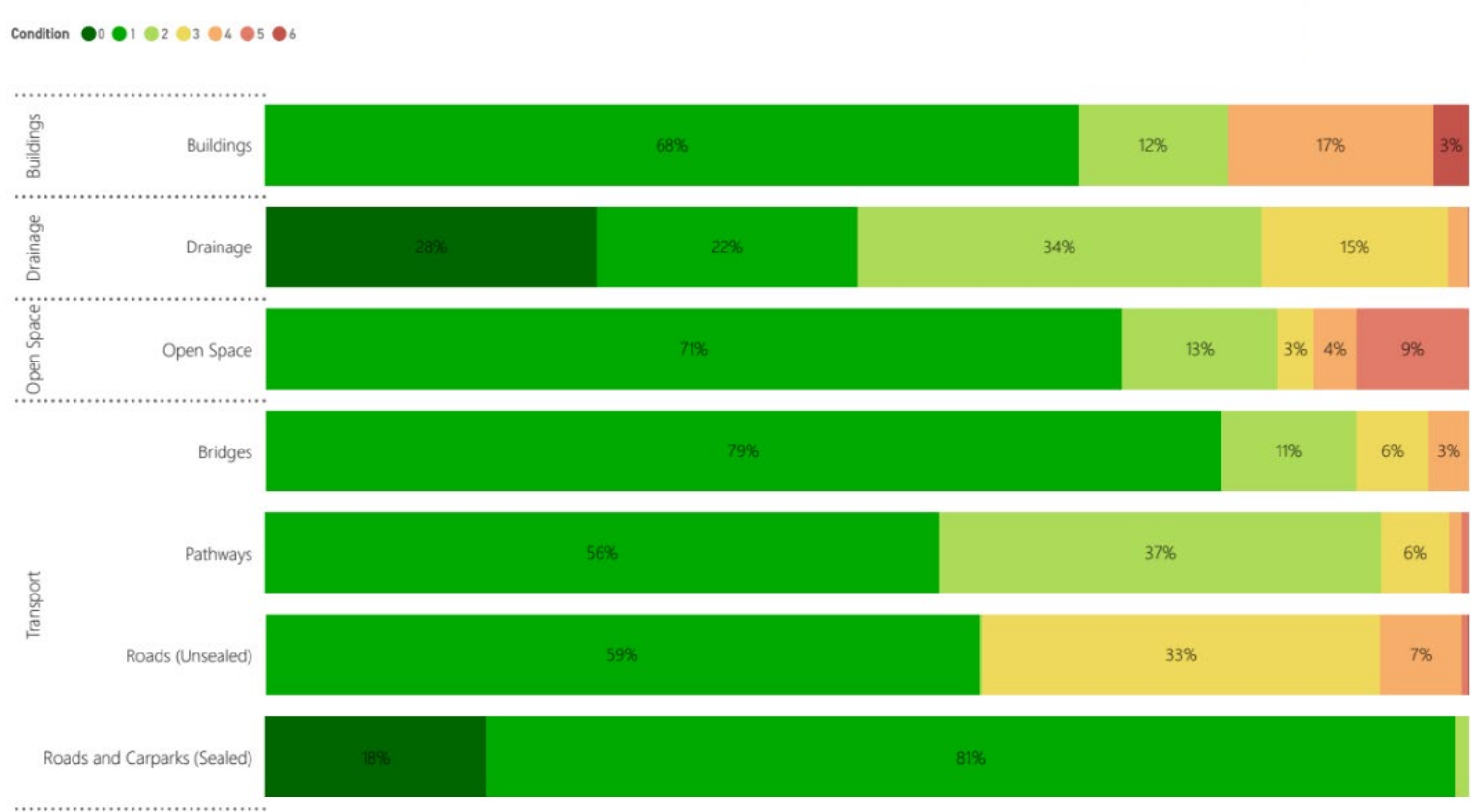
| Asset Class | Replacement Value (\$M) | Accumulated Depreciation (\$M) | Written Down Value (\$M) |
|-------------|-------------------------|--------------------------------|--------------------------|
| Buildings   | \$496.83M               | \$137.69M                      | \$359.14M                |

**Open space**

| Asset Class               | Replacement Value (\$M) | Accumulated Depreciation (\$M) | Written Down Value (\$M) |
|---------------------------|-------------------------|--------------------------------|--------------------------|
| Open Space Infrastructure | \$133.80M               | \$49.35M                       | \$84.44M                 |

Current state of assets

This section considers the current physical condition of Council infrastructure assets using a 0 - 6 scale rating with 0 being a brand-new asset and 6 being end of life. Overall, Cardinia Shire Councils assets are mostly young and in good condition.



## Community engagement

Community engagement has been vital in developing the Council Plan and Asset Plan.

In line with the Local Government Act 2020, Council 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.

One of the sessions focussed on asset management. The panel was presented with information on how Council manages its assets and was asked to respond to three questions (below) – The responses are summarised below, along with the activities Council is undertaking and planning to address these panel suggestions.

Some of these suggestions have formed part of the Asset Plan itself, and many are also useful for Council internal business planning and broader asset management.

For more information on the community engagement process and the full community panel outcomes report, visit our [Creating Cardinia Future Cardinia](#) webpage.

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

| What the Community Panel suggested/said   | How will Council / How has Council considered this feedback  |
|---|--|
| AI Technology and technological advances to improve planning decisions.                 | <p>Council, via its Digital Transformation roadmap initiative is currently preparing for significant uplift in their digital systems. A key consideration will be to make the most of emerging technology, such as Artificial Intelligence (AI) in future work.</p> <p>AI is a rapidly emerging technology sector, and there are many innovative ways that AI can improve and augment Council operations. This could include streamlining complex decision processes, such as planning applications.</p> <p>Another example is gathering and analysing large data sets, such as large volumes of asset condition data, which helps to build a more accurate picture of the condition of our assets and better schedule maintenance.</p> <p>Another powerful use of AI is to improve financial modelling and decision making. Council will ensure that our technology platforms are ready and able to incorporate solutions that improve our decisions and processes.</p> |
| Use of data to define community needs over wants.                                       | <p>Council service strategies aim to provide a clear understanding of the need for assets, spaces, and functionality that support the delivery of services that meet community needs.</p> <p>Council is committed to use of data to support decision making and will continue to invest in achieving the data needed through condition assessment and valuations.</p> <p>Council Digital Transformation initiative will help ensure our internal data programs are effective and integrate. Likewise planning for open space, sport and active recreation and other community assets is informed by a range of data and benchmarked with other local government areas.</p> <p>A service attraction gap analysis will be conducted to inform the gaps and opportunities to meet the future populations service needs.</p>   |
| Ensure assets and infrastructure supporting healthcare, creative arts, sporting events. | <p>Council develops and reviews strategies related to the trends and needs of certain assets.</p> <p>These documents are developed using data and information and include consultation with stakeholders. Examples include the Active Cardinia Strategy, Open Space Strategy, Liveability Plan and Community Infrastructure Plan.</p> <p>Council aims to support and attract health and social services through local data and research that informs advocacy to all levels of government.</p>   |

*How should Council invest in assets over the next 10-years to achieve the Community Vision, continued...*

| What the Community Panel suggested/said   | How will Council / How has Council considered this feedback  |
|---|--|
| Climate mitigation and sustainability.  | <p>Councils Climate Change Adaptation Strategy 2022-33 guides Council investment and action on climate change.</p> <p>Council has a dedicated capital works financial allocation for waste and energy efficiency infrastructure projects which includes projects focussed towards climate mitigation.</p> <p>Climate change is embedded in Council's asset management process, to consider the vulnerability of assets to climate change and how this should be planned for. This will be an ongoing focus and opportunity.</p>  |
| New assets must meet high sustainability standards to reduce long-term costs. 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. | <p>Council is committed to high sustainability standards within their asset planning and projects.</p> <p>Renewable energy (Solar PV systems) are installed on many council buildings. Council funds the Community Capital Works Grants program, which has seen Solar PV systems and battery storage installed in community buildings occupied by committees.</p> <p>Council has a dedicated capital works financial allocation for water and energy efficiency infrastructure upgrades, and considers Environmental Sustainable design principles within our Building projects.</p> |

**How can we ensure Council's decisions are fair and balances across different community needs?**

| What the Community Panel suggested/said   | How will Council / How has Council considered this feedback   |
|---|---|
| <p>Engagement and two-way communication with council and council staff, engaging with the people who use assets or need services i.e. voting, referendums, advisory groups and consultative committees to do ongoing work with council etc.</p> | <p>Council's Community Engagement Policy outlines a commitment to authentic and inclusive engagement, ensuring all members of the community have the opportunity to provide feedback on issues or projects that will impact them.</p> <p>Council is always looking at ways to reach different parts of the community when undertaking engagement in an effort to hear from people who don't often engage with Council.</p> <p>Council will continue to engage with advisory groups and consultative committees who provide a diverse range of perspectives.</p> <p>Council will also continue their 'Creating Cardinia - On the Move' pop-up engagement sessions, to enable face to face interactions with community to have a conversation and encourage their participation in the decision-making process.</p> |
| <p>Better promotion and communication of engagement through media.</p>  | <p>Council is committed to improving the 'close the loop' process with the community on engagement projects, to assist community members in understanding how their feedback has been used to inform Council's decision making.</p> <p>While Council frequently promote the opportunity for community to participate in engagement projects through Council's communication channels and the local newspaper, Council will also explore ways to better promote the result of engagement activities.</p> <p>This includes the development of a regular engagement electronic newsletter to participants who have subscribed to Council's 'Creating Cardinia' engagement platform.</p>  |
| <p>Increased reporting to community such as through progress reports.</p>   | <p>Council reports and progress reporting are already public, though the reports are not always easy to access or digest.</p> <p>Most reporting is prepared for Council meetings in each quarter, including construction projects, operating budgets, progress of projects and major initiatives, as well as performance indicators.</p> <p>Council regularly reviews Council reports to promote readability and the value of the information.</p> <p>An improvement plan within this plan is to enhance reporting for asset management for the community.</p>  |

*How can we ensure Council's decisions are fair and balances across different community needs, continued...*

| What the Community Panel suggested/said  | How will Council / How has Council considered this feedback   |
|--|---|
| Improved transparency in decision making process.  | <p>Council reports and progress reporting are already public through Council's website and Council meeting minutes, though the reports are not always easy to access or digest. The community can attend or listen to live Council meetings, though participation is low.</p> <p>Most reporting is prepared for Council meetings in each quarter, including construction projects, operating budgets, progress of projects and major initiatives, as well as performance indicators.</p> <p>We regularly review Council reports to promote readability and the value of the information. An improvement opportunity within this plan is to enhance reporting and feedback for the community on asset management.</p>  |
| Standardised set of criteria for community needs assessment, informed by data and community needs. | <p>Council service strategies aim to provide a clear understanding of the need for assets, spaces, and functionality that support the delivery of services that meet community needs.</p> <p>Council is committed to use data to support decision making and will continue to invest in achieving the data needed through condition assessment and valuations. Council's Digital Transformation initiative will help ensure Council's internal data programs are effective and integrate.</p> <p>Likewise planning for open space, sport and active recreation and other community assets is informed by a range of data and benchmarked with other local government areas.</p> <p>An example of this type of work is Council's Community Infrastructure Plan, which helped Council understand the needs in the early years service area due to population growth and changed Victorian Government policy.</p> <p>This is an ongoing need and will benefit from enhanced data and growing maturity in Council's Project Management Framework.</p> |
| Risk assessment and climate mitigation in decision making.   | <p>Reports to the executive team and Council briefing and Council meetings must consider a response to climate change.</p> <p>Climate change risks are included in Council's Risk register, and vulnerability of assets to climate change and rising sea levels are assessed within asset management plans for relevant assets.</p>   |



**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?**

| What the Community Panel suggested/said  | How will Council / How has Council considered this feedback   |
|--|---|
| Increase use of facilities through advertising, cost incentivisation and changing function to create multi-use facilities. | Council already has a commitment to designing and delivering multi-use facilities where appropriate.<br>A facility utilisation audit will be occurring in the next two years, which will help to identify underutilised facilities and identify opportunities for expanded and multipurpose utilisation.  |
| Assess the viability and need of facilities, cost efficacy, and the possibility of increasing user fees.                   | This is supported through the strategic planning undertaken through the Community Infrastructure Plan, Active Cardinia Strategy, and Open Space Strategy.<br>Usage data and industry trend, and asset condition results support decision making. Fees & charges are reviewed annually, and where possible, benchmarked with other local governments.<br>Specific policy and strategy review will also shape the development of fees and charges, where grants or subsidies are provided.  |
| Having voluntary committees to reduce running costs of facilities or help with maintenance.                                | Volunteers are important to Cardinia Shire Council, and support Council service delivery, and increase community participation and cohesiveness.<br>In the new 2025 Council plan, this is recognised through strategy around partnerships and volunteers. Council seeks to partner with community groups and providers and encourage volunteerism.<br>Council values the many community and recreational facilities that are run by committees, and friends groups and intend to develop and implement a Volunteer Strategy over the next four years.   |
| Selling assets, leasing or privatisation of assets.  | Cardinia Shire has a growing population with changing demographics, which Council will be mindful of when looking at the potential future needs for assets.<br>The disposal of assets is a usual part of the asset management lifecycle. Selling, privatisation, or repurposing assets are options for the future, however, the Shire's growing population means it is less of a consideration.<br>If this was explored in the future, solid data on utilisation of assets, and modelling of the future needs and risks would need to be undertaken.<br>Council does regularly lease or rent Council assets within its property portfolio for community use, to attract key service providers, or commercially, as appropriate. |

## Key documents

Council's asset management approach is governed by legislation, financial and accounting standards and informed by best practice international standards for asset management. Assets are key to Council's service delivery.

Therefore, many of Council policies and strategies influence or interact with this plan. Some of these are listed below.

### Legislative documents

Link to complete directory: [www.legislation.vic.gov.au/in-force/acts](http://www.legislation.vic.gov.au/in-force/acts)

- Local Government Act 2020
- Road Management Act 2004
- Environment Protection Act 2017
- Planning and Environment Act 1987
- Planning and Development regulations
- Catchment and Land Protection Act 1994
- Water Act 1989
- Building Act 1993
- Emergency Management Act 1986

### Strategic Council documents

Link to complete directory: [www.cardinia.vic.gov.au/directory/16/a\\_to\\_z](http://www.cardinia.vic.gov.au/directory/16/a_to_z)

- Asset Management Policy
- Community Infrastructure Plan
- Road Management Plan
- Active Cardinia Strategy
- Community Advocacy Toolkit
- Climate Change Adaption Strategy
- Sustainable Environment Policy
- Enhanced Standard: Sustainable Buildings
- Open Space Strategy
- Pedestrian and Bicycle Strategy (to be reviewed)
- Equestrian Strategy
- Integrated Water Management Plan
- Building and Facilities Maintenance Policy
- Public Toilet Strategy
- Sport Facility Standards Policy
- Crime Prevention Through Environmental Design Policy

### Precinct Structure Plans (PSPs), Infrastructure Contribution Plans (ICPs) and Development Contribution Plans (DCPs)

Link to complete directory: [www.vpa.vic.gov.au/project-list/?by\\_status=](http://www.vpa.vic.gov.au/project-list/?by_status=)

- Pakenham DCP
- Cardinia Road DCP
- Cardinia Road Employment DCP
- Officer DCP
- Pakenham East ICP
- Glismann Road DCP
- Pakenham South Employment ICP
- Officer South Employment ICP

## Future demands

Our community is growing, changing and becoming more diverse. The Council Plan seeks to foster a prosperous economy, whilst protecting our natural and built environments.

Along with the local government sector, we face significant financial sustainability challenges.

Asset management involves considering these future demands, and how assets or asset management approaches may need to be adapted, changed, or balanced to address these strategically based on funding available. Key future demands and priorities include:

### **Population growth**

- **Projection:** The population is expected to grow by 20% in the next 10 years. Cardinia Shire Council is one of Victoria's largest growth councils and will continue to experience high population growth.
- **Impact on services:** Ongoing population growth and the development of new areas will continue to increase the number of assets constructed by, or provided to Council, resulting in greater long-term costs and resource demands for their management.

Existing Council assets will also experience higher utilisation and volumes. There will be greater demand on planning and funding existing assets for renewal, maintenance and upgrade to support community accessibility and connectivity as assets will experience higher utilisation.

Council may need to expand services and facilities to cater for community growth.

Increased rate payer base can provide economies of scale for service provision and help support funding requirements for aging demographic and assets.

### **Demographic change**

- **Projection:** Forecasting is predicting steady growth in all age demographics with adults and older resident age groups projected to have the highest increase by 2035. Cultural diversity is also increasing.
- **Impact on services:** A possible higher demand for safety requirements and accessibility for older community members. Community needs and demographic changes will need to continue to be monitored through strategy development, with a focus on providing infrastructure that is multi-use across the community and promotes universal access and equity.

### **Asset growth**

- **Projection:** Continued asset growth due to new development areas or population growth.
- **Impact on services:** Council needs to ensure critical infrastructure keeps pace with population changes in growth and community needs.

These requirements are also legislated within precinct structure plans, within funding contributed by the development or infrastructure contribution plans that Council manages.

A growth in asset base will generally increase Council's long-term renewal and maintenance expenditure over the long term.

### ***Asset renewal and maintenance***

- **Projection:** An increasing demand to ensure assets are kept in usable condition as the asset base ages.
- **Impact on services:** If assets are not maintained or renewed to an acceptable condition particularly as assets begin to age, this impacts the overall service that assets provide for the community.

Maintaining and renewing assets efficiently with a proactive approach can extend the life of assets, ensure cost effective service delivery and increase community satisfaction.

### ***Financial sustainability***

- **Projection:** Balancing investment choices will be coming increasingly difficult in an income constrained environment.
- **Impact on services:** New infrastructure investments will need to be supported by strong strategic needs, and consideration of the requirements and scale of new infrastructure and its whole of life costs.

There will be increasing reliance on advocacy and grant funding opportunities for infrastructure and cost-efficient maintenance.

Renewal and maintenance will need to be well planned out, and data driven decision making will be more important than ever.

### ***Integrated planning***

- **Projection:** A growing necessity to ensure enhanced integration of asset management with financial, project and service planning to ensure long-term sustainability.
- **Impact on services:** Integrated planning ensures that limited resources are directed to the most critical assets.

This avoids over-investing in low-priority assets while underfunding high-impact ones. This leads to more sustainable service levels for the community and avoids future financial pressures.

### ***Increased cost of materials***

- **Projection:** Material and labour costs are expected to continue to rise.
- **Impact on services:** Capital expenditure and maintenance costs will continue to increase. Council may need to scale back, restage or delay infrastructure projects due to budget constraints.

Infrastructure projects and renewal works programming may need to be reprioritised or postponed which may result in cutting or reduction to services.

### ***Climate change and climate resilience***

- **Projection:** It is expected that climate change will intensify in the medium to long term future resulting in an increase of extreme weather events.
- **Impact on services:** Periods of low or extreme rainfall events, increasing heat and bushfire events can significantly increase asset maintenance and renewal requirements. There will also be a demand for upgrading of assets to ensure they are climate resilient which would require greater capital expenditure.

### ***Changing design standards and legislation***

- **Projection:** Over time, the design and legislative requirements of particular assets are likely to continue to change.
- **Impact on services:** As new requirements are introduced, the up-front cost to build or replace assets at a modern standard will likely increase, especially for older assets.

However, newly constructed assets may offer greater longevity and reduced maintenance requirements.

As design and legislative requirements change for infrastructure and services, existing assets may no longer meet requirements.

### ***Community expectations***

- **Projection:** Rising expectations for quality open spaces, transport, and community infrastructure. Desire for more transparency around decision making, and consultation and feedback opportunities.
- **Impact on services:** Rising expectations will result in increased life cycle costs, unless well managed or mitigated. Additional resourcing may be required to communicate challenging funding trade off decisions.

Providing high quality assets that are up to modern standards will lead to an increase in renewal, upgrade and expansion costs.

### ***Community wellbeing***

- **Projection:** A need to support strong, healthy, and connected communities through inclusive infrastructure.
- **Impact on services:** Assets like open spaces, libraries, community centres, and footpaths must be accessible to all.

There is greater expectation for Council to invest in assets that promote physical and mental health. Infrastructure is shifting toward flexible, multi-purpose facilities that can host events, services, and programs for diverse groups.

This increases the utilisation and value of assets while fostering community cohesion.

### Technology and data

- **Projection:** Managing increasing amounts of data and maximising its effectiveness and use to support decision-making.
- **Impact on services:** Strategic asset planning requires data-driven insights to prioritise investments, manage risks, and align with community needs.

Council continues to improve data to monitor asset performance, predict maintenance needs, and optimise lifecycle costs.

This leads to more proactive and cost-effective service delivery and overall better asset management decision making, stewardship and integrated planning.

### Future demographics

The ability to predict future demographic demand for services enables Council to plan and identify the best way of meeting that demand.

All data listed below is from forecast.id.com.au, with 2021 from census.

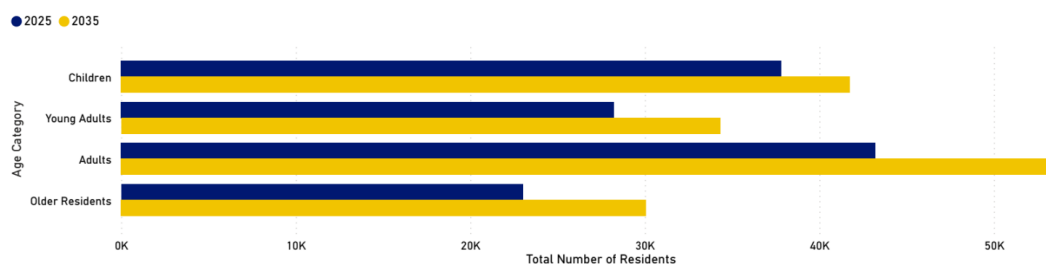


Figure: Number of Cardinia Shire residents in 2025 and the projected number of residents in 2035.

| Age category        | 2021          | 2025          | 2030          | 2035          |
|---------------------|---------------|---------------|---------------|---------------|
| <b>Children</b>     | <b>34,735</b> | <b>37,826</b> | <b>40,803</b> | <b>41,761</b> |
| 0 to 4              | 9,372         | 9,815         | 10,440        | 10,804        |
| 5 to 9              | 9,487         | 9,653         | 10,161        | 10,336        |
| 10 to 14            | 8,518         | 9,376         | 10,058        | 10,222        |
| 15 to 19            | 7,358         | 8,982         | 10,144        | 10,399        |
| <b>Young adults</b> | <b>26,373</b> | <b>28,240</b> | <b>32,499</b> | <b>34,321</b> |
| 20 to 24            | 7,237         | 8,364         | 10,424        | 10,761        |
| 25 to 29            | 8,900         | 8,940         | 10,614        | 11,517        |
| 30 to 34            | 10,236        | 10,936        | 11,461        | 12,043        |

*Future demographic demand continued...*

| Age category           | 2021           | 2025           | 2030           | 2035           |
|------------------------|----------------|----------------|----------------|----------------|
| <b>Adults</b>          | <b>38,349</b>  | <b>43,204</b>  | <b>50,110</b>  | <b>53,552</b>  |
| 35 to 39               | 9,739          | 11,089         | 12,158         | 11,935         |
| 40 to 44               | 7,916          | 9,806          | 11,444         | 11,672         |
| 45 to 49               | 7,609          | 8,200          | 10,690         | 11,732         |
| 50 to 54               | 6,913          | 7,700          | 8,443          | 10,492         |
| 55 to 59               | 6,172          | 6,409          | 7,375          | 7,721          |
| <b>Older residents</b> | <b>20,064</b>  | <b>23,009</b>  | <b>26,641</b>  | <b>30,061</b>  |
| 60 to 64               | 5,462          | 5,857          | 6,074          | 6,765          |
| 65 to 69               | 4,502          | 5,141          | 5,790          | 5,896          |
| 70 to 74               | 4,051          | 4,313          | 5,040          | 5,611          |
| 75 to 79               | 2,850          | 3,659          | 4,084          | 4,720          |
| 80 to 84               | 1,722          | 2,233          | 3,135          | 3,472          |
| 85+                    | 1,477          | 1,806          | 2,518          | 3,597          |
| <b>Summary</b>         | <b>119,521</b> | <b>132,279</b> | <b>150,053</b> | <b>159,695</b> |

## Funding levels

To manage assets, Council plans for how budget is allocated across asset categories.

This section outlines how Council plans to invest in acquisition, upgrade, operational and maintenance, expansion and renewal of assets over the next 10 years at a network level. It aligns with Council's current Long Term Financial Plan.

Individual projects are prioritised via individual Asset Management Plans and approved via annual budget processes. The recommended funding levels are based on substantial data sources which include condition data, valuation data, renewal priority lists, financial and asset management indicators, and depreciation.

Understanding the current condition, and any safety issues is an important part of asset management.

Council has a program of condition audits and seeks to continue to advance and further mature these processes over the next four years. Condition is assessed via various methodologies ranging from internal visual inspections, or fault information to high technology contracted services, with a general focus on high value or higher risk assets.

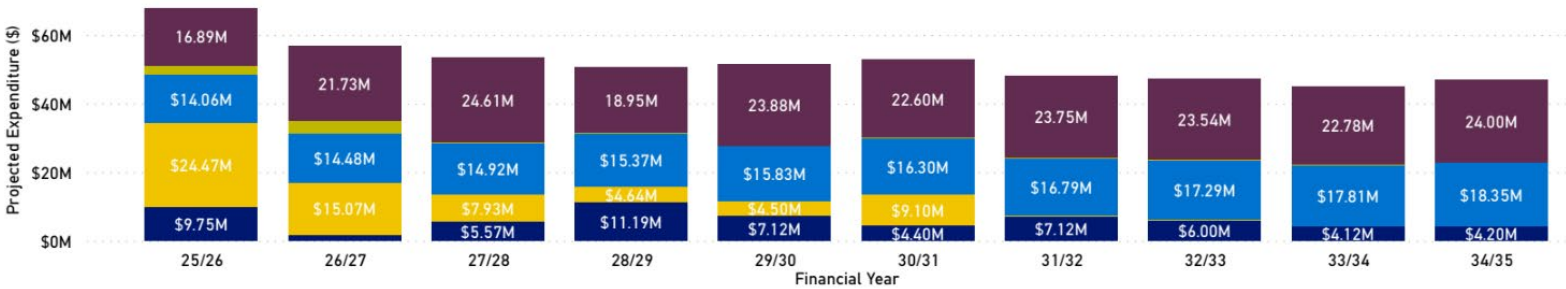
The distribution of condition of assets is shown.



All assets

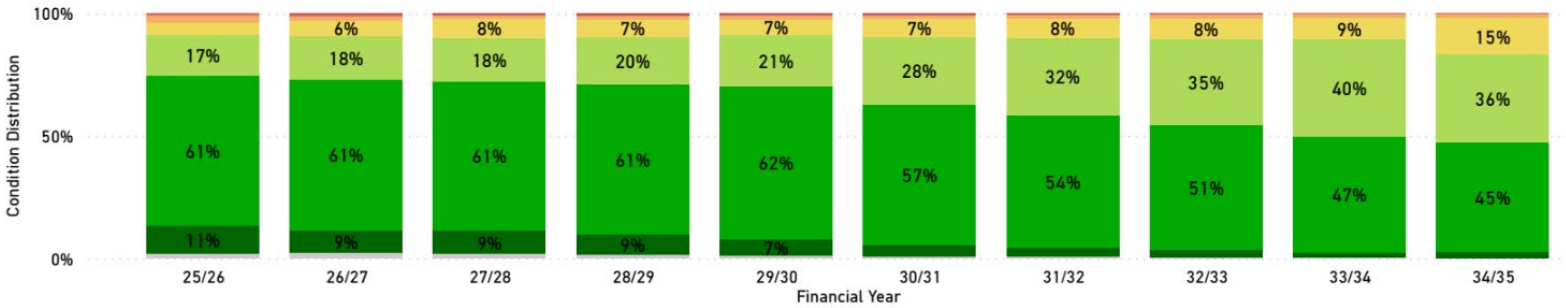
Projected Expenditure

Acquisitions Upgrades Operational & Maintenance Expansions Renewals



Projected Condition Distribution

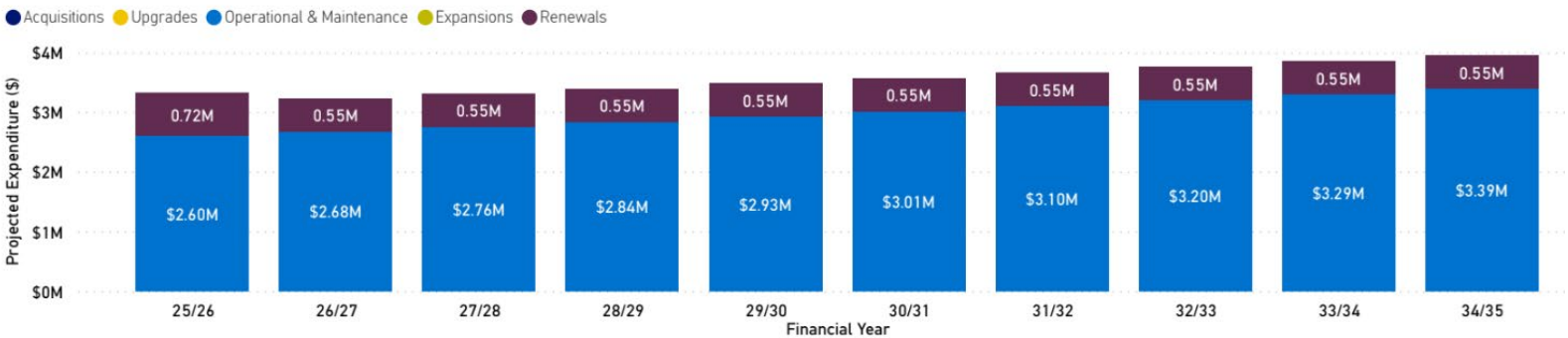
Condition (Blank) 0 1 2 3 4 5 6



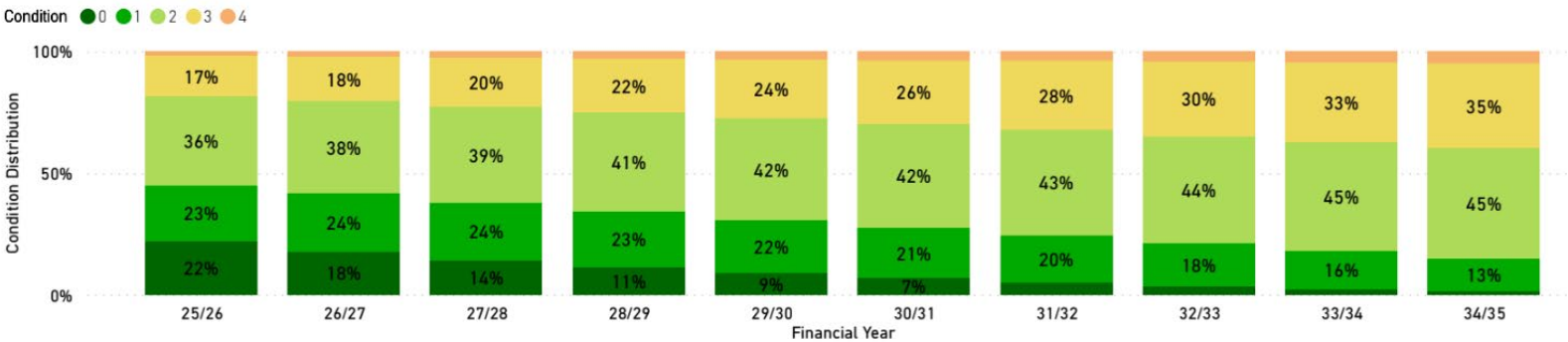
Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets. The projected distribution represented by blanks/grey represent the projected asset acquisition from capital works projects.

Drainage

Projected Expenditure



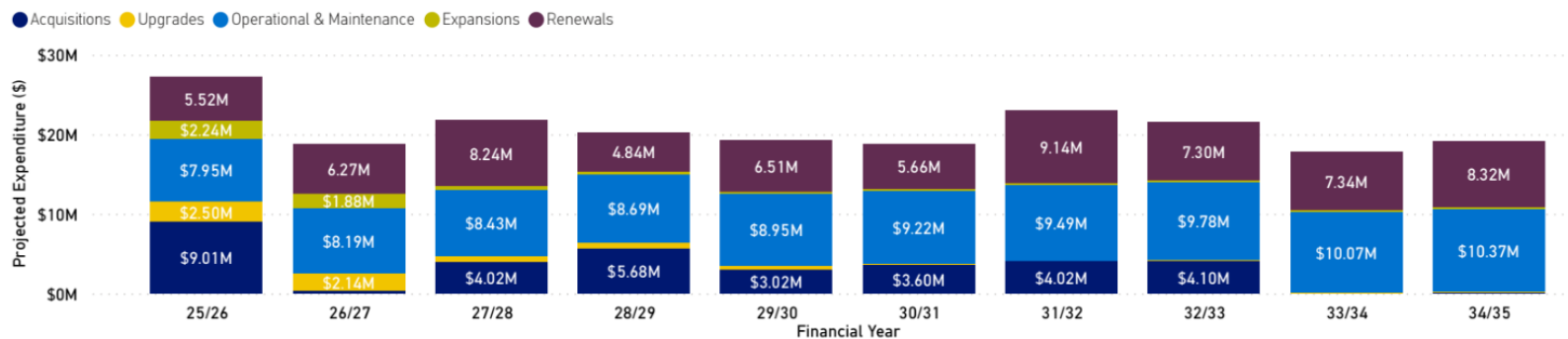
Projected Condition Distribution



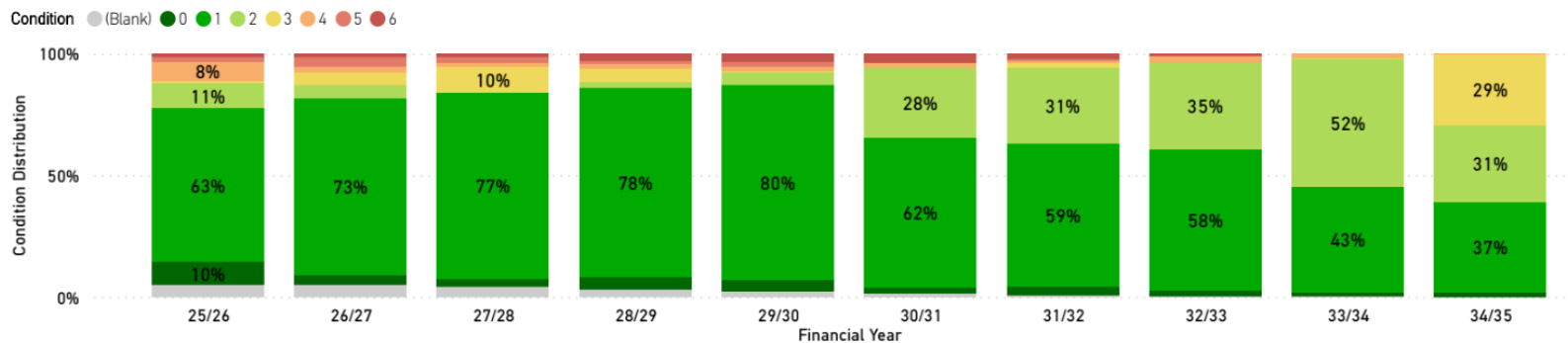
Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets.

Buildings

Projected Expenditure



Projected Condition Distribution



Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets.

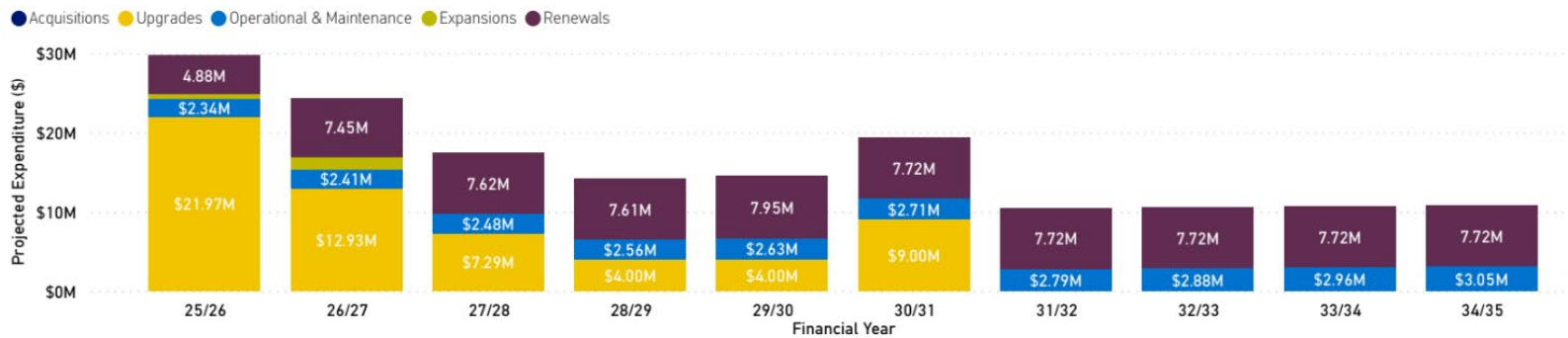
Open space



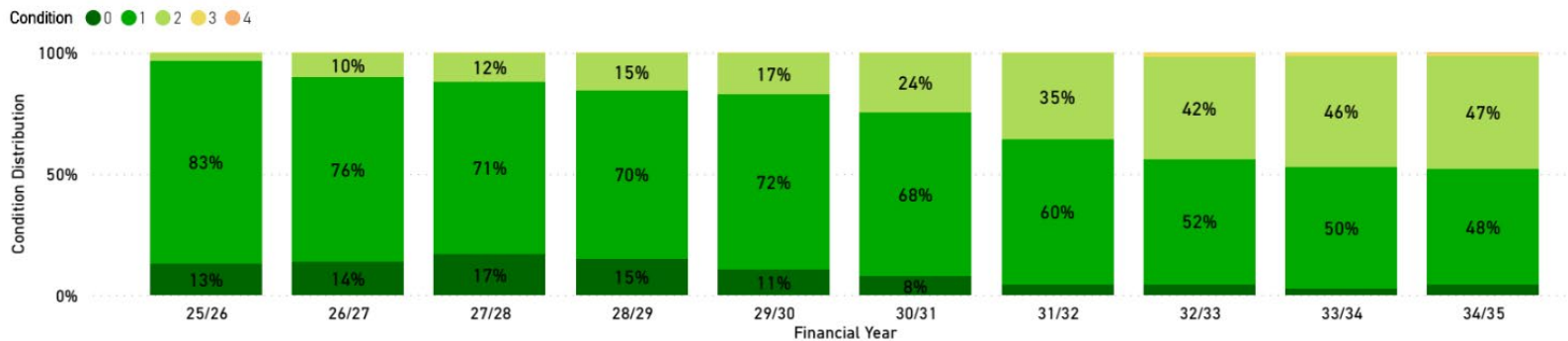
Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets.

Roads and carparks

Projected Expenditure



Projected Condition Distribution

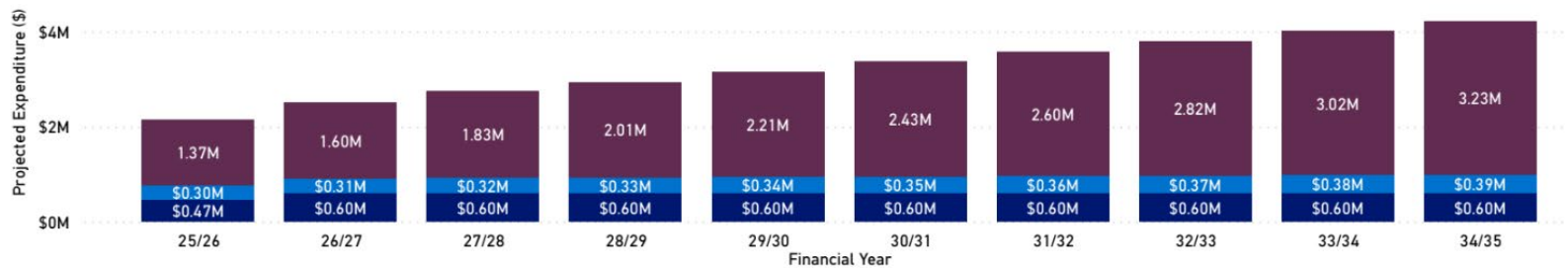


Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets.

Pathways

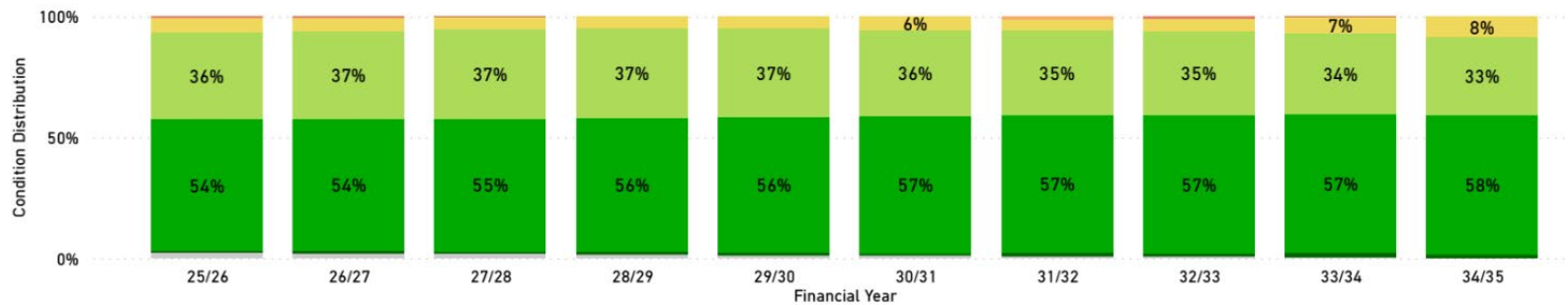
Projected Expenditure

● Acquisitions ● Upgrades ● Operational & Maintenance ● Expansions ● Renewals



Projected Condition Distribution

Condition ● (Blank) ● 0 ● 1 ● 2 ● 3 ● 4 ● 5 ● 6

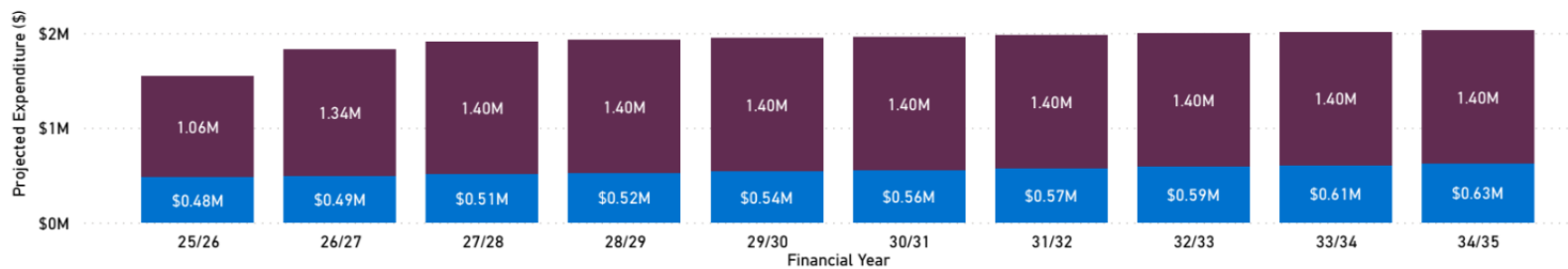


Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets.

Bridges

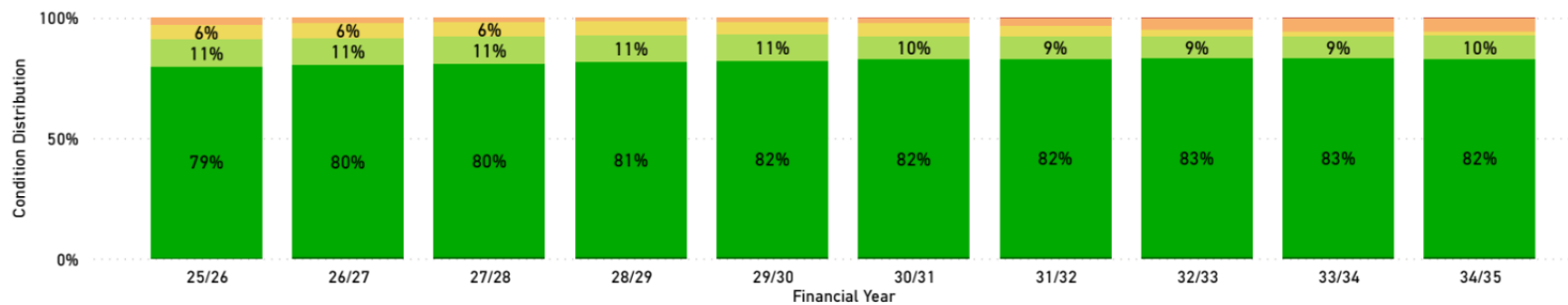
Projected Expenditure

● Acquisitions ● Upgrades ● Operational & Maintenance ● Expansions ● Renewals



Projected Condition Distribution

Condition ● 0 ● 1 ● 2 ● 3 ● 4 ● 5 ● 6



Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets.

## Renewal Gap

This section outlines the current funding levels against the agreed intervention levels, with the renewal gap of assets not receiving treatment across the planning period due to current funding.

When assets reach a poorer condition, intervention is required for renewal (known as the intervention level), however, a renewal gap occurs due to funding limitations to treat these assets.

The bottom graph shows a breakdown of the renewal gap per asset category.

Overall, current funding levels are sufficient to ensure the total renewal gap of assets is kept below the recommended 2% of the total value of the asset portfolio for the next 10 years.

Council aims for a long-term renewal gap trend of less than 2%. Renewal gap ratios above this may indicate underinvestment and potential service risk.

It is important to note that the renewal gap may fluctuate across different asset classes and years, as Council aims to strategically adjust investment priorities to maintain a balanced and sustainable renewal gap across the entire asset portfolio



All assets



Drainage



Buildings



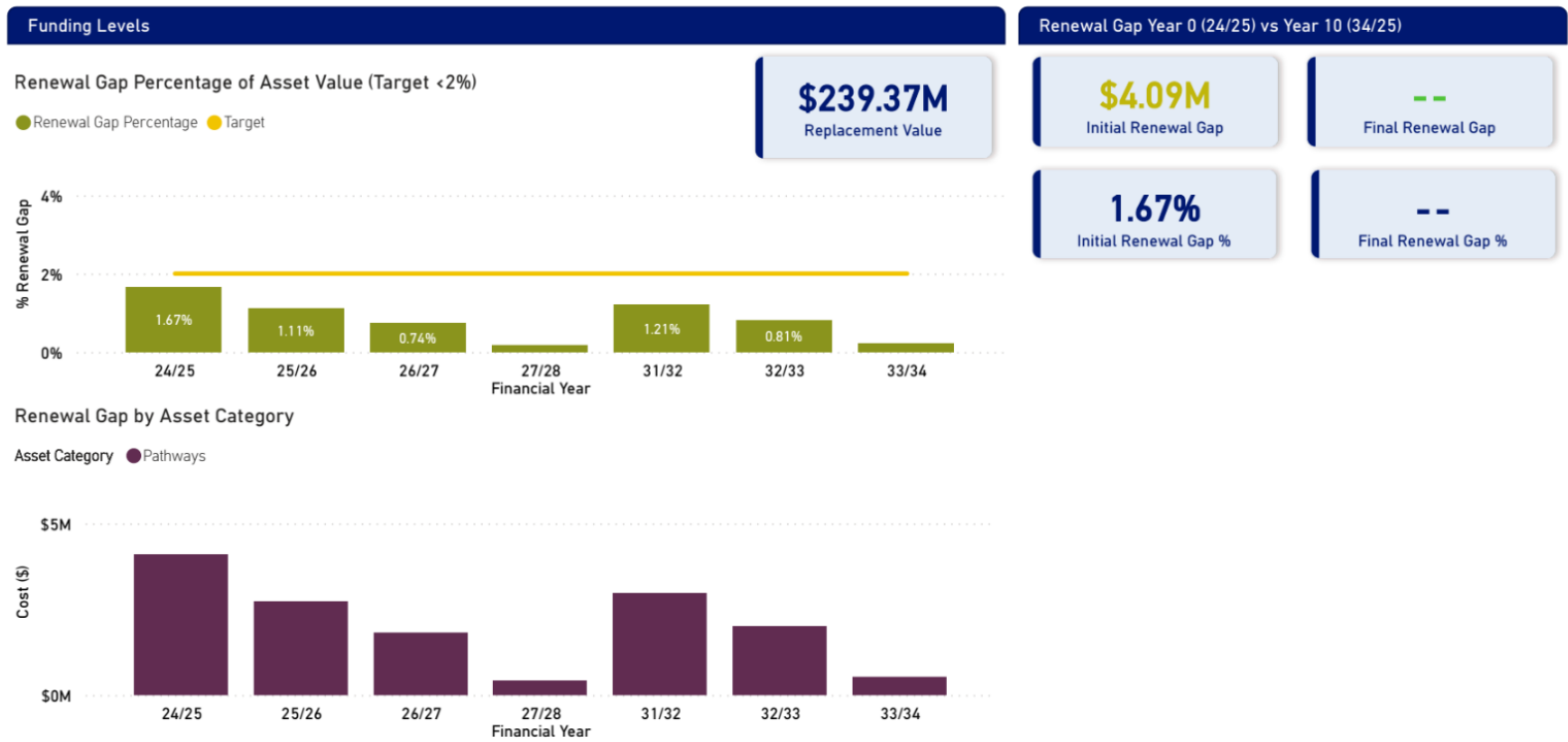
Open space



Roads and carparks



Pathways



Bridges



## Risk management

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000-2009.

This section of the Asset Plan enables informed decisions to be made regarding the management of risks associated with Council assets.

Council applies a structured and comprehensive approach to risk management in accordance with the Cardinia Shire Council Risk Management Policy.

| Risk                                      | Mitigation   |
|---|--|
| Inaccurate Asset Data and Modelling       | <ul style="list-style-type: none"> <li>Progress asset management improvement initiatives for increased maturity.</li> <li>Invest resources and allocate funding for condition assessments and valuations.</li> <li>Progress digital transformation initiatives to improve integration between asset information system, customer requests and reactive and proactive operational works.</li> </ul> |
| Inadequate Planning and Strategy          | <ul style="list-style-type: none"> <li>Update Asset Management Strategy to clearly define roles and responsibilities.</li> <li>Enhance project management framework.</li> <li>Influence and input into precinct planning projects to protect community interest.</li> </ul>  |
| Financial Sustainability and Underfunding | <ul style="list-style-type: none"> <li>Integrate asset management with long term planning.</li> <li>Monitor renewal funding gaps and other relevant measures.</li> <li>Focus on influence and quality standards for assets delivered by others.</li> </ul>   |
| Financial Auditing and Compliance         | <ul style="list-style-type: none"> <li>Long term business planning for asset and financial reporting and adequate upskilling of key staff.</li> </ul>  |
| OHS Risk/Safety                           | <ul style="list-style-type: none"> <li>Undertake condition audits and prioritise risk based decision making and prioritisation.</li> </ul>   |
| Climate Change                            | <ul style="list-style-type: none"> <li>Considering climate vulnerability and resilience in design.</li> </ul>  |
| Community Expectations that cannot be met | <ul style="list-style-type: none"> <li>Involve the community in decision making, seek feedback on difficult trade-offs between cost, risk and service levels.</li> <li>Transparent communication and reporting.</li> <li>Undertake service reviews to identify opportunities for improvement or changing levels of service.</li> </ul>   |



## Improvement plan

As part of Cardinia Shire Council's commitment to continuous improvement in asset management, this 10-Year Asset Plan outlines a series of targeted improvement actions designed to enhance the effectiveness, efficiency, and sustainability of our asset portfolio.

The improvement actions aim to strengthen data quality, refine asset lifecycle planning, improve service delivery outcomes, and ensure alignment with Council's strategic objectives. They also support better decision-making through enhanced forecasting, risk management, and performance monitoring.

By implementing these actions over the next decade, Council will build greater resilience into its infrastructure systems, reduce long-term costs, and ensure that assets continue to meet the needs of our growing and diverse community

| Item                                 | Task  |
|--------------------------------------|---|
| Annual Asset Management Report       | Continue development of an annual asset management report for the community containing key asset indicators and measures for greater transparency of our asset management stewardship.  |
| Annual Asset Check                   | Annual Asset Check in process to be established as part of the budget process using the digital Asset Plan as a tool for discussion.  |
| Levels of Service                    | Continue to refine levels of service to ensure a balance of meeting community needs while also managing finite resources and finances for management of assets.   |
| Condition Assessments                | Allocate budget and implement an ongoing cyclic program of condition assessments for assets.  |
| Data and Technology Improvements     | Explore improved technology options for condition audits of pathways, a rolling annual program of the condition of a percentage of our drainage infrastructure, flood modelling analysis, facility utilisation/functionality assessment, improvement of unsealed roads data and data improvement on targeted area-based issues. |
| System Integration                   | Work to integrate Council's asset management information system (AMIS), customer request system (CRM), and operations work management system to enable oversight for each asset in terms of failures, customer feedback and analysis of spending patterns across our asset base.  |
| Life-cycle Cost Impacts and Analysis | Review, fine tune and calibrate life-cycle models. For example, road modelling and funding requirements to consider roadside drainage. Enhance project planning to consider whole of life costing through design and planning.  |

*Improvement plan continued...*

| Item  | Task  |
|---|---|
| Review Processes and Measures for Maintenance Requirements      | Review processes and measures to accurately determine maintenance funding requirements for ageing and new assets.   |
| Review Budget Process and Modelling for Operational Expenditure | Implement a risk-based approach for identifying and funding sustainable operational and maintenance budgets.  |
| Asset Criticality and Prioritisation                            | Further develop and formalise a criticality framework and priority rating criteria for asset renewals and maintenance planning. This may involve developing an approach for older and underutilised buildings, needs assessment, utilisation analysis and disposal / repurposing rationalisation.         |
| Proactive Maintenance Enhancement                               | Continue improvement of our approach to risk management by further employing a proactive / planned maintenance approach.  |
| Integrated Planning   | Work to ensure enhanced integration of asset management with financial, project and service planning to ensure long-term sustainability. This includes recommended 10-year funding strategies identified through life cycle modelling exercises and incorporating them into the Long-term Financial Plan. |
| Climate Change Impacts  | Further implement climate change impacts on asset lifecycle and funding requirements.   |
| Unsealed Road and Drainage Council Initiatives                  | Develop and implement the Council Plan's drainage and unsealed road initiatives to seek opportunities to enhance performance of the critical assets. Develop in consideration of the sealed road network.   |
| Asset Management Plans and Strategy Review                      | Review and update Council's asset management plans and Asset Management Strategy. This aims to increase transparency, provide further update on key outcomes and improvement areas, clarify roles and responsibilities and explain how Council undertakes asset management.                               |
| Gender Data   | Obtain and analyse gender data to help understand perspectives and impacts of gender on assets. Data on segregation has been identified as an opportunity for improvement.  |

## Glossary

### Key terms

**Accumulated Depreciation** Depreciation is the reduction in the value of an asset due to usage, passage of time, environmental factors, wear and tear, obsolescence, depletion or inadequacy. Accumulated depreciation is the total amount of that reduction in value of an asset from when it was first recognised as an asset to a given point in time.

**Acquisition** Creating or acquiring assets that deliver a new service not previously provided.

**Asset** An item, thing or entity that has actual or potential value to an organisation.

**Asset Management** The systematic and coordinated activities and practices of an organisation to realise the value of an asset.

**Asset Management Plans** A more detailed asset specific document that deep dives into the asset class, individual projects, challenges and funding needs over time.

**Asset Management Policy** Sets the high-level strategic intent and direction on asset management.

**Asset Management Strategy** The long-term plan which sets out how Cardinia Shire Council does its asset management, roles and responsibilities and our plans to improve asset management maturity.

**Asset Plan** A key strategic document outlining how Council will manage its assets to support the delivery of the Community Vision 2040. It provides the community with insight into the assets we rely on to deliver services, and the approach we take to manage those assets efficiently and effectively.

**Business Unit Operation Plans and Strategies** These plans translate strategic objectives into operational actions. They detail specific initiatives, projects, and services that each unit will deliver.

**Community Vision 2040** Articulates the community's aspirations for what Cardinia Shire will be like in 2040. It helps council to understand the community's priorities, guides strategic planning and decision-making.

**Condition** Physical state of an asset.

**Council Budget** The budget outlines how the Council plans to spend on delivering the services, projects and infrastructure the community needs, while ensuring financial sustainability in the long-term.

**Council Plan** A key strategic document that will help guide Council's activities and decision making over the four years of the Council term. 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.

**Customer** Any person who uses the asset or service, is affected by it or has an interest in it either now or in the future. This definition does not necessarily require that payment is made for use of the asset.

**Expansion** Extending the capacity of existing assets to serve new users at the same service standard as current beneficiaries.

**Financial Plan** A 10-year strategic document that outlines how Council will fund the delivery of services, infrastructure, and initiatives to achieve the goals of the Council Plan and Community Vision 2040.

**Levels of Service** Describes the quality, quantity, and reliability of services provided by an asset or group of assets to meet community needs and expectations. They are used to guide asset management decisions, measure performance, and communicate service commitments to stakeholders.

**Maintenance** Ongoing work to keep the asset in its original or good working condition and slows its deterioration for retaining practical asset condition and service.

**Municipal Public Health and Wellbeing Plan** This is known as the Liveability Plan at Cardinia Shire Council. Provides a clear framework for public health planning within the municipality. The framework outlines the shared agenda that council, partners and the community, will collectively work towards.

**Operations** Recurrent expenditure that is continually required to keep assets functioning and services running.

**PSPs and DCPs** Precinct Structure Plans and Development Contribution Plans: Detailed plans legislated by planning authorities that guide the development of new communities and identifies the infrastructure required to support them. DCPS and ICPs outline the funding approach and legislated methodology.

**Rating and Revenue Plan** Establishes a revenue raising framework within which Council proposes to work and determines the most appropriate and affordable revenue and rating approach to finance the vision and objectives outlined in the Council Plan.

**Renewal** Replacing or rehabilitating an asset to restore their original condition and service potential.

**Renewal Funding Gap** The difference between the estimated cost of renewing assets to maintain required service levels and the actual funding allocated for renewal over a given period. It reflects the shortfall in investment needed to sustain asset performance and avoid service degradation or increased risk.

**Replacement Value** The current cost to replace an existing asset with a modern equivalent that provides the same level of service. This includes all costs associated with construction, installation, and commissioning, but excludes any allowance for improvements or upgrades beyond the original service capacity.

**Risk** The effect of uncertainty on objectives. Risk events are events which may compromise the delivery of the organisation's strategic objectives.

**Risk Management** Coordinated activities to direct and control an organisation with regards to risk.

**Strategies and Plans** Plans, policies and strategies to achieve our long-term goals while also informing future demands, community needs and levels of service.

**Upgrade** Enhancing existing assets to provide a higher level of service or extended functionality beyond their original design.

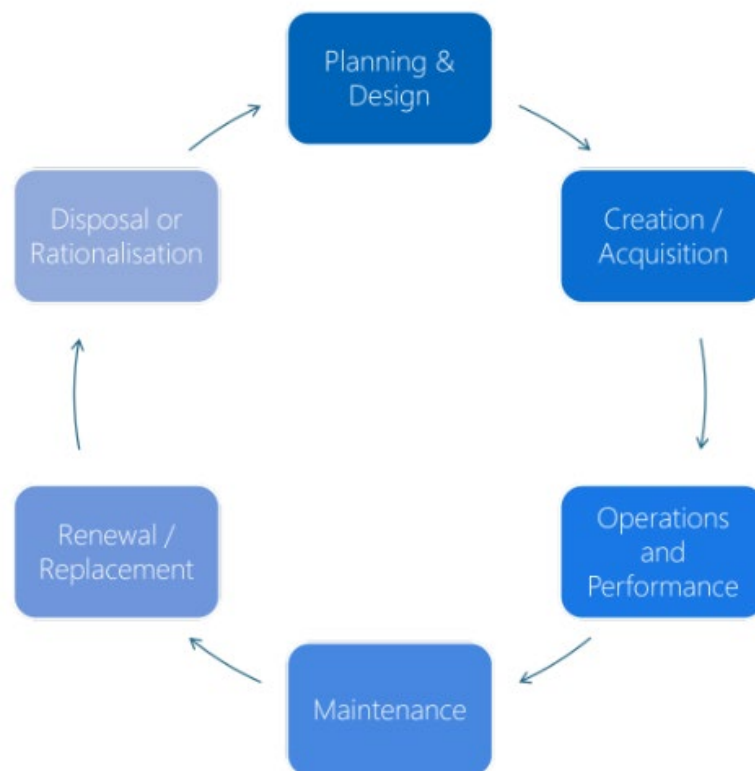
**Valuation** The process of determining the monetary value of an asset for a specific purpose. It typically reflects the cost to replace the asset (replacement cost), adjusted for factors such as age, condition, and remaining useful life.

**Written Down Value** The current book value of an asset after accounting for accumulated depreciation. It represents the asset's value on the financial statements and reflects its remaining economic benefit.

### Lifecycle management

Cardinia Shire Council intends to manage its assets through each phase of its lifecycle. Each phase requires different activities and strategies to meet the required levels of service in the most cost-effective manner and to manage the risk and performance of assets. These phases align with best practice asset management.

The key stages Council aims to follow in the asset lifecycle are shown below.



*Lifestyle management approach. See next page for definitions.*

| Lifecycle phase             | Lifecycle management approach  |
|-----------------------------|--|
| Planning and Design         | This phase identifies long-term service needs and defines asset requirements. It ensures assets are designed to be affordable, equitable, maintainable, and environmentally sustainable, using evidence-based decisions that consider whole-of-life costs and impacts.   |
| Creation / Acquisition      | This phase involves evaluating delivery options, selecting procurement strategies, and constructing or acquiring assets in line with design and service requirements. It includes project planning, contract management, and environmentally sustainable practices, with quality assurance and formal handover before assets are put into service.   |
| Operations and performance  | This phase ensures assets operate effectively throughout their useful life. It involves regular monitoring, inspections, compliance and information recording to ensure optimal service delivery. Systems and processes support performance tracking and condition assessment to minimise risks and lifecycle costs.   |
| Maintenance                 | This phase involves planned and reactive activities such as inspections, servicing, and repairs to keep assets safe, compliant, and operational. Maintenance is scheduled to reduce the risk of failure, extend asset life, and optimise long-term costs.  |
| Renewal / replacement       | This phase addresses aging or deteriorated assets that are no longer cost-effective to maintain. It involves assessing asset condition, optimising timing for renewal or replacement, and exploring reuse or co-location opportunities to maintain service continuity and minimise lifecycle costs. Renewal may involve major rehabilitation, while replacement involves decommissioning and substituting with new assets. |
| Disposal or rationalisation | This phase involves decommissioning, repurposing, or disposing of assets that no longer support service objectives. It includes options like demolition, recycling, or co-location, with a focus on reducing lifecycle costs. Rationalisation involves reviewing asset portfolios to eliminate underused or redundant assets, improving asset portfolio efficiency.  |

**Investment categories**

| Expenditure Category | Activity          | Description   | Examples  |
|----------------------|-------------------|---|---|
| Non-discretionary    | Maintenance       | Ongoing work to keep the asset in its original or good working condition and slows its deterioration for retaining practical asset condition and service. | <ul style="list-style-type: none"> <li>• Road patching and pothole repairs.</li> <li>• Servicing HVAC systems in council buildings.</li> <li>• Repainting council buildings.</li> </ul>   |
|                      | Operations        | Recurrent expenditure that is continually required to keep assets functioning and services running.   | <ul style="list-style-type: none"> <li>• Electricity and water usage costs for facilities.</li> <li>• Programmed road inspections and condition audits.</li> <li>• Cleaning footpaths to ensure aesthetic and safety.</li> </ul>                    |
|                      | Renewal           | Replacing or rehabilitating an asset to restore their original condition and service potential.   | <ul style="list-style-type: none"> <li>• Replacing timber decking on a pedestrian bridge.</li> <li>• Resurfacing a deteriorated road.</li> <li>• Replacing an aged stormwater pipe.</li> </ul>  |
| Discretionary        | Upgrade           | Enhancing existing assets to provide a higher level of service or extended functionality beyond their original design.                                    | <ul style="list-style-type: none"> <li>• Upgrading to LED lighting in public parks.</li> <li>• Sealing an unsealed road.</li> <li>• Replacing drainage pipes with greater capacity pipes.</li> </ul>  |
|                      | Expansion         | Extending the capacity of existing assets to serve new users at the same service standard as current beneficiaries.                                       | <ul style="list-style-type: none"> <li>• Extending a car park to accommodate more vehicles.</li> <li>• Adding a traffic lane to allow more traffic volumes.</li> <li>• Adding a new room to a community centre to accommodate new users.</li> </ul> |
|                      | New / Acquisition | Creating or acquiring assets that deliver a new service not previously provided.  | <ul style="list-style-type: none"> <li>• Constructing a new playground in a park without one.</li> <li>• Installing a new public toilet in an highly utilised public space.</li> <li>• Constructing a new footpath where required.</li> </ul>       |

## Frequently asked questions

### ***Why is asset management important for Cardinia Shire Council?***

Asset management is crucial for ensuring that infrastructure and services are reliable, safe, and sustainable for the community. It helps in planning for future needs, optimising resources, and minimising risks associated with asset deterioration.

### ***What are the key methodologies used in asset management practices?***

Key methodologies include asset data capture, condition audits, valuation, financial forecasting, lifecycle modelling, risk management frameworks and programming the renewal of assets. These practices help in assessing asset conditions, planning for future needs, and mitigating risks.

### ***What is the Asset Plan 2025?***

The Asset Plan 2025 outlines Cardinia Shire Council's approach to managing and maintaining its assets, ensuring they meet community needs and support sustainable growth. It aligns with the Council Plan and Community Vision.

### ***What types of assets are included in the Asset Plan?***

The Asset Plan covers a wide range of council's infrastructure assets including roads, buildings, bridges, pathways, stormwater drainage infrastructure, and open space infrastructure.

Other council assets including plant, machinery & equipment (\$19M), computers & telecoms (\$3.1M), fixtures, fittings & furniture (\$3.8M), land (\$1.05B) and vegetation are excluded from this Asset Plan due to having different management, planning and operational requirements, shorter lifespans and valuation complexities to that of major infrastructure assets.

Council plans to develop a Tree Asset Management Plan over the next four years which aims to form part of the next Asset Plan.

### ***How does the Asset Plan address sustainability and climate change?***

The Asset Plan incorporates council strategies and other legislation for resilience to climate change and sustainability. The Asset Plan also outlines Council's understanding and planning of the risk climate change has on its assets.

One of council's key focus areas is to further implement climate change impacts on asset lifecycle and funding requirements. Council ensures that climate change adaption is an important factor in management of assets.

### ***How does Cardinia Shire Council collect and manage asset data?***

Council maintain and utilise an Asset Management Information System (AMIS) and GIS to store all asset related information.

Field and operations staff utilise an operations works management inspection and maintenance management field system to plan and log maintenance works and inspections which is fed into the AMIS. Data is captured in AMIS and GIS through project delivery, development handover and inspections.



Council is undertaking a Digital Transformation initiative which aims to improve the way these systems integrate with each other and therefore the information that comes from them.

***What is lifecycle modelling and how is it used in asset management?***

Lifecycle modelling is a process that evaluates the entire lifespan of an asset, from acquisition to disposal. It helps in predicting future maintenance needs, performance and condition deterioration, when assets should be renewed/replaced and the costs involved to apply these treatments. It ensures that assets are managed efficiently and sustainably.

***What was the methodology for asset lifecycle modelling to develop this Asset Plan?***

Council typically undertakes comprehensive condition audits on 3–4-year cycle of its high-risk asset classes.

The current condition rating from these audits is put into the model.

Each asset has an expected useful life, and the modelling predicts when and how the asset will degrade across its useful life and decrease in condition rating.

When the asset reaches a poorer condition, the model flags the need for asset renewal to replace the asset with the current replacement cost.

Factors including levels of service and hierarchy of assets were also used to determine when an asset is due for renewal. Where current condition data is not available, current condition is determined based on the age and useful life of the asset.

Council lifecycle modelling methodologies follow best practice asset management guidelines.

***Where can I find more information about the Asset Plan 2025?***

More information can be found on the Cardinia Shire Council's official website or by contacting the Council directly. The Asset Plan document is available for download and review.



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



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



***Asset Management updates – Data, documents and Council initiatives***

| Year    | New data  | Asset Framework document update  |
|---------|---|--|
| 2024/25 | <ul style="list-style-type: none"> <li>Undertook Bridge audit – visual independent condition inspection (component level)</li> </ul>  | <ul style="list-style-type: none"> <li>Review Asset Plan</li> </ul>  |
| 2025/26 | <ul style="list-style-type: none"> <li>Review of Bridge condition report – data review and project program developed</li> <li><a href="#">Advocacy strategy</a></li> <li>Undertake Building Condition audit - (component level)</li> <li><a href="#">Unsealed Road strategy</a></li> <li><a href="#">Service attraction</a></li> </ul>  | <ul style="list-style-type: none"> <li>Asset Plan – Oct</li> <li>Asset Management Strategy/Policy</li> <li>Building AMP</li> <li>Road Management Plan</li> <li>Bridge AMP</li> </ul> |
| 2026/27 | <ul style="list-style-type: none"> <li>Undertake automated road condition audit planned – (to include pathways)</li> <li><a href="#">Drainage Strategy</a></li> <li><a href="#">Facility utilisation audit</a></li> <li>Undertake Open space Condition audit</li> <li><a href="#">MW Flood modelling</a></li> <li>Undertake targeted Drainage CCTV (earlier if possible)</li> </ul> | <ul style="list-style-type: none"> <li>Open Space AMP</li> <li>Drainage AMP (commence pending new audit data)</li> <li>Road AMP (commence pending new audit data)</li> </ul>         |
| 2027/28 | <ul style="list-style-type: none"> <li><a href="#">Continuous improvement</a></li> <li><a href="#">Digital transformation enhancements</a></li> </ul>   |  |
| 2028/29 | <ul style="list-style-type: none"> <li>Undertake Bridge audit</li> </ul>  | <ul style="list-style-type: none"> <li>Review Asset Plan</li> </ul>  |
| 2029/30 | <ul style="list-style-type: none"> <li>Ongoing</li> <li><a href="#">Digital transformation enhancements</a></li> </ul>  | <ul style="list-style-type: none"> <li>Asset Plan (Oct 2029)</li> </ul>  |



Success. Mapped.

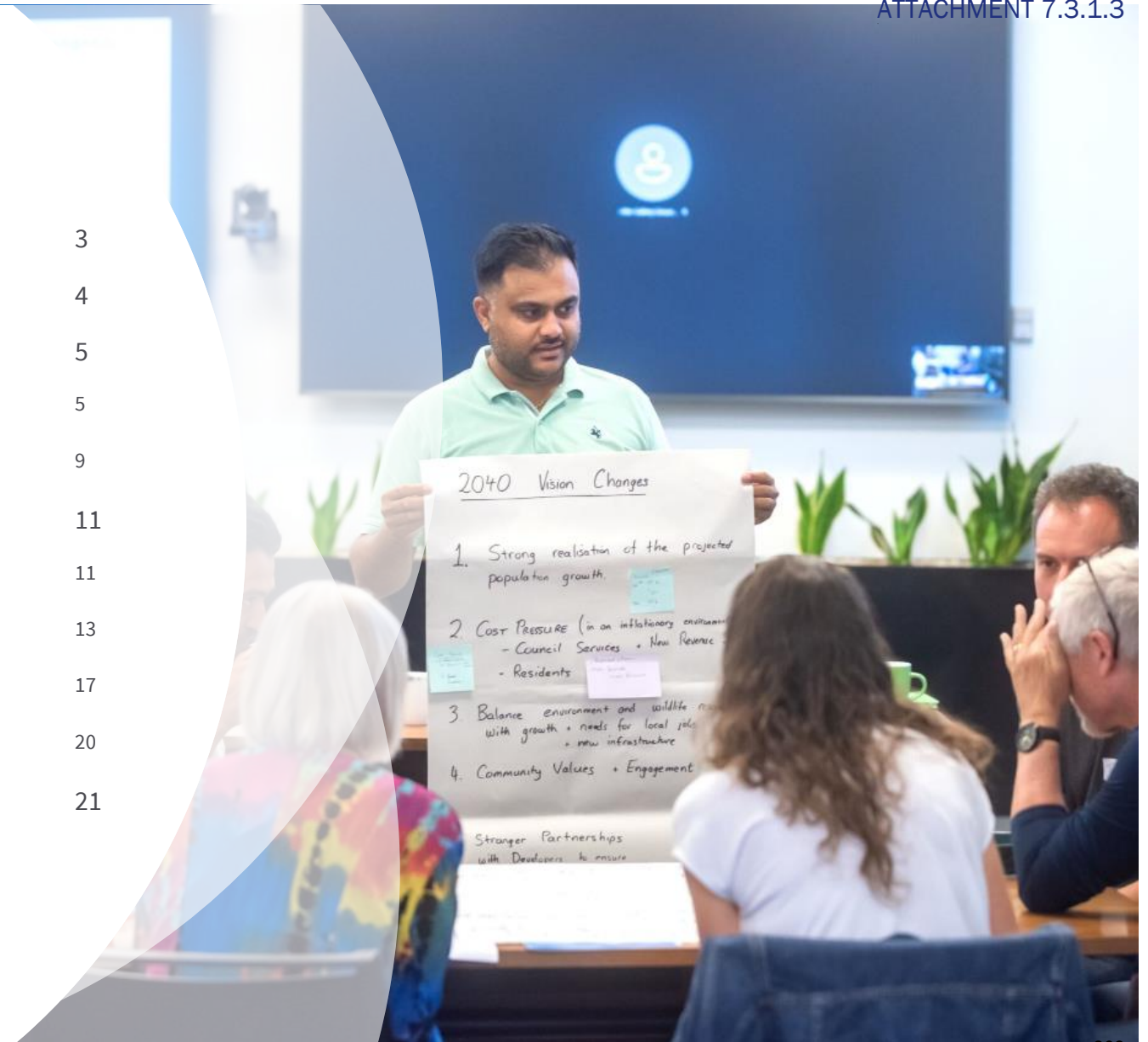
# Future Cardinia Community Panel

Panel outcomes report



## Contents

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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.

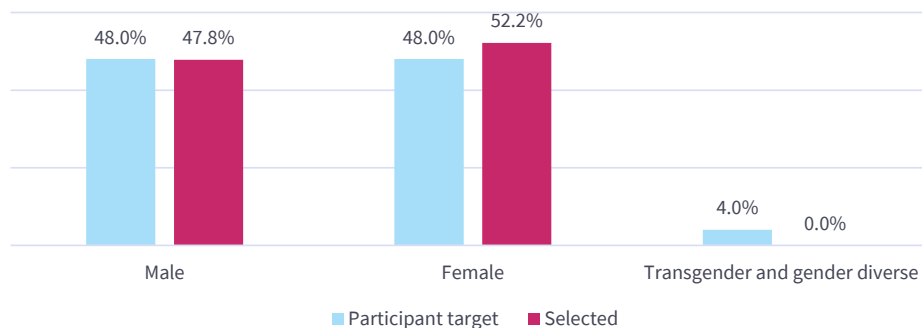


Figure 2: Panel member gender

#### 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.

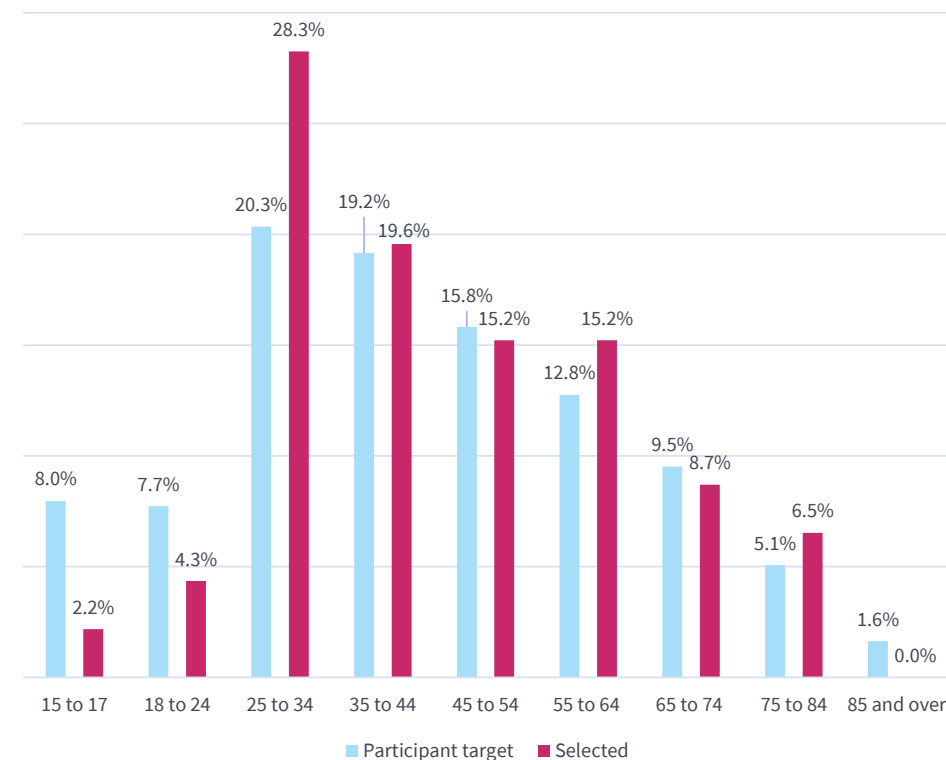


Figure 3: Panel member age

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.

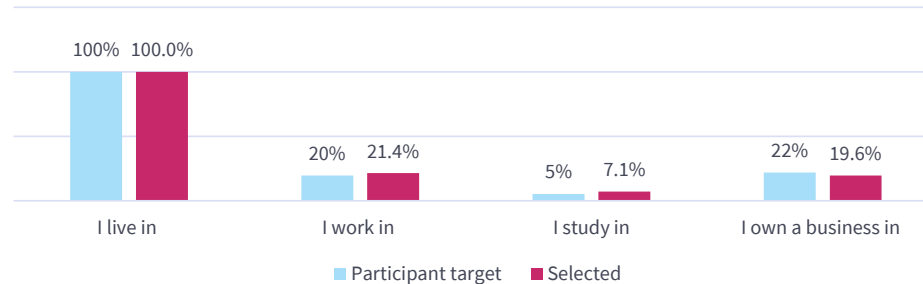


Figure 4: Panel relationship to Cardinia

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.

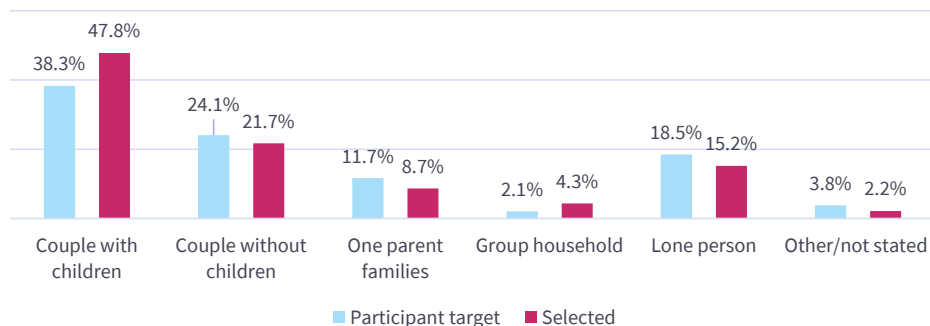


Figure 5: Panel household make-up

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.

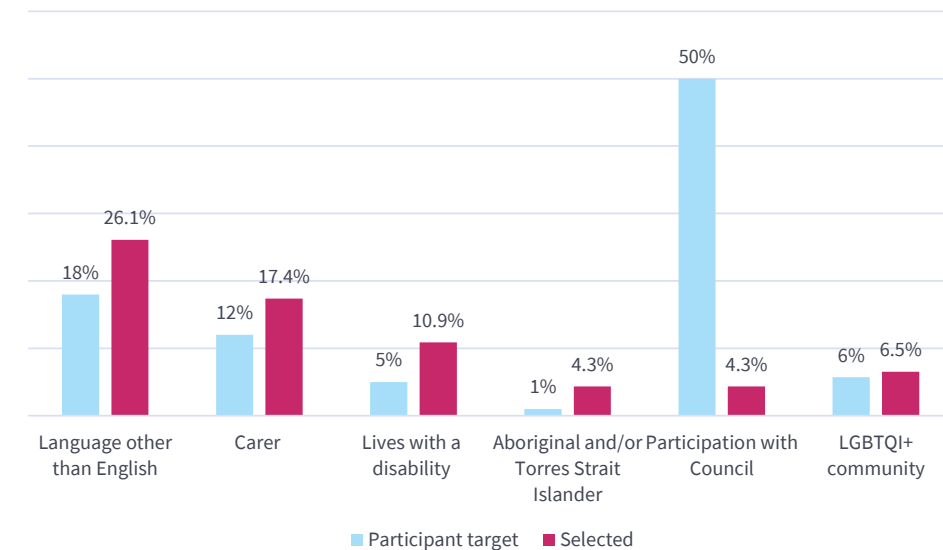


Figure 6: Panel diversity and representation

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.

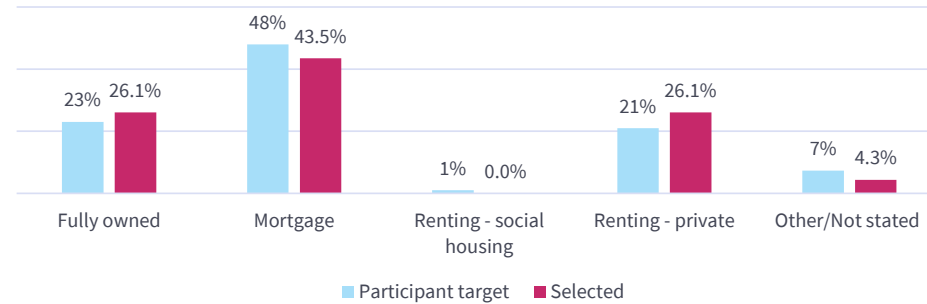


Figure 7: Panel member household tenure

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.

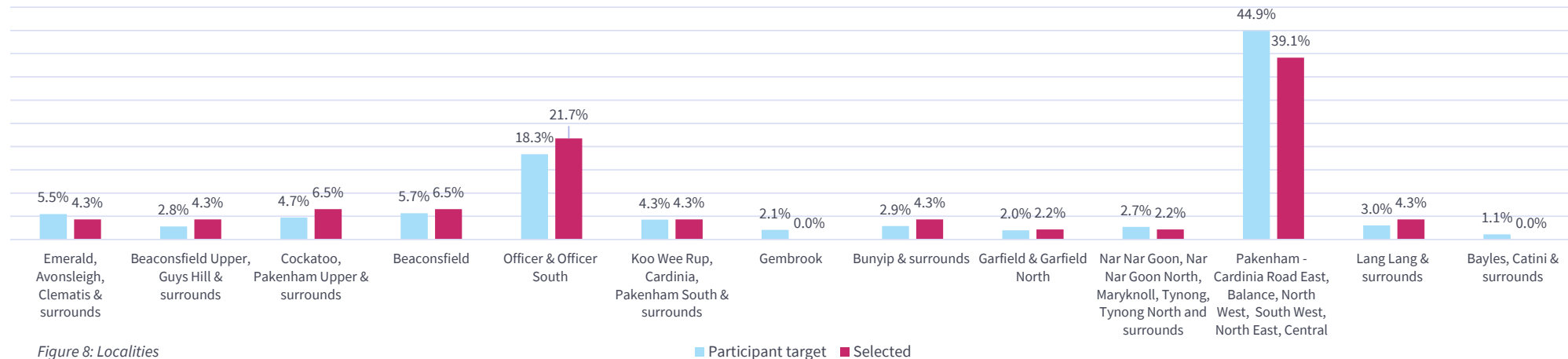


Figure 8: Localities

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

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

# Panel outputs

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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.

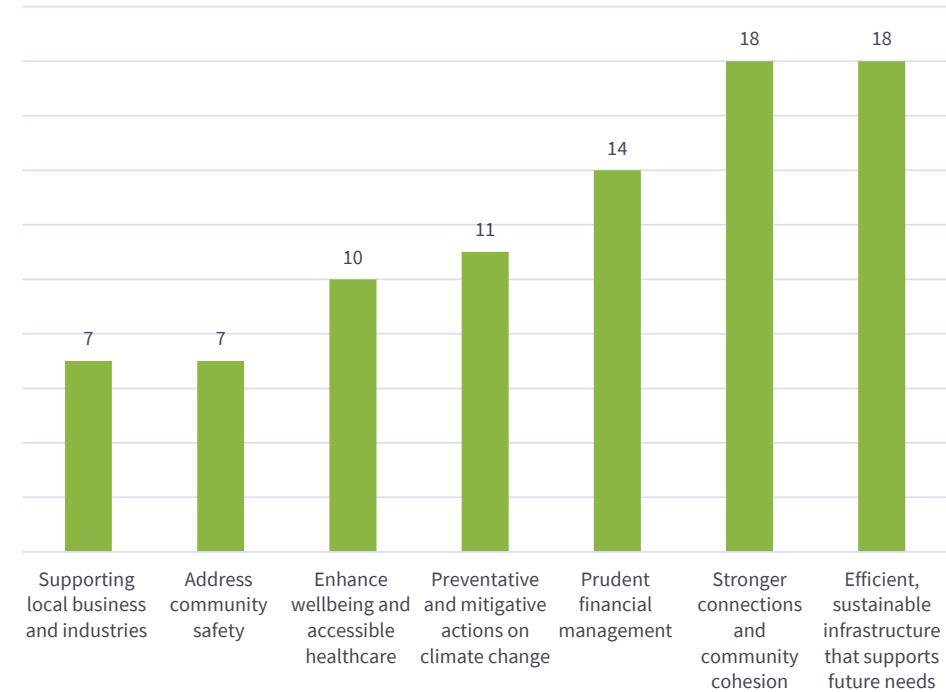


Figure 9: Panel preference of priority themes



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.

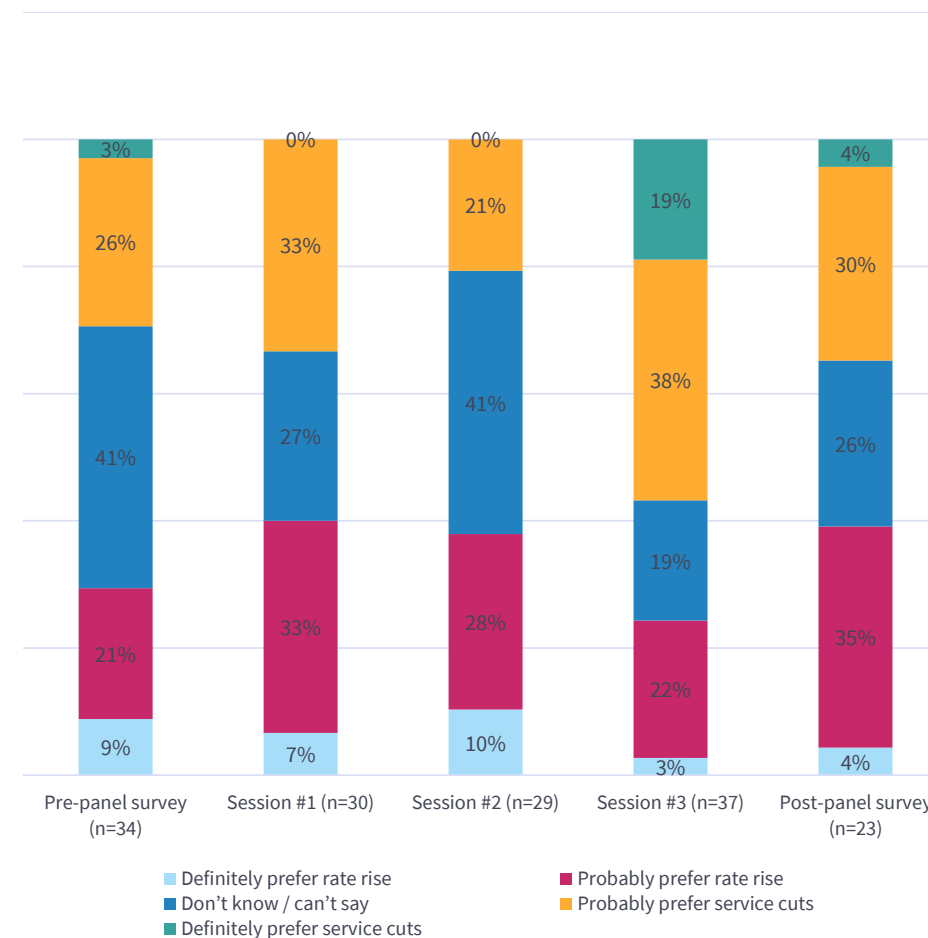


Figure 10: Panel preference of rate rises or service cuts

**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"> <li>• Council leverage existing assets like warehouse properties for growth and development</li> <li>• property development and investments, such as land purchase, commercial property investments and private-public partnerships in development</li> <li>• tourism development e.g., historical sites, nature/wildlife experiences, and seasonal events</li> <li>• sustainable and circular economy investments e.g., renewable energy projects, selling carbon credits, green cities</li> <li>• research spaces to attract investment from businesses and universities</li> <li>• commercial farming to support local food production and employment</li> <li>• shopping centres to attract professionals to the area</li> <li>• improved marketing and promotion of council-owned facilities to increase utilisation</li> <li>• tiered paid parking near shopping centres</li> <li>• heavy vehicle charges</li> <li>• offering loans for future developments if growth is guaranteed</li> <li>• strengthening local law enforcement for commercial compliance.</li> </ul> |
| 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.

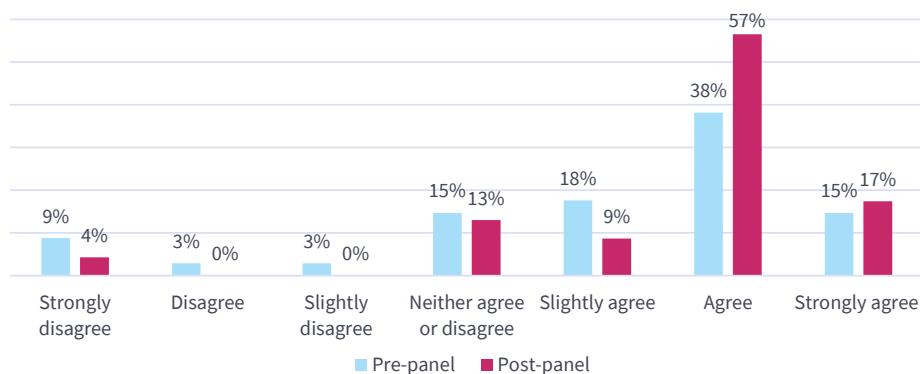


Figure 11: Confidence that Council will honour the outcomes of this process

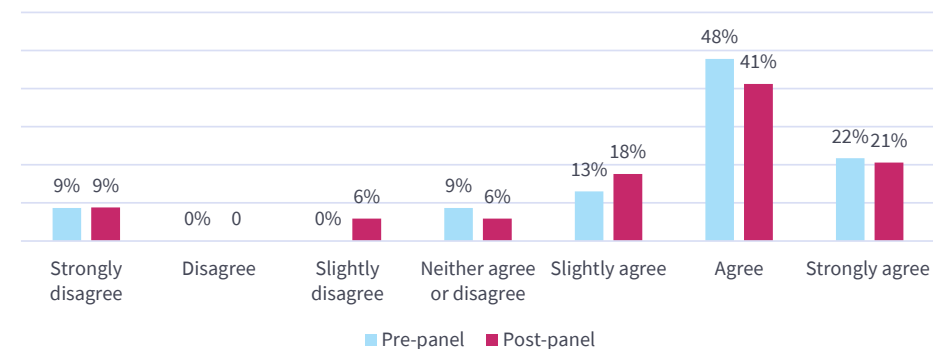


Figure 12: Trust that Council actively supports community involvement in decision making

### 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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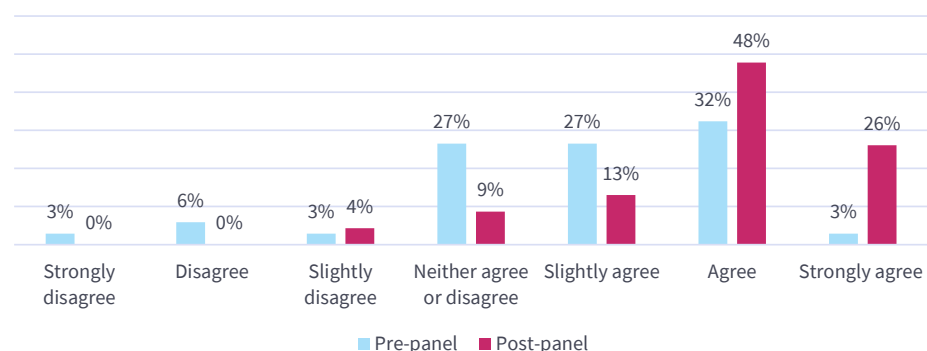


Figure 13: Panel understanding of the economic environment Council is operating within

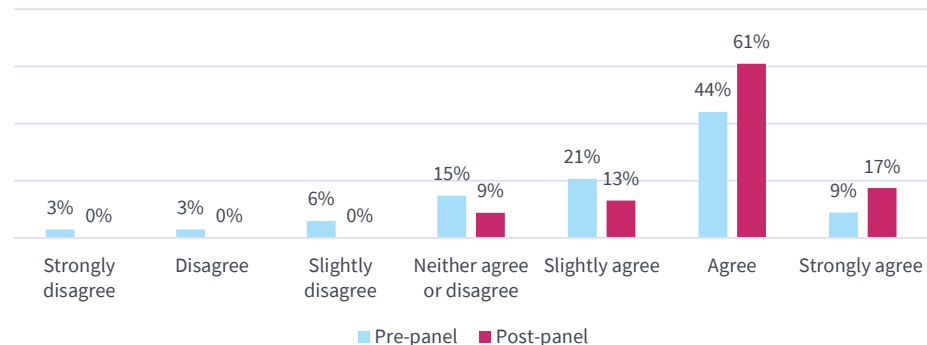


Figure 14: Panel understanding of what decisions are within Council control and influence

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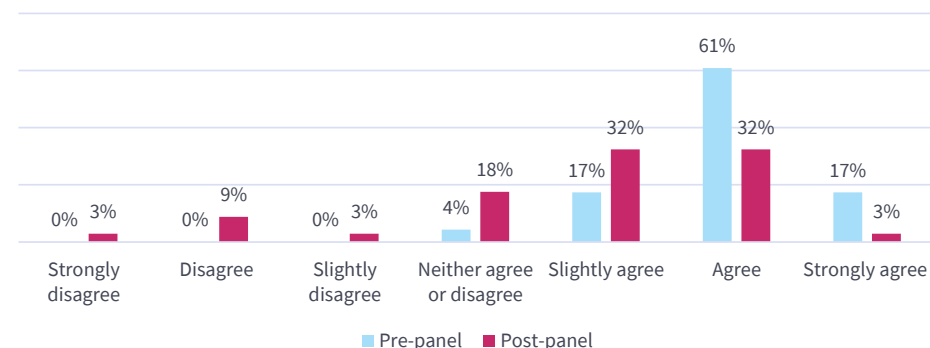


Figure 15: Panel understanding of broader challenges/issues impacting planning in Cardinia

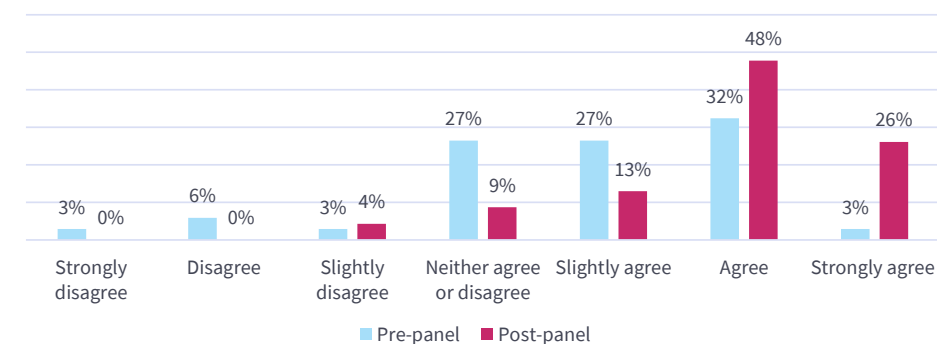


Figure 16: Panel perception of Council regarding the long-term planning of the municipality

### 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.

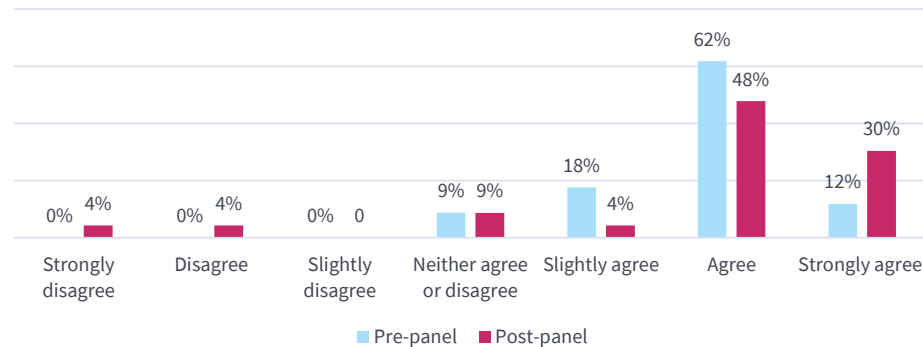


Figure 17: Panel's confidence in engaging in civic decision-making processes

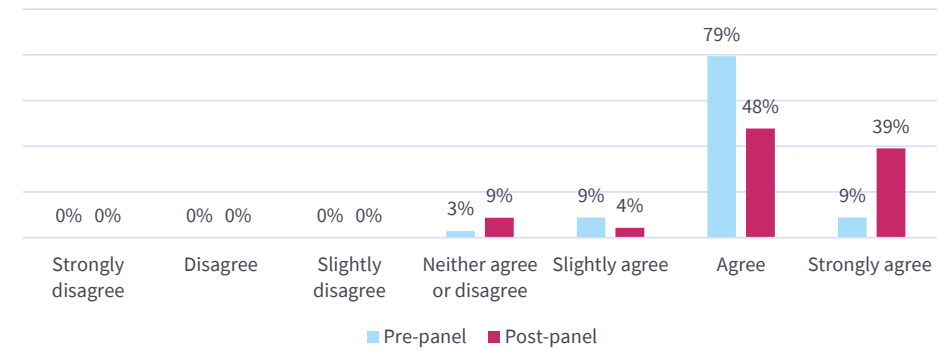


Figure 18: Panel feeling they have the skills and knowledge to contribute to decision-making processes

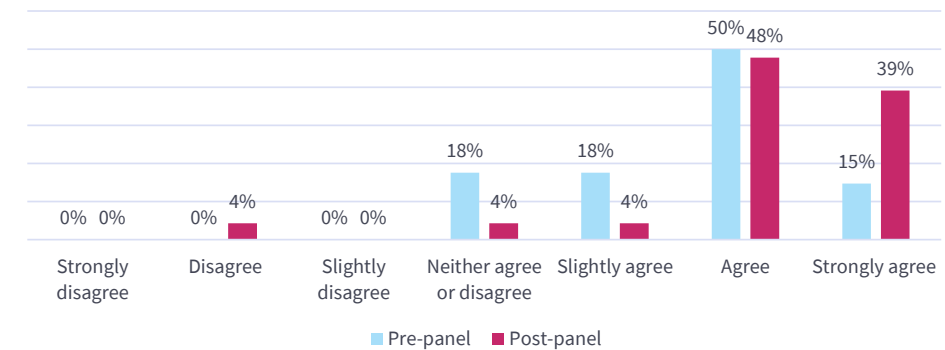


Figure 19: Panel confidence in working together through the process

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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## 7.3.2 ADOPT DRAFT DOMESTIC ANIMAL MANAGEMENT PLAN 2026-2029

|                         |   |
|-------------------------|---|
| Responsible GM:         | Debbie Tyson  |
| Author:                 | Linda Ross and Lauren Wilby   |
| Staff Disclosure:       | All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.  |
| Council Plan Reference: | <p><b>1.1 We empower our communities to be healthy, connected and resilient</b></p> <p>1.1.1 Plan for, and support the delivery of, accessible health and social services that address critical gaps in provision.</p> <p>1.1.4 Facilitate a partnership approach to create safer communities.</p> <p><b>5.1 We practise responsible leadership</b></p> <p>5.1.1 Build trust through meaningful community engagement and transparent decision-making.</p> |

### Recommendation

That Council:

Adopt the Draft Domestic Animal Management Plan 2026-2029 and support commencement of community engagement.

### Executive Summary

Cardinia Shire Council is developing its Domestic Animal Management Plan (DAMP) for 2026-2029, a statutory requirement under the Domestic Animals Act 1994. The plan aims to enhance animal welfare, promote responsible pet ownership, protect the environment, enforce local laws, and provide dedicated open spaces for pets.

Key proposed changes include a register to record mandatory training for officers, initiatives to increase pet registrations, improved nuisance management, continued investigation and education on dog attacks, targeted education on fencing, and support for vulnerable communities. Response from the Community survey has been incorporated in the draft plan.

Once the draft plan is adopted by Council, the community consultation phase for the draft plan will be initiated. This phase is crucial to ensure the plan aligns with the community expectations, as well as legislative requirements

The draft plan will then be available for public review and feedback until September 2025, with the final plan approval being sought by Council in November 2025.

### Background

Cardinia Shire Council is developing its Domestic Animal Management Plan (DAMP) for the period 2026-2029. The DAMP aims to ensure the welfare of animals, promote responsible pet ownership, protect the environment, enforce local laws, and provide dedicated open spaces for pets.

Under Section 68A of the Domestic Animals Act 1994, every Victorian Council must prepare a DAMP every four years, in consultation with the Secretary. The plan must outline how the

Council will manage domestic animals in its area, ensuring compliance with the Act and other relevant legislation

The plan is designed to guide the management of animal services within the community and all Councils must base their plan on the following 8 key themes:

1. Training of Authorised Officers
2. Registration and Identification
3. Nuisance dogs and cats
4. Dog Attacks
5. Dangerous, Menacing and Restricted Breed Dogs
6. Overpopulation and Euthanasia
7. Domestic Animal Businesses
8. Other matters

Each Domestic Animal Management Plan must:

1. Set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations; and
2. Outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district.
3. Provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable; and
4. Provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and
5. Provide for the periodic evaluation of any program, service, strategy or review outlined under the Plan

### **Key outcomes from Domestic Animal Management Plan (2021-2025)**

As per the legislated requirement, Council has reported to the secretary on the previous DAMP (2021-2025). This plan focused on the same 8 key themes and achieved significant outcomes, including increased pet registration rates, securing state government grants for desexing and successful community education programs on responsible pet ownership. These outcomes provide a strong foundation for the upcoming plan.

The attached Draft DAMP 2026-2029 includes a comprehensive table detailing the full outcomes of the actions implemented under the DAMP 2021-2025.

### **Community Engagement**

To develop the draft DAMP for 2026-2029, Council actively sought community feedback through a recent survey primarily targeting pet owners, while welcoming responses from all residents within the Shire. Survey links were made accessible via Council Compliance Officers' email signatures, posters at off-leash dog parks, vet clinics, Council customer service areas, social media, and the Creating Cardinia Page. The survey received positive engagement, with responses from 1,242 registered pet owners and 49 other residents.

The top three priorities for Council that residents identified in the survey were:

- cats roaming outside of their property,
- uncollected dog poo,
- and dog attacks

Notably, there has been a significant increase in responsible cat ownership since 2022.

- More cat owners now report having a cat run or enclosure (30%, up from 22% in 2022), and
- Fewer are allowing their cats to roam freely during the day (17%, down from 21% in 2022)
- The 2025 findings indicate that 74% of cat owners keep their cats contained either inside or within a cat enclosure, demonstrating a positive trend towards responsible pet ownership.
- The survey highlighted concerns from cat owners who suggested that they should not be required to pay for animal registration as they do not utilise facilities or services.

### **Proposed 2026-2029 Plan – 8 Key themes**

#### **1. Training:**

- Mandatory Training for Authorised Officers: Including workshops, and forums at animal welfare organisations and better documentation of Training, including maintaining a training register to comply with WorkSafe OHS requirements.

#### **2. Registration and Identification**

- Initiatives to Increase Pet Registrations and consider rebates for cat owners who can provide evidence that they have installed a cat enclosure or other means of keeping their cat permanently contained to the property.

#### **3. Nuisance dogs and cats**

- Working with internal Council environment teams to identify and address areas of biodiversity value. Continue to offer cat trapping services with no fee (deposit only), providing directions and agreements for safe trapping.
- Promote information on the Council website, regarding off leash dog parks and barking issues and explore the provision of free waste bags at popular dog walking locations.

#### **4. Dog Attacks**

- Continued Investigation and Prosecution: Investigating all dog complaints and prosecuting where required, with a focus on education, on fencing requirements in rural areas, reviewing signage in off-leash parks, and encouraging reporting via QR codes. Utilise mapping systems to identify hot spots and target areas for patrols

#### **5. Dangerous, Menacing and Restricted Breed Dogs**

- Continue spot inspections, and targeted follow-ups with fines or prosecutions as necessary.

#### **6. Overpopulation and Euthanasia**

- Continuing mandatory desexing of cats, seeking funding and collaboration options for discounted or free desexing services. Promoting education, overpopulation and responsible pet ownership, through adoption and desexing.

#### **7. Domestic Animal Businesses**

- Responding to complaints, conducting proactive campaigns, and ensuring compliance with codes of practice with Councils current 14 registered Domestic Animal Businesses.

#### **8. Other matters**

- Exploring options for linking vulnerable community members (family violence and related homelessness) with support organisations for emergency boarding services and promote current services.



### **Discussion**

Cardinia Shire Council aims to create a safe and supportive environment for both residents and their pets. It is proposed that the final plan will be presented to Council for adoption in November 2025 and submitted to the secretary in December 2025.

### **Policy Implications**

The position outlined is a continuation of Council's existing policy position.

### **Financial and Resource Implications**

The development of the Draft Domestic Animal Plan has been undertaken within current budget.

### **Climate Emergency Consideration**

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

### **Consultation/Communication**

Community consultation of the Draft Domestic Animal Plan is crucial to ensure the plan aligns with the community expectations, as well as legislative requirements. The draft plan will be available for public review and feedback until September 2025, ensuring the final plan is comprehensive and effective.

### **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 CSC GIA – Domestic Animal Management Plan and identified a number of recommendations:

### **Attachments**

1. Attachment 1 - Draft Domestic Animal Management Plan 2026-2029 [7.3.2.1 - 48 pages]



# Domestic Animal Management Plan 2026 - 2029

December 2025

Document version: 2.0

**Information about this document**

|                         |                     |                         |        |
|-------------------------|---------------------|-------------------------|--------|
| <b>Date of document</b> |                     | <b>Scheduled review</b> |        |
| Document owner          | Compliance Services | <b>Review cycle</b>     | annual |
| Version number          |                     |                         |        |
| Not numbered            |                     |                         |        |

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## DOMESTIC ANIMAL MANAGEMENT PLANS

Section 68A of the *Domestic Animals Act* 1994, requires every Council in Victoria to prepare, in consultation with the Secretary<sup>1</sup>, a Domestic Animal Management Plan. A new Plan must be prepared every 4 years.

Each Domestic Animal Management Plan must:

1. Set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations; and
2. Outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district; and
3. Outline programs, services and strategies which the Council intends to pursue in its municipal district:
  - a. to promote and encourage the responsible ownership of dogs and cats;
  - b. to ensure that people comply with this Act, the regulations and any related legislation;
  - c. to minimise the risk of attacks by dogs on people and animals;
  - d. to address any over-population and high euthanasia rates for dogs and cats;
  - e. to encourage the registration and identification of dogs and cats;
  - f. to minimise the potential for dogs and cats to create a nuisance;
  - g. to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this Act and the regulations; and
4. Provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable; and
5. Provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and
6. Provide for the periodic evaluation of any program, service, strategy or review outlined under the Plan.

Every Council must:

1. Review its Domestic Animal Management Plan annually and, if appropriate, amend the Plan;
2. Provide the Secretary with a copy of the Plan and any amendments to the Plan; and
3. Publish an evaluation of its implementation of the Plan in its annual report.

This Domestic Animal Management Plan has been prepared to comply with these requirements.

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<sup>1</sup> Secretary means the person who is, for the time being, the Department Head of the Department of Economic, Jobs, Training and Resources (s68A of the DAA)

## EXECUTIVE SUMMARY

This is Cardinia Shire's Domestic Animal Management Plan for 2026-2029. The Plans relate to Council's management of dogs and cats. It has been prepared following a review of Council's current services, programs and strategies together with feedback received from Councillors, Council staff and the community.

This Domestic Animal Management Plan addresses Council's responsibilities under the *Domestic Animals Act*, as well as the local laws and orders relating to dogs and cats.

The Plan is structured around the following 8 strategic themes:

1. Training of Authorised Officers
2. Registration and Identification
3. Nuisance dogs and cats
4. Dog Attacks
5. Dangerous, Menacing and Restricted Breed Dogs
6. Overpopulation and Euthanasia
7. Domestic Animal Businesses
8. Other matters

The mechanisms for conducting annual reviews and reporting and for making amendments to the Plan are contained at the end of the Plan.

## INTRODUCTION

The *Domestic Animals Act 1994* (the DAA) provides the foundation for Cardinia Shire's animal management service. The purpose of the service is to promote animal welfare, the responsible ownership of dogs and cats, and the protection of the environment.

Every Victorian Council is required to produce a Domestic Animal Management Plan (DAMP) which is reviewed annually and renewed every 4 years. This is Cardinia Shire's Plan for 2026-2029.

### ***Purpose of the Plan***

The DAMP will guide Cardinia Shire in its service to the community, increasing the likelihood of animals being reunited with their owners and reducing the number of dogs and cats in shelters and potentially being euthanised.

It will assist the Shire in minimising nuisance and possible danger created by some dogs and cats. It will also ensure that officers responsible for implementing the plan are skilled and trained to effectively deliver the service.

The DAMP sets out a method for evaluating whether the animal control services provided by Cardinia Shire Council is adequate to give effect to the requirements of the DAA and the regulations; and outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of the DAA in Cardinia Shire Council.

### ***Mission Statement***

To encourage and facilitate responsible pet ownership through education and innovative strategies that allows people and pets to integrate safely and harmoniously within Cardinia Shire.

### ***Link to Cardinia's Council Plan and Vision***

Cardinia's Council Plan is Council's key strategic document that will that help to prepare for the challenges ahead. It will deliver Council's vision by focusing efforts on:

- **Strong communities**
- **Liveable places**
- **Thriving Environments**
- **Prosperous economies**

while also being **responsible leaders**

The Cardinia DAMP links with the Council Plan and will support achieving these keys directions by delivering the following:

| Councils                  | Action delivered through the DAMP  |
|---------------------------|--|
| <b>Strong communities</b> | <p>Conducting community engagement during key animal management projects or Local Law reviews to ensure residents are involved in the decision making when it comes to matters involving their cats and dogs.</p> <p>Responsible pet ownership can be a feature of strong communities.</p> |



| Councils        | Action delivered through the DAMP   |
|-----------------|---|
| Liveable Places | <p>Provide places for people to exercise their dogs in line with community expectations. This includes monitoring the community's needs, and patrolling and monitoring public spaces to ensure they are safe and can be enjoyed by all residents throughout the Shire.</p> <p>Educate the community and enforce the requirements of the <i>Domestic Animals Act 1994</i> and Council's local laws relating to the keeping of dogs and cats.</p> |

## Shire Profile

Cardinia Shire is situated about 55 kilometres south-east of the Melbourne CBD and is one of eight 'interface Councils' forming the perimeter of metropolitan Melbourne, providing a transition between urban and rural areas.

More than 135,000 people now call Cardinia Shire home. The population is forecast to grow to 183,596 by 2031<sup>2</sup>. It is one of the fastest growing municipalities in Victoria.

Neighbouring councils include Casey, Yarra Ranges, Baw Baw, South Gippsland and Bass Coast Councils.

It comprises 1,280 square kilometres of land – which is larger than Casey Council and Bass Coast Council but smaller than Baw Baw Shire and Yarra Ranges Shire.

The Shire has 3 distinct geographic areas. Each presents different challenges for the domestic animal management service.

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.

Our **hills area** sits at the Dandenong Ranges foothills and is home to country charm villages including Emerald, Gembrook, Cockatoo and Upper Beaconsfield.

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. The area also includes the catchments for internationally significant Ramsar wetlands which support migratory shorebirds and other waterbirds, fish and marine invertebrates.

## Council's Animal Management Service

Cardinia Shire's Compliance Services team is primarily responsible for implementing and managing the Domestic Animal Management Plan. This team sits within the Regulatory Services business unit of Cardinia Shire.

The compliance services team have 13 field officers, 8 officers have some animal management tasks and 4 of whom deal with animal management issues as approximately 50% of their work activity. In addition to animal management, all officers also undertake local laws, planning enforcement and parking enforcement matters. The animal management staffing structure is set out in the table below:

---

<sup>2</sup> This growth will predominately be in Pakenham, Officer, Officer South, Beaconsfield and Nar Nar Goon North.

| General Manager Community and Planning Services |                                 |
|---|---------------------------------|
| Manager Regulatory Services                     |                                 |
| Coordinator Compliance Services                 |                                 |
| Team Leader Compliance Services                 |                                 |
| Senior Compliance Services Officer x 2          | Compliance Services Officer x 6 |

#### Domestic animal management request data:

| Animal management report type                   | 21/22 | 24/25 |
|---|-------|-------|
| Number of requests total                        | 1950  | 2137  |
| Barking dog reports                             | 361   | 348   |
| Nuisance wandering cat reports                  | 247   | 178   |
| Dog attack reports (On animal, person and rush) | 128   | 162   |

Compliance Services Officers are trained and dedicated to maintaining community safety and amenity. This is achieved by balancing enforcement activities with community education and compliance.

In addition to administering the state-wide requirements of the DAA, Council has the following requirements that are also administered by the Compliance Services team:

- *Cat are required to be desexed* - All cats over the age of 3 months must be desexed (Council Order pursuant to DAA).

- *Dogs are required to be leashed in public places except in dedicated dog off-leash areas* (Council Order pursuant to DAA).
- *Dog owners are required to carry a bag that is suitable to remove their dogs' faeces from public places* (clause 49 of Community Local Law 2024).
- *24 hour Cat Curfew* - All cats are required to be confined to their owner's property (Council Order pursuant to DAA).
- *Keeping multiple animals* -A permit is required to keep more animals than the amount specified in the tables below (s45 of Community Local Law 2024).

| Column 1 – Type of animals | Column 2 – Land less than 1000m2 | Column 3 – Land of between 1,000m2 to 4000m2 | Column 4 – Land greater than 4000m2 |
|----------------------------|----------------------------------|--|-------------------------------------|
| Dogs                       | 2                                | 2  | 4                                   |
| Cats                       | 2                                | 2  | 4                                   |

The following standard procedures and policies are used in the animal management service.

- Compliance Services – Picking up Cats Procedure
- Compliance Services – Picking up Dogs Procedure
- Compliance Services – After hours Procedure
- Compliance Services – Handling Domestic Animals procedure
- Compliance Service – Declared Dog and Destruction Procedure.
- Compliance Services - Barking Dog Procedure Policy
- Declared Dog Audit policy
- Compliance Services and Prosecutions– Dog Attack response, seizure, investigation and prosecution procedures

### Key Outcomes of DAMP 2021-2025

The table below lists the outcomes of the actions in the DAMP 2021-2025

| Program/service initiative                              | Action   | Completed/outcome  |
|---|--|--|
| <b>Conduct Animal Management Officer Training.</b>      | Animal management handling and training.   | <b>Officers attended the following:</b> <ul style="list-style-type: none"> <li>- Animal handling training by external provider annually</li> <li>- First aid training (specific focus on animal bites)</li> <li>- Dog bite prevention training by external provider</li> </ul>   |
| <b>Promote and Encourage responsible Pet Ownership.</b> | Review information provided on Council's website<br>Issue media releases through Council's Communication Department            | <ul style="list-style-type: none"> <li>- Extensive media releases during life of Plan.</li> <li>- Information updated on Council's website</li> <li>- Information provided on the back of animal registration renewals around DAA orders and other ownership requirements</li> <li>- Had primary schools attend our Council offices to improve responsible pet ownership and understanding how to behave around dogs to reduce dog attacks</li> </ul>  |
| <b>Ensure compliance with Act and Regulations.</b>      | Conduct an annual doorknock to identify and register all dogs and cats<br>Monitor compliance of dogs on leash in public areas. | <ul style="list-style-type: none"> <li>- Engaged external contractor to conduct highly successful door knock campaign to target new animal registrations.</li> <li>- Officers conducted follow up door knocks of unpaid animal registration renewals.</li> <li>- Introduced more internal layers on our mapping system to better understand where animals are registered to see "hot spot" areas or areas of concern with low registration rates.</li> <li>- All off leash parks are regularly patrolled and complaints followed up on.</li> </ul> |

| Program/service initiative   | Action  | Completed/outcome   |
|--|---|---|
| <b>Minimise the risk of dog attacks.</b>                               | <p>Monitor and review dog off-leash areas. Conduct regular patrols of all council parks and reserves.</p> <p>Ensure properties have suitable fencing to securely contain dogs.</p> <p>Review signage in public places. Investigate a QR code link to Council's website with important information</p> | <ul style="list-style-type: none"> <li>- Responding to reports in off leash areas including patrols.</li> <li>- Notices have been issued to properties for failing to provide adequate fencing to secure dogs.</li> <li>- Sent schools emails to promote the living safely around dog's program offered by animal welfare Victoria</li> <li>- Signage was updated for all our off leash dog parks to make them much clearer for people using them. QR codes will be investigated again in next plan but we have begun to use them on materials being handed out relating to animal registration.</li> </ul> |
| <b>Address over population and high euthanasia of dogs and cats.</b>   | Encourage re-housing and adoption of unwanted dogs and cats. Hire of cat cages for trapping of feral cats.  | <ul style="list-style-type: none"> <li>- Cat traps are readily available for hire.</li> <li>- Unclaimed dogs and cats that pass assessments have been rehoused.</li> </ul>  |
| <b>Encourage the registration and identification of dogs and cats.</b> | Annual mail out of dog/cat registration renewal forms. Mail out reminder notices for unpaid animal registrations.   | <ul style="list-style-type: none"> <li>- Registration renewal forms sent out mid-February each year.</li> <li>- Final Reminder notices sent out mid-May each year.</li> <li>- Regular media releases encouraging pet registration, web site notice referring to pet registration.</li> <li>- Door knocks for new registrations and follow up</li> </ul>   |
| <b>Minimise the potential for dogs and cats to create a nuisance.</b>  | Encourage the use of cat enclosures. Pet owners to carry dog tidy bags when walking dogs.   | <ul style="list-style-type: none"> <li>- In cases of cat wandering issues officers have promoted the installation of cat enclosures.</li> <li>- Letter box drops of brochures for reports of wandering cats. Cat cage hire available.</li> <li>- Reviewed and implemented new internal barking dog procedure</li> </ul>   |
| <b>Dangerous Dogs, Menacing Dogs and Restricted Breed Dogs.</b>        | Programmed inspections of registered properties housing Restricted, Declared or Menacing Dogs. Ensure information is readily available that clearly outlines restrictions for the above dogs.   | <ul style="list-style-type: none"> <li>- All properties housing RBDs, Dangerous/Menacing dogs are audited annually including spot checks.</li> <li>- Proactively inspected industrial areas for guard dogs or properties that were using dangerous dog signs inappropriately.</li> </ul>  |
| <b>Review existing orders made under the Act and Local Laws.</b>       | <b>Review and adopted new Local Law</b>   | <ul style="list-style-type: none"> <li>- Completed review and adopted new Community Local Law 2024.</li> <li>- Orders made under the DAA for cat desexing and off leash areas.</li> </ul>   |

## Consultation Process

The development of the Domestic Animal Management Plan (DAMP) was informed by a comprehensive consultation process involving Councillors, the Compliance Services team, Biodiversity team, Parks Planning team, Community Safety and Inclusion team, and the broader Cardinia community.

Council conducted a community survey focusing on the strategic themes of the Domestic Animal Management Plan (DAMP). This survey replicated the structure of the 2022 version, with minor updates to ensure relevance. Invitations to participate were sent via email or letter to all households with a currently registered dog and/or cat. Additionally, an open-access version was made available on the Creating Cardinia platform for non-pet owners, promoted through Council communication channels. We are pleased to report that the survey received responses from 1,242 registered pet owners and 49 individuals who participated via the open-access option.

### Key Community priorities:

The top three issues identified for Council to address in promoting responsible pet ownership remain consistent with previous findings:

- Cats roaming outside of their property.
- Uncollected dog waste.
- Dog attacks.

Since 2022, there has been an increase in the proportion of respondents that have concerns around dog behaviour including:

- Dogs annoying or intimidating people
- Dogs off-leash and not returning to their owners
- Dog attacks.

There were some variations by region:

- **Hills Region:** Higher concern for roaming cats and dogs not confined to properties.
- **Growth Region:** Greater emphasis on dogs off-leash in inappropriate areas, lack of supervision by owners of off-leash dogs, roaming cats and uncollected dog waste.
- **East Region:** Increased focus on dogs exhibiting intimidating behaviour and dogs not securely confined to their properties.

We have used the data collected to inform the Action plan for the 8 strategic themes.

## 1. TRAINING OF AUTHORISED OFFICERS

The purpose of this part of the Domestic Animal Management Plan is to promote actions that ensure all animal management officers are skilled and appropriately trained to deliver our services and programs.

The Compliance Services team apply Standard Operating Procedures to ensure consistency of approach across the team. Staff are trained and experienced in conducting animal management investigations.

New officers are required to undertake a structured induction program focusing on the skills needed to be an effective authorised officer. Ongoing training is also undertaken with budget dedicated to Animal handling, use of animal management equipment and animal bite safety training.

### Current and planned training

| Authorised Officer Training                              | Current   | Planned                              |
|--|---|--------------------------------------|
| Industry training  | Staff are routinely required to attend industry training. Including animal handling, animal assessment, use of animal management equipment, statement taking, prosecution, computer skills  | Annually                             |
| OHS training – dealing with aggressive customers         | Training is offered annually as internal training available to all council staff  | Annually                             |
| Bureau of Animal Welfare – training and information days | All Compliance Staff attend these sessions on a rotating basis or as they become available  | As listed by Animal Welfare Victoria |
| Induction program for new staff – animal handling        | All staff as part of their induction process are taken through a training program that covers such issues as, manual handling, use of animal specific equipment, procedures, animal diseases, dog/cat behaviour, aggressive dogs, feral cats and body language. | All new staff                        |
| Authorised Officer Training                              | Council's prosecution team provides training for new authorised officers to address core competencies and skills.   | All new staff                        |
| Internal Organisational Training                         | Staff attend in-house training over a range of case management principles   | Annually                             |
| Animal handling training provided by Accredited Trainer  | All staff attend "hands on" animal handling training that deals with, body language aggressive dogs, behavioural issues, cat trapping, handling cats.   | All new staff and bi-annually        |



**Action plan – training of authorised officers**

| Objective 1.1 ensure that Compliance Services Officers have the skills necessary to effectively perform their regulatory role and ensure community safety. |   |           |        |        |        |  |
|--|---|-----------|--------|--------|--------|--|
| #  | Activity  | Timeframe |        |        |        | Evaluation   |
|  |   | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |  |
| 1.1.1  | Ongoing training supplied to officers to enhance investigation and animal handling skills   | x         | x      | x      | x      | Documentation to be kept of training attended by all animal management officers in a central location. |
| 1.1.2  | Encourage officers to attend workshops, seminars, forums and conferences delivered by organisations such as Agriculture Victoria, RSPCA and AIAM. |           |        |        |        |  |
| 1.1.3  | Develop and review internal animal management policies and providing training on these policies annually  | x         |        |        |        | Documentation to be finalised  |
| 1.1.4  | provide staff training on internal animal management policies annually  |           | x      | x      | x      | Annual training given to animal management officers.   |

| Objective 1.2 Develop a training policy that identifies minimum training requirements and any additional training needs that should be undertaken by animal management officers. |  |           |        |        |        |   |
|--|--|-----------|--------|--------|--------|---|
| #  | Activity   | Timeframe |        |        |        | Evaluation  |
|  |  | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |   |
| 1.2.1  | Identify minimum expected training of Animal Management staff and track completion | x         | x      | x      | x      | Documentation to be finalised and incorporated into an approved council training policy |

|       |  |   |   |   |   |   |
|-------|--|---|---|---|---|---|
| 1.2.2 | Identify additional training opportunities for animal management staff | x | x | x | x | Documentation of additional training attended by officers |
|-------|--|---|---|---|---|---|

## 2. REGISTRATION AND PERMANENT IDENTIFICATION

The purpose of this part of the Domestic Animal Management Plan is to promote actions that ensure encourage the registration and identification of dogs and cats in accordance with the Domestic Animals Act.

### Discussion and Current situation

Registration is important because it assists in the return of lost animals to their owner, including in some circumstances direct return without the need for them enter the pound. It also ensures that the animal management service is funded by those that own domestic animals.

During consultation very few survey respondents admitted to having unregistered dogs and/or cats. However, those that do far more often cited not being able to afford it as the reason (22%) than was recorded in 2022 (7%). The incidence of rating the current registration fees as poor increased notably in 2025 (31%, up from 15% in 2022), mostly due to it being perceived as not offering any value or benefit (especially for those who keep their cats contained, who feel it is unfair that their fees are the same as dogs which are provided with public infrastructure). It was noted by some that the fees have increased significantly, and comments suggest that it has reached a point where it is causing cost-of-living pressures and perhaps acting as a disincentive to register.

In 2025, cat owners more often rated the registration fees as poor or very poor (40%, compared to 30% dog owners). And suggestions included varying the fees based on the living situation of the pet (e.g. cheaper rates for contained cats) and rebates for cat owners who build enclosures.

The number of registrations varies year to year. The variation is a function of new registrations and animals that are removed from the register because the animal has died, the owner has moved, the pet is no longer living with them or because the owner has not renewed the registration.

In October 2023, Animal Welfare Victoria conducted a Victorian Pet Census to address pet/companion animal ownership in Victoria. The objective was to obtain estimates of the overall pet population in Victoria and measure the ranger of awareness, attitude and behaviour relating to pet ownership.

The survey found that 58% of the adult Victorians owned a pet at the time of the survey equating to approx. 1.4 million Victorian households. Dogs were by far the most popular pet (41%) followed by cats (24%) It equated to 1.5 pets on average per person.

Cardinia Shire Council is made up of approx. 45,000 households (2021 census) with an estimated population of 127,000. As of 1st May 2024, approx. 17,000 animals were registered with Council which is significantly below the average assumed number of pets in the shire.

As a result of the Victorian pet census Councils Compliance Services team identified the need to address low numbers of new animal registration applications and high outstanding renewals. The campaign aimed to promote public safety, enhance responsible pet ownership by ensuring that dogs and cats in Cardinia Shire were appropriately identified and registered and improve the reunification of lost pets with their owners.

Council engaged an external provider to assist with door knocking and developed a communications plan to share the campaign with the public to enhance uptake of animal registrations. 2000 properties were door knocked in a 1.5 week period which resulted in an increase of 503 new animal registrations and an additional 533 animal renewals paid. Council plan to expand on this campaign during the period of this DAMP.

### Our current data 2024-25

|      | Registered | Desexed (%)  | Totals animals registered |
|------|------------|--------------|---------------------------|
| Cats | 3373       | 3151 (93%)   | 16,939                    |
| Dogs | 13,566     | 10,574 (78%) |                           |

### Current Orders, Local Laws, Council Policies and Procedures

- Cat desexing: All cats over the age of 3 months must be desexed (Council Order pursuant to DAA).
- Compulsory microchipping of dogs and cats for all registrations. (DAA)
- Free registration for first year if pet is under 3 months old when first registering
- Free dog and cat transfer of registration when relocating to Cardinia Shire Council, if the animals are currently registered with another Council.
- To acknowledge residents who adopt animals through pounds or shelters registration is free for the remainder of that registration period

**Current education/compliance activities**

| Activity  | Includes   | Frequency        |
|---|--|------------------|
| Provide comprehensive information on Council's website about registration and identification requirements | <ul style="list-style-type: none"> <li>• requirements to register and permanently identify their dog and cat</li> <li>• benefits of registration and permanent identification</li> <li>• when registration is due</li> <li>• how and where to register</li> <li>• fee structure</li> <li>• information to provide (e.g. microchipping, desexing certificates)</li> <li>• how to notify Council that they are no longer the owner, they have changed address or the pet is deceased</li> <li>• highlight renewal period in March and April</li> </ul> | Ongoing          |
| Follow up unregistered animals  | <ul style="list-style-type: none"> <li>• Issue 'Notices to Comply.' to owners who are identified as having unregistered animals</li> <li>• Issue Infringement Notices to owners who fail to register animals when directed or otherwise in line with Councils enforcement policy</li> </ul>  | Ongoing          |
| Media releases  | <ul style="list-style-type: none"> <li>• Quarterly media releases promoting pet registration in local newspapers, on Council social media channels and 'Connect' Magazine</li> </ul>   | Quarterly        |
| Annual registration renewal period  | <ul style="list-style-type: none"> <li>• Mail out registration renewal forms.</li> <li>• Send out email and SMS reminders for unpaid renewals</li> </ul>   | Feb-May annually |
| Convenient access to register, renew or update details  | <ul style="list-style-type: none"> <li>• Online registration forms for new registrations and to update details</li> <li>• Hard copy registration forms available</li> <li>• Online, in person, phone payment options</li> </ul>  | Ongoing          |
| Discount registration   | <ul style="list-style-type: none"> <li>• Free registration for first year if pet is under 3 months old when first registering</li> <li>• Free dog and cat transfer of registration when relocating to Cardinia Shire Council, if the animals are currently registered with another Council.</li> <li>• To acknowledge residents who adopt animals through pounds or shelters registration is free for the remainder of that registration period</li> </ul>   | Ongoing          |

**Action plan – Registration and Permanent Identification**

| Objective 2.1 to increase number of registered animals in the municipality as required by the DAA. |   |           |        |        |        |   |
|--|---|-----------|--------|--------|--------|---|
| #  | Activity  | Timeframe |        |        |        | Evaluation  |
|  |   | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |   |
| 2.1.1  | Continue current registration renewal period activities including mail out of renewals and follow up reminder text messages and emails annually Feb-May   | x         | x      | x      | x      | Stable number of renewed animal registrations               |
| 2.1.2  | Run registration campaign annually in June, including: <ul style="list-style-type: none"> <li>Display of signage including banners on high traffic roads and confluence signs at places frequented by animal owners (e.g. off leash parks)</li> <li>Media including Councils social media, connect magazine and local newspaper.</li> </ul> | x         | x      | x      | x      | Increase in new animal registration and payment of renewals |
| 2.1.3  | Complete an annual audit of unpaid registrations by combination of cold calling or systematic door knocking program   | x         | x      | x      | x      |   |
| 2.1.4  | Explore ways to connect with residents from diverse backgrounds and provide information in other languages relating to pet registration   | x         | x      | x      | x      |   |
| 2.1.5  | Consider further opportunities to offer discounted registration to residents that currently do not qualify for any of the discounts but may be struggling financially.  |           |        |        | x      |   |
| 2.1.6  | Consider discounted registration rates or rebates for cat owners when the owner can prove that they have installed a cat enclosure or other means of keeping their cat permanently contained to the property.   |           |        |        | x      |   |

### 3. NUISANCE DOGS AND CATS

The purpose of this part of the Domestic Animal Management Plan is to identify actions, services and strategies to minimise the potential for dogs and cats to cause a nuisance.

#### Discussion

Dogs cause a nuisance when they bark excessively, wander at large, are not kept under effective control by their owner in public places and when their faeces are not picked up in public places. Cats cause a nuisance when they wander at large including onto neighbouring properties.

Council receives many barking dog complaints. This issue is expected to grow as the population increases and more developments occur on smaller lot sizes, which can exacerbate the problem. Many complaints are resolved quickly, by notifying the owner who may be unaware that there is problem. However, many are not easily resolved and require more detailed investigation.

Council will investigate alleged barking nuisance and require complainants to record the offensive barking in a diary format at the time of making their complaint. In this way, information about the complaint can be quickly assessed, which in turn helps to streamline the assessment and resolution of the complaint.

More people were experiencing barking dogs and stray cats without reporting these to Council in 2025 than was recorded in 2022, suggesting there may be an opportunity to better communicate these council services and/or make the reporting process easier.

#### Current situation

The 24-hour cat curfew introduced in 2000 and it has helped to reduce the number of cats entering private properties, along with a reduction in the impact on native and sensitive fauna.

Cat traps are available for residents to trap cats that are regularly present on their property, along with helpful information to ensure that residents use the traps appropriately.

There has been an increase in responsible cat ownership since 2022, with more cat owners saying they have a cat run/enclosure (30%, up from 22% in 2022), and fewer letting their cat roam freely during the day (17%, down from 21% in 2022). The 2025 findings show that 74% of cat owners say they have their cats contained to either inside and/or a cat enclosure, and only 17% let their cat roam freely.

Dogs are required to be leashed in public places, except in a designated off leash park. Dogs are also required to be kept under effective control in an off-leash park. There continues to be just over one in ten dog owners who admit to walking their dog off-lead in public areas not designated as off-lead. Further analysis of the data doesn't show there to be any demographic or location where this is more common.

Dog owners are required to remove their dog's faeces from public places and are required to carry a bag suitable for removing dog faeces. These measures allow residents to comfortably enjoy public places throughout the Shire and promote public safety.

*Our current data*

| Activity data summary            | 2021/2022 | 2024/2025 |
|----------------------------------|-----------|-----------|
| Pick up contained dog requests   | 317       | 224       |
| Dogs reported wandering at large | 152       | 132       |
| Barking dog reports              | 361       | 348       |
| Dog off leash reports            | 77        | 72        |
|                                  |           |           |
| Pick up contained cat            | 234       | 181       |
| Cat nuisance                     | 247       | 178       |

### Current Orders, Local Laws, Council Policies and Procedures

- Compulsory de-sexing of all cats over the age of 3 months (DAA order)
- Dogs must be on leash at all times unless in designated off-leash zones (DAA order)
- All cats must be secured to the premises of the owner (DAA order)
- An owner or occupier of land must take reasonable steps to prevent any animal making unreasonable noise (Clause 48 *Community Local Law 2024*)
- An owner or occupier of land must ensure that the part of the property where any animal is kept is maintained and does not cause a nuisance (clause 47.3 *Community Local Law 2024*)
- Animal numbers: A permit from Council is required to keep more animals than the amount specified in the tables below (clause 45 of *Community Local Law 2024*):

| Column 1 – Type of animals | Column 2 – Land less than 1000m <sup>2</sup> | Column 3 – Land of between 1,000m <sup>2</sup> to 4000m <sup>2</sup> | Column 4 – Land greater than 4000m <sup>2</sup> |
|----------------------------|--|--|---|
| Dogs                       | 2  | 2  | 4   |



|      |   |   |   |
|------|---|---|---|
| Cats | 2 | 2 | 4 |
|------|---|---|---|

**Current education/compliance activities**

| Activity   | Includes  | Frequency |
|--|---|-----------|
| Provide comprehensive information on Council's website about nuisance animals                                  | <ul style="list-style-type: none"> <li>• Provide information on Council's website for those experiencing nuisance animals</li> <li>• Information for dog and cat owners on their responsibilities around common nuisance issues such as barking, wandering cats etc.</li> <li>• Information on causes of excessive barking and suggestions for reducing a dogs' barking.</li> </ul>   | Ongoing   |
| Ability to report nuisance issues online   | <p>Ability to report the following through online forms:</p> <ul style="list-style-type: none"> <li>• Excessive barking</li> <li>• Dog attacks/rushes</li> <li>• Dogs not on a leash if outside their owner's property (except in designated off leash dog areas)</li> <li>• repeatedly come on to your property without your permission</li> <li>• are creating a health risk</li> <li>• are kept in excessive numbers on a property.</li> </ul> | Ongoing   |
| Media releases   | <ul style="list-style-type: none"> <li>• Media releases on Councils social media and connect magazine relating to animal nuisance</li> <li>• Media notification around planned event fireworks to reduce instances of wandering animals relating to fireworks</li> </ul>  | Ongoing   |
| Promotion of responsible pet ownership   | <ul style="list-style-type: none"> <li>• Promote and inform residents of the designated off-leash locations and the requirements in these areas.</li> </ul>   |           |
| Enforcing non-compliance with the Domestic Animals Act 1994 and breaches of Council's Community Local Law 2024 | <ul style="list-style-type: none"> <li>• Issue 'Warning Notices' and 'Notices to Comply.'</li> <li>• Issue Infringement Notices.</li> <li>• Programmed patrols of areas for off leash dogs.</li> <li>• Providing cat trap hire.</li> <li>• Provide afterhours service for collections of contained dogs and reports of aggressive wandering dogs and dog attacks.</li> </ul>  | Ongoing   |

|  |  |         |
|--|--|---------|
|  | <ul style="list-style-type: none"> <li>• Robust inspection and consideration of all excess animal permits, including consultation with potential affected residents</li> <li>• Unscheduled spot inspections of all declared Dangerous, Menacing and Restricted Breeds dogs.</li> </ul>   |         |
| Promotion of events or activities not run by Council | <ul style="list-style-type: none"> <li>• Ensure all eligible primary schools within the Shire are aware of the <i>Responsible Pet Ownership</i> primary school program that is offered by Animal Welfare Victoria</li> <li>• Promote online webinars by other agencies (animal aid, RSPCA etc) to registered owners</li> </ul> | Ongoing |

Media release examples: \* to be added in final plan

**Action plan – Nuisance Dogs and Cats**

| Objective 3.1 Provide education around the use of off leash areas and public places |  |           |        |        |        |   |
|---|--|-----------|--------|--------|--------|---|
| #   | Activity   | Timeframe |        |        |        | Evaluation/comments   |
|   |  | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |   |
| 3.1.1   | Hold activations of dog parks to meet with community and provide education around the use                |           | x      | x      |        | Reduction in number of complaints of dog attacks at dog parks |
| 3.1.2   | Review and update signage at dog parks and explore QR codes to link to further info on Councils website  | x         |        |        |        | Signage reviewed and updated                                  |
| 3.1.3   | Improve information on Councils website so off leash areas are easier to locate                          | x         |        |        |        | Website reviewed and updated                                  |
| 3.1.4   | Rostered off leash patrols based off of reports of hot spots   | x         | x      | x      | x      |   |
| 3.1.5   | Rostered patrols of public places including ensuring that people are carrying bags to collect dog faeces | x         | x      | x      | x      |   |
| 3.1.6   | Explore provision of free waste bags at popular dog walking locations                                    |           |        | x      | x      |   |

| Objective 3.2 Increasing the number of cats contained to their properties |  |           |        |        |        |   |
|---|--|-----------|--------|--------|--------|---|
| #   | Activity   | Timeframe |        |        |        | Evaluation/comments   |
|   |  | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |   |
| 3.2.1   | Education drive for cat containment including improvement to education materials and attendance at community events. | x         | x      |        |        | Less reports of wandering/nuisance cats within the 6 months following the drive |

|       |   |   |   |   |  |  |
|-------|---|---|---|---|--|--|
| 3.2.2 | Educate community on how to make reports regarding wandering cats to Council and what we can do                                     |   |   | x |  |  |
| 3.2.3 | Provide education material about cat enclosures and explore providing a DIY cat enclosure workshop.                                 |   | x | x |  | Provide workshops if found to be feasible and less reports of wandering/nuisance cats within the 12 months following workshops |
| 3.2.4 | Identify hot spots for education and enforcement in areas of biodiversity value by working with internal Council environment teams. | x | x |   |  | Hot spots identified and enforcement taken for wandering cats  |

| Objective 3.3 Reduce reports of barking dogs and encourage resolution of problem barking |  |           |        |        |        |                     |
|--|--|-----------|--------|--------|--------|---------------------|
| #  | Activity   | Timeframe |        |        |        | Evaluation/Comments |
|  |  | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |                     |
| 3.3.1  | Review current educational materials available for complainants and dog owners. Including a brochure to suggest ways to reduce barking or common reasons that dogs may bark. |           |        | x      | x      |                     |
| 3.3.2  | Improve website information and encourage neighbours to discuss problem barking with each other  |           |        | x      | x      |                     |

## 4. DOG ATTACKS

The purpose of this part of the Domestic Animal Management Plan is to promote actions that ensure, services and strategies that minimise the risk of injury to people and other animals resulting from dog attacks.

### Discussion

Council is aware that not every dog attack is reported. This is why Council has a strong focus on encouraging people to report all dog attacks which occur.

Since 2022, there has been an increase in the proportion prioritising dog behaviour: annoying or intimidating people, off-leash and not returning to their owners, and/or attacks.

When a dog attack occurs, the Council is responsible for conducting a thorough investigation and, if necessary, bringing the owner before the Court. Every complaint is treated with the utmost seriousness and is always investigated. Effective communication with the public is essential to ensure they have every opportunity to lodge a complaint.

There are a range of powers that Council can exercise to reduce the likelihood of recurrence, including imposing restrictions on the dog or owner, applying for orders to ensure improved behavioural training occurs etc.

Most dog attacks and dog rushes occur in and around the dogs' home (including on the footpath near the home). Containing dogs to the property is a key measure to reduce dog attacks.

Dogs that have not been adequately socialised with humans and other dogs/animals are more likely to display aggressive tendencies. People should be encouraged to attend formal programs to socialise their dog and to expose their dog to a variety of situations.

It is important to ensure children know how to behave around dogs, especially those who do not live with or have experience with dogs. Animal Welfare Victoria's school and kindergarten programs are designed to reduce dog attacks on children. The Council encourages all schools and kindergartens to participate in these programs.

## Current situation

*Our current data*

| Activity          | 2021/2022 | 2024/2025 |
|-------------------|-----------|-----------|
| Dog attack report | 99        | 111       |
| Dog rush report   | 29        | 51        |

All complaints of dog attacks are treated as a high priority by staff and Council will explore all enforcement options when a breach of the DAA occurs.

The Compliance Services team apply a Dog attack procedure which covers initial response, seizure, investigation and prosecution procedure to ensure that a consistent approach is taken by all Compliance Services Officers when investigating dog attack offences and referring matters to the Magistrates Court.

Council has a discretionary power to seize dogs during the investigation of suspected attacks. Council officers make these decisions using a risk-based methodology, which is signed off by the Coordinator Compliance Services and is reviewed from time to time.

*Our Current Orders, Local Laws, Council Policies and Procedures*

- Leash requirement for dogs except in designated off-leash zones (Order pursuant to DAA)
- Effective control of dogs requirement in designated off-leash areas
- The After Hours Procedure which prioritises after hours requests relating to animal aggression.
- Compliance and Enforcement Policy
- Dog attack – initial response, seizure, investigation and prosecution procedure
- Dog Control Decisions Policy

***Our Current Activities***

| Activity   | Includes  | Frequency |
|--|---|-----------|
| Information relating to dog attacks on Councils website                          | Information on reporting attacks including: <ul style="list-style-type: none"> <li>• Helpful information to provide when you make a report including providing photos of injuries, vet/medical reports, descriptions of the dog, dogs owner and dog owners car if relevant.</li> <li>• Online report form</li> <li>• Information on other reporting methods (Phone, post, email and in person)</li> <li>• Information on Councils processes including statement taking, evidence collection etc.</li> </ul> | Ongoing   |
| Investigation of all complaints regarding alleged dog attacks in a timely manner | <ul style="list-style-type: none"> <li>• Officers are required to investigate every dog attack reported and will action requests as soon as possible. Strict timeframes for action are provided in Councils dog attack policy for each stage of the investigation.</li> </ul>   | Ongoing   |
| Dog control decision process   | <ul style="list-style-type: none"> <li>• Process is followed after enforcement action or a successful prosecution in the magistrates Court to ensure that adequate restrictions are put on the attacking dog in line with Councils powers to make decisions in the DAA.</li> </ul>  | Ongoing   |
| Outcomes provided to victims   | <ul style="list-style-type: none"> <li>• A letter is provided to victims of dog attacks outlining the outcome of the investigation including any outcomes of subsequent prosecutions and dog control decisions.</li> </ul>  | Ongoing   |



**Action plan – Dog Attacks**

| Objective 4.1 <i>To provide readily accessible information to the public relating to the prevention of Dog Attacks (Education/Promotional Activities).</i> |  |           |        |        |        |  |
|--|--|-----------|--------|--------|--------|--|
| #  | Activity   | Timeframe |        |        |        | Evaluation                                       |
|  |  | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |  |
| 4.1.1  | Raise awareness of risk of dog attacks in the home, in the street and in parks and how to reduce these risks through: <ul style="list-style-type: none"> <li>• Distribution of brochures, factsheets and other material developed by the Bureau of Animal Welfare and/or Council, regarding dog attacks</li> <li>• Information included with registration renewals</li> <li>• Media releases in relation to successful prosecutions of dog attacks</li> <li>• Actively promoting the Animal Welfare Victoria Responsible Pet Ownership Course (RPO).</li> <li>• Providing information to vets, pet shops, breeders, shelters, etc, to display and/or hand out</li> <li>• Council's social media</li> </ul> | x         | x      | x      | x      | Increase in public understanding of dog attacks. |
| 4.1.2  | Explore reporting outcomes of major dog attack prosecutions to local media to raise awareness in the community of the need to report dog attacks and Council's action in relation to attacks.  | x         |        |        |        | Updated information available from Council       |
| 4.1.3  | Review signage in public places including dog parks and open spaces with contact number to report dog attacks. Investigate a QR code for signage to link to Council's website with important information on using these spaces and reducing risk of attacks.   |           | x      |        |        |  |

|       |  |   |   |   |   |                                 |
|-------|--|---|---|---|---|---------------------------------|
| 4.1.4 | Work with Councils internal teams to actively encourage all eligible kindergartens and Schools within the Shire are aware of the Living Safely with Dogs program offered by Animal Welfare Victoria. | x | x | x | x | Increased program participation |
|-------|--|---|---|---|---|---------------------------------|

| <b>Objective 4.2 - Targeted education to owners of dogs that are at an increased risk of being involved in a dog attacks.</b> |  |        |        |        |        |  |
|---|--|--------|--------|--------|--------|--|
| #   | Activity   | When   |        |        |        | Evaluation   |
|   |  | Y<br>1 | Y<br>2 | Y<br>3 | Y<br>4 |  |
| 4.2.1   | Targeted education in geographical areas that are reporting highest numbers of dog attacks.  | x      | x      |        |        | Reduction of number of dog attacks in these areas            |
| 4.2.2   | Targeted education in geographical areas of the shire where inadequate fencing for containment of dogs is more likely (e.g. more rural areas with high use of farm style fencing). |        |        | x      | x      | Reduction of number of dog attacks in these areas            |
| 4.2.3   | Investigate use of Councils mapping systems to plot locations of dog attacks for easy identification of hot spots.   | x      |        |        |        | Implementation of dog attack layer in Council mapping system |

## 5. DANGEROUS, MENACING & RESTRICTED BREED DOGS

The purpose of this part of the Domestic Animal Management Plan is to promote services and strategies that effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in the Shire and to ensure that those dogs are kept in compliance with the DAA and its regulations.

### Discussion

On occasion, Council exercises discretionary power to impose a Dangerous Dog declaration, Menacing Dog declaration and to destroy dogs that have been found to have committed attacks. These decisions are made under delegation by the Manager, Regulatory Services, according to the process set out in the Dog Control Decisions Policy. This policy sets out the discretionary factors to be considered.

There are three categories of declared dogs:

| 1. Dangerous dogs   | 2. Menacing dogs  | 3. Restricted breed dogs  |
|---|---|---|
| <p>A dangerous dog is one that the Council has declared to be dangerous because it has bitten or attacked a person or animal, causing serious injury or death.</p> <p>A dog is automatically a dangerous dog under the <i>Domestic Animals Act 1994</i> if it:</p> <ul style="list-style-type: none"> <li>is kept for the purpose of guarding non-residential premises</li> <li>has been trained to attack or bite any person or any thing when attached to or worn by a person.</li> </ul> | <p>A Menacing dog is one that the Council had declared menacing because it causes a non-serious bite injury to a person or animal, or if it rushes at or chases a person.</p> <p>'Rush at' means that the dog has approached a person within 3 metres, displaying aggressive behaviour such as; snarling, growling, barking or raising the hackles.</p> | <p>Restricted breed dogs are defined as dogs that fit the <i>Approved Standard for Restricted Breed Dogs in Victoria (standard)</i>. These may be pure or cross bred:</p> <ul style="list-style-type: none"> <li>- American Pit Bull Terriers (or Pit Bull Terriers)</li> <li>- Perro de Presa Canarios (or Presa Canario)</li> <li>- Dogo Argentinos</li> <li>- Japanese Tosas</li> <li>- Fila Brasileiros.</li> </ul> <p>Restricted breed dogs have not attacked a person or animal or displayed signs of aggression. However, they are considered a higher risk to community safety than other breeds of dogs.</p> |

### ***Current situation***

When a dog is declared, the DAA has strict requirements for owners that must be complied with. Council conduct annual audits on declared dogs to ensure that all relevant legislation and regulations for the keeping of such dogs is being complied with. Council will continue to ensure such dogs are identified and their owners are aware of and comply with their responsibilities. Such dogs are strictly monitored with formal and on the spot inspections to ensure compliance and overall public safety.

All enquiries from the public regarding the possible incidence of a dangerous and restricted breed dogs within the Shire are dealt with immediately. Council also seeks to identify any declared dogs that may be present in the municipality but are not present as such on Council records.

| Declared Dogs | Dangerous | Menacing | Restricted breed |
|---------------|-----------|----------|------------------|
| 2024/2025     | 5         | 11       | 0                |

### *Our Current Orders, Local Laws, Council Policies and Procedures*

- Dog Control Decisions Policy
- Declared Dog Audit Policy
- Dog attack – initial response, seizure, investigation and prosecution procedure Declared Dog and Destruction Procedure
- Compliance and Enforcement Policy
- All Dangerous Dogs, Restricted Breed Dogs and Menacing Dogs on the Victorian Declared Dog Registry (VDDR) (s.44AE).

### *Our Current activities*

| Activity   | Includes   | Frequency      |
|--|--|----------------|
| Strict monitoring of declared dangerous and restricted breed dogs              | Unscheduled audits of all properties housing declared dangerous and restricted breed dogs including inspection of enclosures to ensure compliance. | Yearly         |
| Provide information to owners of Menacing, Dangerous and restricted breed dogs | Ensure all owners of declared dogs are aware of their obligations under the Act regarding identification and keeping these dogs by                 | At declaration |

|   |   |                                |
|---|---|--------------------------------|
|   | providing them with relevant sections of the Act, brochures, fact sheets/develop information kit.                                       |                                |
| Ensure that the Victorian Declared Dog Registry (VDDR) is kept up to date and information is accurate | At the time of declaration animals are entered onto the VDDR by Council. Any changes reported regarding the dog are updated accordingly | As declaration and as required |
| Respond to complaints regarding declared dogs   | Respond to complaints regarding Menacing, Dangerous and Restricted Breed dogs as a matter of priority and urgency.                      | Ongoing                        |
| Follow-up non-compliance issues   | Following up non-compliance issues and taking any appropriate enforcement action.   | Ongoing                        |

**Action plan – Dangerous, Menacing and Restricted Breed Dogs**

| Objective 5.1 <i>Continue to ensure that Council are making well-considered decisions in relation to dog control and declaration matters</i> |   |           |        |        |        |                                   |
|--|---|-----------|--------|--------|--------|-----------------------------------|
| #  | Activity  | Timeframe |        |        |        | Evaluation/notes                  |
|  |   | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |                                   |
| 5.1.1  | Review policy for declaration of dangerous and menacing dogs  | x         |        |        |        | Procedure updated and implemented |
| 5.1.2  | Yearly review of policies and procedures to ensure alignment with changing legal requirements and community expectations. |           | x      | x      | x      |                                   |

| Objective 5.2 <i>to ensure that record keeping in relation to declared dogs is accurate and owners are aware of requirements</i> |  |           |        |        |        |                  |
|--|--|-----------|--------|--------|--------|------------------|
| #  | Activity   | Timeframe |        |        |        | Evaluation/notes |
|  |  | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |                  |
| 5.2.1  | Ensure all declared dogs are accurately registered on the Victorian Declared Dog Registry and that details regarding change of owner/change of address/death of dog are updated as soon as possible. | x         | x      | x      | x      |                  |
| 5.2.2  | Audit Councils registration records against the VDDR to ensure that all declared dogs are registered and that all registered declared dogs are accurately recorded on the VDDR.                      | X         | X      | X      | X      |                  |
| 5.2.3  | Provide information on keeping and reporting requirements yearly to owners of declared dogs with their registration reminders  | x         | x      | x      | x      |                  |

## 6. PET OVERPOPULATION AND HIGH EUTHANASIA RATES

The purpose of this part of the Domestic Animal Management Plan is to promote actions to address over-population and high euthanasia rates for dogs and cats.

### Discussion

As Cardinia Shire is rapidly growing, there is need for education through new resident's packs, and media releases to ensure compliance relating to animal keeping.

Current data appears to suggest that impounded dogs are highly likely to be reclaimed by their owner or adopted. A small proportion of dogs are euthanised due to being abandoned and unsuitable for re-homing. This may be due to health or behavioural concerns identified through suitability assessments, or incidents such as attacks that make it unsafe to place the animal in a new home.

While the data indicates that a high number of impounded cats are not reclaimed and are subsequently euthanised, it is important to acknowledge that these figures are influenced by the presence of feral and unowned cat populations throughout the shire. These animals, when trapped and impounded, are often unsuitable for rehoming due to their lack of socialisation and behavioural challenges, which significantly limits the options available for their care.

It is also important to note that under the Act, Councils are required to accept any dog or cat surrendered by an owner within the municipality regardless of their condition or temperament. As a result, even though some animals may be unsuitable for rehoming, Councils do not have the discretion to refuse intake, and this may be reflected in euthanasia rates.

The implementation of compulsory de-sexing of all cats over the age of 3 months and the requirements to secure all cats to the owner's premises are a few tools used by Council to curb overpopulation and therefore reduce the euthanasia rate. Council hires cat traps to the public, which is well utilised.

Council has applied for and received grants to promote the desexing of cats, particularly among the pensioners. We will continue to seek and apply for similar grants and partnerships to reduce the incidence of unwanted cat breeding.

Many well-intentioned people feed stray or feral cats without taking on the full legal responsibility for the animal. These cats are known as semi-owned cats and by and large they are not desexed. Cats breed extremely fast, which is why it is so important that cats are desexed to prevent unwanted numbers. Feeding an unowned cat and not taking full responsibility can contribute to cat overpopulation issues. High numbers of unowned cats can have significant impacts on local wildlife and create amenity issues for residents. The main initiatives for addressing semi-owned cats are to promote awareness and encourage responsible ownership.

**Current situation**

In 2024/2025 454 dogs and cats entered Council’s pound. The breakdowns are provided below.

*Our current data 2024/2025*

| Status          | Dog | Cat * | Total |
|-----------------|-----|-------|-------|
| Euthanised      | 44  | 72    | 116   |
| Adopted         | 50  | 91    | 141   |
| Reclaimed       | 119 | 35    | 154   |
| Pending outcome | 17  | 26    | 43    |
| Total           | 230 | 224   | 454   |

\*Includes impounded feral cats

*Our current Orders, Local Laws, Council Policies and Procedure*

- Compulsory de-sexing of all cats over the age of 3 months (DAA order)
- 24-hour cat curfew - All cats must be secured to the premises of the owner (DAA order).

**Our Current Activities**

| Activity | Includes  | Frequency |
|----------|---|-----------|
| Media    | Media releases promoting responsible pet ownership and issues relating to breeding in local newspapers, on Council’s website and Cardinia ‘Connect’ Magazine. | Ongoing   |



|  |  |         |
|--|--|---------|
| Provide information to owners in relation to desexing and animal keeping | Readily accessible information through brochures and fact sheets from Animal Welfare Victoria relating to animal keeping.    | Ongoing |
| Grant funding  | Seek out and apply for grant funding available to local Councils to provide low-cost veterinary care including desexing.     | Ongoing |
| Hire of cat traps  | Cat traps available for hire to trap feral/unowned cats to reduce breeding and overpopulation                                | Ongoing |
| Orders under the DAA   | Cardinia Shire have orders in relation to mandatory cat desexing and confinement of cats to the owners premises at all times | Ongoing |

### Action plan - Overpopulation and High Euthanasia Rates

| Objective 6.1 To provide readily accessible information to the public relating to issues that may lead to Overpopulation and High Euthanasia |   |           |        |        |        |                  |
|--|---|-----------|--------|--------|--------|------------------|
| #  | Activity  | Timeframe |        |        |        | Evaluation/notes |
|  |   | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |                  |
| 6.1.1  | Explore information provided to new residents and consider Including detailed information on responsible pet ownership, the importance of desexing, and local animal keeping regulations. | x         | x      | x      | x      |                  |
| 6.1.2  | Media Campaign: Utilise social media, local newspapers, and community events to spread awareness about the importance of desexing dogs and cats and responsible pet ownership.            | x         | x      | x      | x      |                  |
| 6.1.3  | Promote responsible feeding practices and discourage feeding stray cats without taking full responsibility for them.  | x         | x      | x      | x      |                  |

|       |   |   |   |   |   |  |
|-------|---|---|---|---|---|--|
| 6.1.4 | Promote 'saving a life' by adopting cats/dogs from pound or shelter and promote the benefits of adoption I from pound or shelter and host a adoption event.<br>Continue to provide reduced registration fees for adopted animals. | x | x | x | x |  |
|-------|---|---|---|---|---|--|

**Objective 6.2** *To actively seek out funding and collaboration options to support reduction in overpopulation and euthanasia rates in the municipality*

| #     | Activity  | Timeframe |        |        |        | Evaluation/notes |
|-------|---|-----------|--------|--------|--------|------------------|
|       |   | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |                  |
| 6.2.1 | Grant Applications: Persist in applying for grants to fund desexing programs, especially targeting semi-owners of cats and low-income residents and pensioners.                               | x         | x      | x      | x      |                  |
| 6.2.2 | Partnerships: explore collaboration options with local veterinary clinics and animal welfare organisations to provide the community with discounted or free desexing and veterinary services. | x         | x      | x      | x      |                  |
| 6.2.3 | Explore education programs already available through other welfare organisations and promote these to animal owners.  | x         | x      | x      | x      |                  |

## 7. DOMESTIC ANIMAL BUSINESSES

The purpose of this part of the Domestic Animal Management Plan is to promote actions that ensure all domestic animal businesses are managed appropriately and comply with all regulatory requirements under the *Domestic Animals Act*.

### Discussion

Council has a strong focus on ensuring that Domestic Animal Businesses are operating in accordance with the requirements set out in the Domestic Animals Act and the Regulations.

A Domestic Animal Business (DAB) is defined in the DAA. It means:

- An animal shelter, Council pound or pet shop, or
- An enterprise which carries out the breeding of dogs (other than GRV greyhounds) to sell if the enterprise has 3 or more fertile dogs and the proprietor is not a recreational breeder, or
- An enterprise which carries out the breeding of cats to sell if the enterprise has 3 or more fertile cats and the proprietor is not a recreational breeder, or
- An enterprise which trains or boards dogs (other than GRV greyhounds) or cats for the purposes of profit, or
- An enterprise which rears or keeps dogs (other than GRV greyhounds) or cats for the purpose of profit or sale or for a fee or for exchange of services.

Each DAB needs to be registered in April each year. All premises are inspected annually to ensure the DAB complies with all relevant legislation and codes of practice.

Proactive action is also taken to ensure existing businesses that are not currently registered with Council apply for the appropriate permits and operate in accordance with relevant legislation and codes of practice.

### Current situation

Cardinia Shire Council currently has 14 registered DABs. This includes:

- 7 animal boarding establishments
- 3 animal breeding establishments
- 2 pet shops
- 4 training establishments

*Current Orders, Local Laws, Council Policies and Procedures*

- Cardinia Shire Council currently has no orders in place relating to Domestic Animal Businesses. Council acts in accordance with the requirements set in the Act.

**Current activities**

| Activity                      | Includes   | Frequency |
|-------------------------------|--|-----------|
| Website                       | Information relating to DABs and the requirements and process for registration is provided on Council's website.<br>Registration applications can also be made on Council's website            | Ongoing   |
| Education                     | Animal Welfare Victoria fact sheets are available at the Council offices and distributed to DABs as required.<br><br>Support and advice is provided to operators of proposed DABs as necessary |           |
| Auditing and inspections      | Pre-permit inspections, prior to granting a registration and permit.<br>Annual and on the spot audits of all DABs to ensure they comply with relevant codes of practice.                       |           |
| Investigation and enforcement | Investigation and enforcement of any alleged breaches in relation to permit conditions, non-compliance and unregistered businesses.  |           |

**Action plan - Domestic Animal Businesses**

| <b>Objective 7.1 Identify and register all DAB's operating in the shire</b> |  |           |        |        |        |                  |
|---|--|-----------|--------|--------|--------|------------------|
| #   | Activity   | Timeframe |        |        |        | Evaluation/notes |
|   |  | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |                  |
| 7.1.1   | Media communications regarding DAB definitions, the requirements for registration and applicable codes of practice.                        | x         | x      | x      | x      |                  |
| 7.1.2   | Respond to complaints regarding advertisements to detect any unregistered DABs within the municipal district.                              | x         | x      | x      | x      |                  |
| 7.1.3   | Proactive campaign to identify unregistered DAB's by monitoring advertisements of puppies and kittens for sale in the municipal district   | x         | x      |        |        |                  |
| 7.1.4   | Proactive campaign to identify unregistered DAB's by monitoring advertisement of other DABs including boarding and training establishments |           |        | x      | x      |                  |

| <b>Objective 7.2 Continue to identify and enforce non-compliant and unregistered DABs</b> |  |           |        |        |        |                  |
|---|--|-----------|--------|--------|--------|------------------|
| #   | Activity   | Timeframe |        |        |        | Evaluation/notes |
|   |  | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |                  |
| 7.1.1   | Conduct unscheduled spot inspections of all DABs at least once a year. | x         | x      | x      | x      |                  |

|       |  |   |   |   |   |  |
|-------|--|---|---|---|---|--|
| 7.1.2 | Respond to complaints regarding unregistered DAB's as a priority   | x | x | x | x |  |
| 7.1.3 | Ensure any issues of non-compliance are identified and followed up with information of required actions and timeframes for resolution including further inspections and prosecution where necessary. | x | x | x | x |  |
| 7.1.4 | Investigate using Council public media releases to publish DAB prosecution outcomes  | x | x | x | x |  |

## 8. OTHER MATTERS

### ***Family violence and homelessness***

#### **Discussion**

Family violence and homelessness can significantly impact the welfare of domestic animals. This section outlines the strategies and partnerships in place to support pets affected by these circumstances, ensuring their safety and well-being.

Family violence and homelessness are deeply interconnected issues that significantly impact the well-being of individuals and families in our community. According to the Family Violence Database (FVDB), during the 2023/24 financial year, 325 clients received homelessness services due to family violence through general services, and 528 clients accessed homelessness services through specialist family violence services. In Cardinia alone, there were 1,699 incidents of family violence reported for that year.

In the same reporting period, RSPCA responded to 242 reports of animal cruelty in Cardinia shire. Numerous studies have confirmed that in households with companion animals experiencing domestic violence and abuse, there is also a high probability of animal abuse.

A critical aspect of this issue is the role of pets in the lives of those experiencing family violence. Many individuals remain in violent situations out of fear for their pets' safety if they leave them with the perpetrator or due to the lack of access to shelters or accommodation options that will accommodate pets. Recognising this, Cardinia Shire is committed to exploring and implementing strategies to support these individuals and their pets, ensuring they have safe and accessible options when seeking refuge from violence. By addressing these concerns, we aim to create a more supportive environment for members of our community experiencing family violence and to reduce incidents of animal cruelty.

#### **Action plan – Other Matters**

**Objective 8.1** *increased awareness of support already available and explore further ways Council can support those facing homelessness or experiencing family violence*

| #     | Activity  | Timeframe |        |        |        | Evaluation/notes |
|-------|---|-----------|--------|--------|--------|------------------|
|       |   | Y<br>1    | Y<br>2 | Y<br>3 | Y<br>4 |                  |
| 8.1.1 | Establish and Maintain Partnerships: Continue to explore and strengthen agreements with pounds, shelters, and support organisations   | x         | x      | x      | x      |                  |
| 8.1.2 | Review, scope and consider further initiatives provide assistance to people escaping situations of family violence. Consideration will be given to providing assistance to people escaping family violence e.g. free temporary animal shelter for those Cardinia residents leaving situations of family violence. | x         | x      | x      | x      |                  |
| 8.1.3 | Education and Awareness: Promote awareness of available services and support for pets affected by family violence and homelessness directly and more broadly on Councils website and social media   | x         | x      |        |        |                  |



## **ANNUAL REVIEW OF PLAN AND REPORTING**

The DAA requires the Domestic Animal Management Plan to be reviewed annually. Specifically, Sections 68A(3) states that

Every Council must:

- (a) review its domestic animal management plan annually and, if appropriate, amend the plan
- (b) provide the Department of Primary Industries' Secretary with a copy of the plan and any amendments to the plan
- (c) publish an evaluation of its implementation of the plan in its annual report.

Council will monitor performance of the objectives that are detailed throughout the Plan by:

- Reporting on KPIs to the Manager Regulatory Services.
- Establishing an annual action plan for reviewing the Plan and evaluating its implementation.
- Reporting annually through Council's established reporting procedures in accordance with the requirements of the DAA and Local Government Performance Reporting Framework.

Annual reviews of the Domestic Animal Management Plan will be conducted by the Co-ordinator Compliance Services.

### 7.3.3 COMMUNITY CAPITAL WORKS GRANT POLICY ENDORSEMENT

|                         |  |
|-------------------------|--|
| Responsible GM:         | Debbie Tyson   |
| Author:                 | Fiona Barrientos & Nat Noonan  |
| Staff Disclosure:       | All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.   |
| Council Plan Reference: | <p><b>1.1 We empower our communities to be healthy, connected and resilient</b><br/> 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.</p> <p><b>2.1 We support the creation of liveable spaces and places</b><br/> 2.1.1 Advocate, plan for and deliver accessible community infrastructure and services that address community need.</p> |

#### Recommendation

That Council endorse the new Community Capital Works Grant Policy.

#### Executive Summary

In 2024, Council committed to undertaking an independent review of the current Community Capital Works Grants (CCWG) program. Beio (external consultant) was engaged by Council to conduct the review.

The objectives of the review included:

- Better understanding of the program and its purpose to inform future direction
- Ensuring alignment with Council's strategic priorities
- Evaluating the values and benefits of the program
- Review the effectiveness of program administration – including best practice and recommendations arising from the 'Fraud Control Over Local Government Grants' audit report tabled by the Victorian Auditor General's Office (VAGO) in May 2022.
- Managing risk effectively
- Determining the optimal program budget, internal resourcing, and structure

Following review of Beio's report and program recommendations, Officers presented at Council Briefing in February 2025 on the proposed changes to the program and received support to commence community engagement.

Officers have considered feedback from the community, internal teams and the formal review to update the Community Capital Works Grant (CCWG) Policy and Guidelines and are now seeking policy endorsement. Officers seek to implement the new policy for the 2026-2027 round.

#### Background

The Community Capital Works Grants Program provided by Cardinia Shire Council assists local community groups and organisations to upgrade facilities by way of a grant.

Since 2021/22, more than \$1.38 million in CCWG funding has been approved for 61 organisations towards 82 projects.

A review of the CCWG program was conducted by an external consultant in 2024. Twenty-seven recommendations were submitted, and support was provided to commence community engagement. The four-week engagement period commenced on 19 May 2025.

As an outcome of the review and consultation there are changes proposed for the CCWG program:

#### **Category changes**

- Strengthen program purpose
- Reduction of categories from three to two
- Removal of Council managed projects (previously referred to as category one)
- The major equipment category includes additional equipment essential for keeping assets operational.

#### **Funding amounts**

- Projects under \$5,000 – no contribution
- Project over \$5,000 - 50% contribution from eligible applicants

#### **Application process**

- Renaming of the current category two Expression of Interest process to Project Proposal. Project proposals will be accepted until one month prior to the application round closing date.

#### **Acquittal process**

- The acquittal process will require more evidence that outcomes have been delivered.

It is recommended that category one grants are removed from the grant program and reallocated as part of the minor capital works program.

#### **Policy Implications**

The Community Capital Works Grant Program aligns with the Council and Liveability plans, in addition to other Council endorsed strategic documents.

This report is seeking endorsement of a revised policy for the Community Capital Works Grant Program.

#### **Financial and Resource Implications**

\$300,000 has been allocated for 2025/2026. Annual allocations will be confirmed through Council's budget process.

## Consultation/Communication

The following consultation was undertaken:

| Consultation Type   | Responses  |
|---|--|
| <b>Have your Say</b><br>Creating Cardinia webpage. Online survey.   | 2 responses received   |
| <b>Drop in sessions</b><br>3 x sessions setup across the shire to allow opportunities for face-to-face consultation                                   | Lang Lang Community Centre – 3 attendees<br>Hills Hub Emerald – 1 attendee<br>Civic Centre Officer – 0 attendees |
| <b>Targeted Senior session</b><br>Gender Impact Assessment recommendation. Provide opportunity for one on one feedback opportunity for senior groups. | Cockatoo – 3 attendees   |
| <b>Other</b>  | CRM received - 1   |

### Feedback summary

The feedback responses received through the 'Have your say' survey were low, however the drop in and targeted sessions provided valuable opportunities for one-on-one discussions between officers and community members.

The feedback focused on a request for change to the CCWG application process rather than the specific policy. We heard that the process is difficult and confusing, and that community members would like to see a Policy and Guidelines implemented that are user friendly for all community members to access.

All feedback agreed with the policy purpose change and were satisfied with the proposed streamlining of three categories to two. Participants liked the proposed changes to the Expression of Interest (EOI) step and embraced simplifying this part of the application process.

Feedback was received regarding the maximum total of \$70,000 and how this looks if a project total exceeds this amount. Council officers added to the guidelines that projects exceeding the maximum spend need to contact the CCWG Grant Officer prior to submitting to discuss. Risk assessments will be completed to determine the suitability of the project on an individual basis.

### 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 Community Capital Works Grant Policy review and identified a number of recommendations:

1. Improved access, inclusion and communication for senior women/men and groups when applying for grants.
2. Review CCWG assessment guidelines to include gender impact priorities within CCWG assessment weightings.

### **Attachments**

1. Attachment 1 - Community Capital Works Grant Program Policy - DRAFT V 1.3 (1)  
[7.3.3.1 - 10 pages]
2. Attachment 2 - Community Capital Works Grants Program Guidelines DRAFT - V 1.2  
[7.3.3.2 - 13 pages]

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# Community Capital Works Grants Program Policy - Draft

|                            |  |                         |            |
|----------------------------|--|-------------------------|------------|
| <b>Title</b>               | <b>Community Capital Works Grants Program Policy</b> |                         |            |
| <b>Effective date</b>      | 01/02/2025   | <b>Next review date</b> | 01/02/2027 |
| <b>Responsible officer</b> | Manager Active & Connected Communities               |                         |            |
| <b>Date of approval</b>    | DD/MM/2025   | <b>Approved by</b>      | DD/MM/2025 |

## 1. Purpose

The purpose of this Policy sets out the approach to Council's provision of financial assistance to the community through the Cardinia Community Capital Works Grants Program ('CCWG Program').

## 2. Scope

### 2.1 Grants

This Policy applies to the following funding categories of the CCWG Program:

- Category 1: Minor Capital Works, and
- Category 2: Essential Equipment

An outline of these categories is provided at [Appendix A: Community Capital Works Grants Program – Categories Overview](#).

### 2.2 Council Representatives

This Policy applies to all Council Officers, Councillors and external personnel who have responsibility for planning, assessing, deciding, managing and/or evaluating grants for any activities of any dollar value under the CCWG Program for, or on behalf of, Council.

### 2.3 Community Representatives

This Policy applies to community members who apply for ('applicants') and/or receive ('recipients') financial assistance through the CCWG Program for any works or equipment projects ('activities') of any dollar value, or who at Council's discretion, may be engaged by Council to contribute to assessing and making recommendations for grants under the CCWG Program.

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### 3. Policy Description

#### 3.1 Purpose of the Program

The Community Capital Works Grants Program helps to improve and enhance community facilities, fostering community involvement, inclusivity and engagement in response to community needs.

Beyond the direct benefits of improved physical community assets, the CCWG Program encourages inclusivity by enabling projects that foster community involvement and address community needs, in alignment with Council's strategic directions, objectives and priorities ('**strategic priorities**').

#### 3.2 Objectives

The objectives of the CCWG Program are to:

- Increase participation levels and the quality of experience at community facilities
- Support community-led action to improve community facilities in response to need
- Provide fair, inclusive, and equitable access to funding available for capital works, and
- Ensure value of money to the community in the delivery of funded projects.

#### 3.3 Funding Priorities

Council supports the best use of the CCWG Program funds to maximise benefits for the Cardinia community. As such, Council may establish funding priorities from year-to-year for consideration in the assessment of CCWG Program applications. Any applicable funding priorities will be reviewed annually and published in the latest available version of the Program Guidelines.

#### 3.4 Eligibility

Grants provided by Council through the CCWG Program have minimum eligibility requirements set out below and published in the Program Guidelines. Any additional eligibility requirements regarding who can apply and what can be applied for under the CCWG Program and its specific funding categories will also be set out in published Program Guidelines, subject to annual review.

Applicants must meet the minimum and additional eligibility requirements to be considered for CCWG Program funding.

Only one application per Organisation/Group may be submitted per funding category within a funding round.

##### 3.4.1 Minimum eligibility requirements for applicants

Council will consider applications from:

- Incorporated not-for-profit organisations managed by a volunteer Board or Committee of Management that:
  - Have an approved and current access agreement or Joint User Agreement (JUA) with Council, or
  - Own and operate a facility for community purposes
- Committees established by Council (e.g. Community Asset Committee) or the Victorian Government (e.g. Reserve Committee of Management) to manage a Council- or Crown-owned asset, or
- Aboriginal Corporations.

Eligible applicants must:

- Have Public Liability Insurance of minimum \$20 million

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- Have an active Australian Business Number (ABN)
- Be financially solvent
- If a Council tenant, be in compliance with all requirements of the agreement in place
- Have no overdue Council grant acquittals and have successfully acquitted previous Council grants received
- Have no outstanding debts owing to Council, or have entered into a payment plan, and
- Have no active breaches under Consumer Affairs Victoria, the Australian Not-for-Profit Charities Commission, or the Australian Securities and Investment Commission, as applicable.

### **3.4.2 Minimum eligibility requirements for projects**

Projects must:

- Be located within the Cardinia Shire geographical boundaries
- For community use and benefit, and
- Have the land/building owner's written approval at the time of application

### **3.4.3 Ineligibility of applicants, and project expenses**

Council will not consider applications from:

- Individuals
- Schools, TAFEs or universities
- Hospitals
- Government departments
- Statutory Authorities
- Businesses
- Applicants with an auspice arrangement of any kind
- Applicants in receipt of an active grant under this Program, or
- Applicants that benefit from, promote or advertise gambling, particularly but not limited to electronic gaming machines (EGMs), sports betting and online gambling.

Ineligible projects

- Operating costs
- Purchase of land
- Non-fixed small equipment items
- Building and ground maintenance
- Mulch replacement
- Security systems and security cameras
- Costs unrelated to the project
- Application preparation, including professional grant writer fees, design or consultant fees.
- Projects that have already started or completed.

Council will not consider applications that:

- Are not made through the official Council application process or forms
- If the project exceeds \$70,000, the shortfall must be met by the group.
- Do not meet applicant contribution requirements, if applicable
- Propose projects that are reliant on a larger development or Major Capital Works
- Propose projects otherwise budgeted for by Council
- Propose emergency or urgent works
- Remedy of damage related to an insurance event, or
- Propose works to remedy defects from previous works completed, with or without a CCWG.



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### 3.5 Roles and Responsibilities

Key CCWG Program roles and responsibilities in the grant process are summarised in Table 1. Specific Council positions will be assigned as part of annual CCWG Program implementation planning.

In addition to specified responsibilities and aligned to high standards of probity, all roles must:

- Disclose any actual, potential or perceived conflicts of interest to the Program Owner
- Keep and maintain access to records in the grant process in accordance with Council's recordkeeping requirements.

**Table 1. Key roles and responsibilities**

| Role  | Responsibilities  |
|---|---|
| <b>Grant Contract Manager</b><br><br>NB. The Grant Officer may also fulfil the responsibilities of the Grant Contract Manager | <ul style="list-style-type: none"> <li>• Manage funding agreements in accordance with the approved CCWG Program Implementation Plan.</li> <li>• Monitor risk, compliance and performance against contractual obligations and key performance indicators.</li> <li>• Manage funding agreement finances, including budgeting, payments, recovery of funds, and Topic Expert liaison.</li> <li>• Ensure the Program Owner is immediately appraised of any risks or issues arising with a funded recipient or activity.</li> <li>• Provide information on funding agreements to the Program Owner to fulfil onward Program monitoring and reporting requirements.</li> </ul>  |
| <b>Grant Officer</b>  | <ul style="list-style-type: none"> <li>• Assist the Panel Chair with their responsibilities.</li> <li>• Update the Council website with the latest Program links.</li> <li>• Release the Grant Program Guidelines to the department-authorised system(s), website and communication channel(s).</li> <li>• Set up the application, eligibility check, and assessment forms in the department-authorised system(s), with conflict of interest declarations.</li> <li>• Open the grants in the Council-authorised system(s) and sign up the assessors.</li> <li>• Check applicant eligibility and if required, financial viability.</li> <li>• Respond to Program queries from potential applicants via Council's designated mailbox and phone number.</li> </ul> |
| <b>Grants Admin Team</b>  | Team responsible for the administration of the Community Capital Works grants program. <ul style="list-style-type: none"> <li>• Ensure documentation is administered correctly, liaisons with assessment panel.</li> </ul>  |
| <b>Liaison Officer</b>  | <ul style="list-style-type: none"> <li>• Site and topic expert that offers project advice in supporting the project proposal.</li> </ul>  |
| <b>Technical Experts</b>  | <ul style="list-style-type: none"> <li>• Officers or contractor that assists with assessment, advice, approval and inspection of projects.</li> </ul>   |
| <b>Executive Leadership Team</b>  | <ul style="list-style-type: none"> <li>• Recommend projects for Council endorsements.</li> </ul>  |

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| Role   | Responsibilities   |
|--|--|
| <b>Councillors</b>   | <ul style="list-style-type: none"> <li>Consider Officer recommendations for grants.</li> </ul>   |
| <b>Program Owner</b><br><br>NB. The Program Owner may also fulfil the responsibilities of the Panel Chair, Grant(s) Officer and/or Grant Contract Manager. | <ul style="list-style-type: none"> <li>Develop Program documentation and variations to such.</li> <li>Promote the Program and call for applications.</li> <li>Develop and hold applicant and/or assessor briefings.</li> <li>Approve appointment and replacement of the Panel Chair.</li> <li>Manage the grant process, ensuring sound probity at all times, including managing conflicts of interest.</li> <li>Ensure all required documentation is prepared and stored.</li> <li>Ensure compliance with all applicable legislation and policies.</li> <li>Engage an external probity advisor, as required.</li> <li>Engage an external consultant to evaluate the Program, as required.</li> </ul> |
| <b>Assessment Panel</b>  | Consists of variety of technical experts and site liaison officers.  |
| <b>Panel Chair</b><br><br>NB. The Panel Chair must not assess applications.  | <ul style="list-style-type: none"> <li>Establish, coordinate and provide advice to the Assessment Panel, including managing membership and facilitating meeting(s).</li> <li>Ensure Panel Members' access to and use of Council-authorised system(s) for assessments.</li> <li>Contact applicants for clarifications needed by Panel Members.</li> <li>Determine acceptance or otherwise of late applications.</li> <li>Manage the assessment process, ensuring sound probity at all times, including managing conflicts of interest.</li> <li>Develop the Assessment Panel Report.</li> </ul>   |
| <b>Panel Members</b>   | <ul style="list-style-type: none"> <li>Be available during the assessment process.</li> <li>Ensure ability to use the Council-authorised system(s) to conduct assessments.</li> <li>Assess applications in line with the assessment criteria and justify assessments with defensible scoring and comments.</li> <li>Consider Topic Expert advice received when assessing applications.</li> <li>Ensure compliance with all applicable legislation and policies.</li> <li>Participate in Assessment Panel moderation activities.</li> <li>Contribute to and endorse the Assessment Panel Report.</li> </ul>   |
| <b>Topic Experts</b>   | <ul style="list-style-type: none"> <li>Be available during the assessment process.</li> <li>Provide advice on applications relevant to their area(s) of expertise.</li> <li>Abstain from assessing or recommending applications, unless formally appointed as a Panel Member in a dual role.</li> </ul>  |
| <b>Capital Work Governance Committee</b>   | Responsible for reviewing the assessment panel recommendations prior to presenting them to Council via briefing/s and to a Council meeting for endorsement.  |

### 3.6 Transparency and accountability

- CCWG Program grant opportunities will be promoted to the community.
- CCWG Program grants approved will be published to the community.
- Program Guidelines will be developed and published with information about:

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- The grant categories available
- The application process
- Eligibility requirements as to who can apply and the types of activities and expenses that can be considered
- Assessment criteria and process
- Funding priorities
- Timelines
- General conditions that apply to grants
- Reporting and acquittal requirements
- Support available for applicants
- Recipients must enter into a funding agreement with Council.
- Variations must be requested in writing to council, variation may relate to time, value or scope. Council will notify outcome of request in writing.
- Recipients must acquit their grant to ensure that the grant received has been spent how they said it would be spent and in accordance with this Policy, the published Program Guidelines, and the funding agreement entered into.

### **3.6.1 Fairness and equity**

- Council will ensure that grants are equitably available to the community in a manner consistent with Council's strategic priorities.
- Available grants will be widely promoted to the community using multiple channels.
- All applications will be considered using the Policy eligibility requirements and assessment criteria set out in published Program Guidelines.
- Applicants and recipients must demonstrate that their activity is made available to the community without discrimination on the basis of access, equity, and human rights and responsibilities.

### **3.6.2 Conflict of interest management**

- In line with expected conduct standards for Councillors and Council officers, Council will proactively manage actual, potential or perceived conflicts of interest when assessing, making recommendations, and deciding on applications.
- Any Council employee, community representative or other external contributor involved in assessing or making recommendations on applications will be required to sign a Conflict of Interest Declaration before engaging in their responsibilities under the CCWG Program. Any disclosed conflict will be registered and managed consistent with Council's Governance policies and procedures.
- Councillors will be subject to standing conflict of interest declaration and management processes where recommendations are presented to a meeting of Council for decision, in accordance with policies and procedures set by Council's Governance Unit.

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### **3.6.3 Confidentiality management**

- Notwithstanding Council's commitment to transparency, some information collected, developed and held in relation to applications, applicants, recipients, and acquittals, needs to remain confidential to uphold grants process integrity.
- Council will use appropriate systems and procedures, including access permissions and controls, to ensure the security and disposal of grants information.
- Information about grants will only be shared on a need-to-know basis with time limits imposed to access certain information, as appropriate.
- Any person involved in assessing, making recommendations, and deciding on applications or otherwise having access to grants-related information will be subject to Council's conduct requirements for handling Council information.

### **3.7 Budget**

Council allocates CCWG Program annual budget through Council's annual budget planning process. Review of Council's allocated grants budget to determine appropriate funding levels will be conducted as part of next scheduled Policy review, or as otherwise directed.

Council will reserve the right to target funding to areas that align with its strategic priorities and other identified needs ('**funding priorities**'). The community will be notified of such preferences through published Program Guidelines.

### **3.8 Relationship to Council's Community Infrastructure Program**

Council's Community Infrastructure Plan guides the planning and delivery of community infrastructure required to accommodate services required for the growing and changing population of Cardinia Shire.

The CCWG Program provides a mechanism to support the objectives of this plan, with a focus on minor capital projects and equipment. When assessing a CCWG Program application, Council may consider the data and priorities that support this plan. Consideration may also be given as to whether a proposed activity is indicated for budget commitment through other avenues of Council and/or any other funding source(s).

### **3.9 Relationship to Other Funding Programs**

Where appropriate, Council at its discretion may:

- Transfer or delegate a funding request to another Council program for consideration, or
- When assessing an application, consider and advise an applicant of alternative means of funding or in-kind support that may be better suited for the nature of the application submitted. This support may be within or external to Council.

### **3.10 Review and Evaluation**

Council will review this policy every two years. The next review of this policy is scheduled for completion by July 2027.

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact.

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## 4. Compliance

In addition to the terms and conditions that apply to successful applicants, the following conditions apply to CCWGP grants and are consistent with all other Council grants and funding:

- When an organisation or individual accepts a grant by signing a funding agreement, it means that they accept the terms and conditions outlined in that funding agreement.
- All activities are to be completed within the timeframe allocated in the Program Guidelines.
- Proof of progress and/or completion, as applicable, must be provided to Council prior to payments being processed by Council.
- 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.

## 5. Complaints

Formal complaints regarding the CCWGP or its grant processes are to be made via the relevant mailbox outlined in the Program Guidelines. Council representatives must ensure that complaints received are handled in a manner consistent with Council's Complaints Policy.

## 6. Related Documents

| Document Type   | Title  |
|---|--|
| <b>Applicable Legislation, Regulations, and Standards</b> | <ul style="list-style-type: none"> <li>• Associations Incorporation Reform Act 2012 (Vic)</li> <li>• Australian Standard AS 8000</li> <li>• Charities Act 2013 (Cth)</li> <li>• Charter of Human Rights and Responsibilities 2006</li> <li>• Corporations Act 2001 (Cth)</li> <li>• Equal Opportunity Act 2010 (Vic)</li> <li>• Gender Equality Act 2020 (Vic)</li> <li>• Local Government Act 2020 (Vic)</li> <li>• Privacy and Data Protection Act 2014 (Vic)</li> <li>• Occupational Health and Safety Act 2004 (Vic)</li> <li>• Privacy Act 1988 (Vic)</li> <li>• Privacy and Data Protection Act 2014 (Vic)</li> <li>• Racial and Religious Tolerance Act 2001 (Vic)</li> </ul> |
| <b>Council Plans, Policies and Strategies</b>             | <ul style="list-style-type: none"> <li>• Active Cardinia Strategy</li> <li>• Building and Facilities Maintenance Policy</li> <li>• Community Infrastructure Plan</li> <li>• Community Capital Works Grants Program:               <ul style="list-style-type: none"> <li>◦ Program Guidelines</li> </ul> </li> <li>• Community Vision 2040</li> <li>• Complaints Policy</li> <li>• Council Plan 2021-2025</li> <li>• Councillor Code of Conduct</li> <li>• Election Caretaker Period Policy</li> <li>• Employee Code of Conduct</li> <li>• Fraud Control and Prevention Policy</li> <li>• Liveability Plan</li> <li>• Risk Management Framework</li> </ul>                           |

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

## 7. Glossary of Terms

| Term                            | Interpretation   |
|---------------------------------|--|
| <b>Activity</b>                 | A project comprising works or equipment that is the subject of a CCWG Program application or grant.  |
| <b>Acquittal</b>                | Information provided by a recipient that ensures that funds have been spent and administered in line with the terms and conditions of the grant.   |
| <b>Applicant</b>                | An organisation who applies for a CCWG Program grant.  |
| <b>Application</b>              | The formal documented request for a grant submitted by an applicant, typically in response to a set of questions and information requested.  |
| <b>Auspice</b>                  | An agreement where one organisation agrees to apply for and manage a grant on behalf of another organisation. The auspice is typically responsible for financial and acquittal requirements.   |
| <b>CCWG Program</b>             | Cardinia Community Capital Works Grants Program.   |
| <b>Essential equipment</b>      | In the context of this Policy, includes any equipment purchases for community facilities or reserves that are necessary to maintain and enhance the functionality, accessibility or usability for users.   |
| <b>Funding agreement</b>        | Sets out the general terms and conditions, additional terms and conditions and schedules relevant to the funded activity.  |
| <b>Grant</b>                    | Money given to organisations or individuals for a specified purpose that is consistent with and helps achieve priority objectives and outcomes of both Council and the organisation or individual under the CCWG Program.  |
| <b>Grant category</b>           | Refers to a specific offering under a grant stream. At times, they may have further specified objectives.  |
| <b>Incorporated association</b> | Incorporated under the <i>Associations Incorporation Reform Act 2012</i> (Vic).  |
| <b>Major capital works</b>      | In the context of this Policy, includes any works to buildings or grounds assets where: <ul style="list-style-type: none"> <li>• The value of the works is more than that assigned to Minor Capital Works, and/or</li> <li>• Council has already committed budget for the works in Council's forward Capital Works Program.</li> </ul> |
| <b>Minor capital works</b>      | In the context of this Policy, includes any works to buildings or grounds assets where: <ul style="list-style-type: none"> <li>• Where the value of the works is up to \$70,000., and</li> <li>• The scope of works is limited to one-off new, extension, or improvement works to buildings or grounds assets.</li> </ul>              |
| <b>Organisation</b>             | An entity consisting of a group of people that has a shared purpose and carries out activities in support of the shared purpose. In context of this Policy, it includes community groups and clubs.  |
| <b>Program</b>                  | Cardinia Community Capital Works Grants Program.   |
| <b>Recipient</b>                | An organisation who receives a grant.  |
| <b>Strategic priorities</b>     | Collective term referring to Council's strategic directions, objectives and priorities as set out in the Council Plan and supporting plans, policies and strategies.   |

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

## Appendix A: Community Capital Works Grants Program – Categories Overview

| CCWG Program category      | Category 1:<br>Minor Capital Works  | Category 2:<br>Essential Equipment  |
|----------------------------|---|---|
| What is funded             | Minor capital improvements or upgrades for community facilities that enhance the functionality, accessibility or usability for users  | Essential equipment purchases for community facilities or reserves that are necessary to maintain and enhance the functionality, accessibility or usability for users |
| Maximum total project cost | \$70,000 (including GST)  |   |
| Funding available          | Up to \$35,000 (excluding GST)  |   |
| Contribution requirement   | <ul style="list-style-type: none"> <li>No applicant contribution required if the total project cost is up to \$5,000 (including GST)</li> <li>Cash applicant contribution of 50% required if the total project cost is above \$5,000 (including GST)</li> </ul> |   |
| Delivery responsibility    | Fully delivered by the grant recipient  |   |
| Frequency offered          | Annually  |   |
| Application process        | Two-stage process: <ol style="list-style-type: none"> <li>Project Proposal</li> <li>Detailed Grant Application</li> </ol>   | Two-stage process: <ol style="list-style-type: none"> <li>Project Proposal</li> <li>Detailed Grant Application</li> </ol>   |
| Assessment process         | Council officer assessment and recommendation<br>Approved by Councillors at a meeting of Council  |   |
| Reporting                  | Progress report and/or site inspection (as required) and Acquittal Report on project completion   |   |
| Contract type              | Funding Agreement   |   |

Cardinia Shire Council



# Community Capital Works Grants Program Guidelines

These Program Guidelines provide applicants with information about the Community Capital Works Grants Program including the grants available, the application and assessment process, key timelines, and requirements for successful applicants.

June 2025






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## Contact Us

If you are interested in applying for a grant or would like more information about the Community Capital Works Grants Program, please contact us:

 1300 787 624

 [ccwg@cardinia.vic.gov.au](mailto:ccwg@cardinia.vic.gov.au)

 [www.cardinia.vic.gov.au](http://www.cardinia.vic.gov.au)

## Accessibility

### National Relay Service

The National Relay Services (NRS) is a free Australia-wide telephone access service. If you are deaf, have a hearing or speech impairment or you use TTY or a computer with a modem, you can contact us through the NRS.

**TTY users:** call [133 677](tel:133677) and ask for 1300 787 624.

**Speak and Listen (speech-to-speech relay) users:** call [1300 555 727](tel:1300555727) and ask for 1300 787 624.

**Internet relay users:** [connect to the NRS](#) and ask for 1300 787 624.

### If you don't speak English or it is not your first language

If you don't speak English or it is not your first language, to read these Program Guidelines you can:

- translate the Program Guidelines online using Google Translate
- come into our customer service centre at 20 Sliding Avenue, Officer with a Victorian Interpreter Card, or
- use our new Multilingual Information Line Service (MILS).

For full details about accessing translating and interpreting services available, please visit the Cardinia Shire Council website at: [www.cardinia.vic.gov.au/translate](http://www.cardinia.vic.gov.au/translate)



## Community Information Sessions

The Connected Communities Team will hold multiple information sessions about the Community Capital Works Grants Program Information sessions for interested community members

Session details will be advertised on the Cardinia Shire Council website at: [www.cardinia.vic.gov.au/community-capital-works-grants](http://www.cardinia.vic.gov.au/community-capital-works-grants)

## About the Community Capital Works Grants Program

The Community Capital Works Grants Program helps to improve and enhance community facilities, fostering community involvement, inclusivity, and engagement in response to community needs.

The Program is offered under the Community Capital Works Grants Policy. It advances the strategic priorities of the Council Plan and supports commitments under related plans, strategies, and policies, such as the Liveability Plan, Active Cardinia Strategy and the Community Infrastructure Plan. These can be found on our website:

[www.cardinia.vic.gov.au/directory/16/plans\\_strategies\\_and\\_policies](http://www.cardinia.vic.gov.au/directory/16/plans_strategies_and_policies)

## Objectives

The objectives of the Community Capital Works Grants Program are to:

- Increase participation levels and the quality of experience at community facilities
- Support community-led action to improve community facilities in response to need
- Provide fair, inclusive, and equitable access to funding available for capital works, and
- Ensure value of money to the community in the delivery of funded activities.

## Funding Priorities

Applications that meet one or more of the Funding Priorities, will score higher in the assessment process:

- Projects that align with the Cardinia Shire Council Liveability Plan  
The [Liveability Plan](https://www.cardinia.vic.gov.au/info/20031/liveability_health_and_wellbeing/985/our_liveability_plan) and related resources can be found on our website:  
[https://www.cardinia.vic.gov.au/info/20031/liveability\\_health\\_and\\_wellbeing/985/our\\_liveability\\_plan](https://www.cardinia.vic.gov.au/info/20031/liveability_health_and_wellbeing/985/our_liveability_plan)
- Support environmentally sustainable outcomes
- Support accessibility outcomes
- Support gender impact projects
- Project aligns with the group or site's strategic plan
- Submitted by applicants who have not been awarded a CCWG in the last two financial years
- Designated for community facilities that are not planned for major capital works funding in the upcoming two financial years.



We are always here to help. If you have any questions, please contact the Community Capital Works Grants Officer on 1300 787 624 or email [ccwg@cardinia.vic.gov.au](mailto:ccwg@cardinia.vic.gov.au)

## Funding Categories

There are two funding categories in the Community Capital Works Grants Program:

- Minor Capital Works, and
- Essential Equipment

### Minor Capital Works

These grants can be used to deliver minor capital improvements or upgrades to community facilities that enhance functionality, accessibility, or usability for users.

**Amount:** Up to \$35,000

#### Examples include:

- Small building modifications
- External and internal lighting
- Court resurfacing
- Drinking fountains
- Electronic scoreboards
- Coaches' boxes
- Sports practice and behind goal nets and MUGA improvements
- Fencing
- Environmental upgrades (e.g. LED lighting, water tanks)
- Sports goal infrastructure
- Electric heating and cooling systems, ceiling fans
- Landscaping infrastructure (e.g. Retaining wall, steps, wheel stops, seating etc)
- Outdoor tables and seating (fixed)
- Path networks
- Shade structures
- Storage
- Accessibility features (ramp to replace stairs, handrails, widening of doorframes)
- Change room/bathroom upgrades
- Kitchen upgrade
- Solar panels and/or batteries
- Double glazed windows, insulation & draught proofing
- Conversion to electric water heaters

### Essential Equipment

These grants can be used to purchase major equipment for community facilities or reserves that are necessary to maintain and enhance functionality, accessibility, or usability for users. One application per equipment type per grant round. Any equipment purchased under this grant will belong to the asset and must remain onsite and be accessible to all facility users.

**Amount:** Up to \$35,000

#### Examples include:

- Tables and chairs (not fixed)
- Indoor audiovisual equipment
- Shelving
- Portable scoreboard
- Ground, court or building maintenance equipment
- Netball/basketball posts, soccer goals & nets, tennis nets etc

### Program Budget Allocation

The Council budget allocation for the CCWG program covers both grant categories:

- 70% to Minor capital projects
- 30% to Essential equipment projects

## Project Cost and Contribution Requirements

### Maximum Total Project Cost

These grants can only consider applications up to the maximum total project cost of \$70,000 (including GST). If you have an idea for a project that is over this amount please contact us on 1300 787 624 or email [ccwg@cardinia.vic.gov.au](mailto:ccwg@cardinia.vic.gov.au)

### Applicant Contribution

Applicant contribution requirements are based on total project cost.

#### Up to \$5,000 (including GST) total project cost

No applicant contribution is required

#### More than \$5,000 (including GST) total project cost

Applicant contribution of 50% cash towards the total project cost is required.

Please note that while you can include in-kind support (e.g. volunteer labour, donated materials, etc.) in your application budget, in-kind support cannot count towards an applicant contribution.

## Eligibility Criteria

### Who Can Apply

#### Organisations, groups, and clubs

- Incorporated not-for-profit organisations managed by a volunteer Board or Committee of Management that:
  - Have an approved access agreement, Joint User Agreement (JUA) or signed Lease or Licence with Council
  - Own and operate a facility for community purposes (e.g. Neighbourhood House, Men's Shed, Aboriginal Corporations)
- Committees established by Council to manage a Council owned asset (e.g. Community Asset Committee – Hall committee, Sporting committee, Ground committee)
- Committees established by the Victorian Government to manage a Crown-owned asset (e.g. Reserve Committee of Management)
- Council Early Years facilities

#### Eligible applicants must:

- Have Public Liability Insurance of minimum \$20 million
- Have an active Australian Business Number (ABN)
- Be financially solvent and provide bank statements to validate financial status
- If a Council tenant, be in compliance with all requirements of the agreement in place
- Have no overdue Council grant acquittals and have successfully acquitted previous Council grants received
- Have no outstanding debts owing to Council, or have entered into a payment plan, and
- Have no active breaches under Consumer Affairs Victoria, the Australian Not-for-Profit Charities Commission, or the Australian Securities and Investment Commission, as applicable.

Only **one application** per Organisation/Group/Club may be submitted **per funding category** within a funding round.

### Who Can't Apply

#### Council will not consider applications from:

- Individuals
- Schools, TAFEs, or universities
- Hospitals
- Government departments
- Statutory Authorities
- Businesses
- Privately owned assets
- Places of worship
- Applicants with an auspice arrangement of any kind
- Applicants in receipt of an active grant under this Program, or
- Applicants that benefit from, promote or advertise gambling, particularly but not limited to electronic gaming machines (EGMs), sports betting and online gambling

### What Can Be Funded

#### Council will consider applications for projects that are:

- Located within the Cardinia Shire geographical boundaries
- For community use and benefit, and if for Minor Capital Works, provide evidence of the land/building owner's written approval
- Projects that can be completed within ten months

For project examples please refer to the lists under Funding Categories on page 3

### What Can't Be Funded

#### Council will not consider support for expenses for:

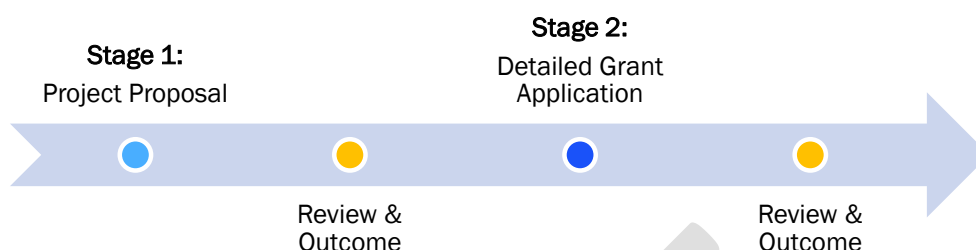
- Projects based outside of Cardinia Shire
- Projects that do not align with Councils strategic documents
- Maintenance or operating costs
- Purchase of land
- Non-fixed small equipment items (e.g. kettles, toasters, microwaves)
- Office equipment & consumables
- Drainage (road and building)
- Driveway maintenance
- Light switches and surge protectors
- Playground maintenance and mulch replacement
- Replacement of internal blinds
- Security systems and security cameras
- Costs unrelated to the project
- Application preparation, including professional grant writer fees, incurred prior to application submission or due if the application is successful
- Projects that have already started or completed

#### Council will not consider applications that:

- Are incomplete or submitted after the published closing date and time
- Are not made through the official Council application process or forms
- Exceed the maximum funding amount available or total project cost allowed
- Do not meet applicant contribution requirements, if applicable
- Do not meet industry standards
- Propose activities that form part of a larger development or Major Capital Works
- Propose activities otherwise budgeted for by Council
- Propose emergency works or remedy of damage related to an insurance event
- Remedy defects from previous works completed

## Application Process

Applications for funding under the Minor Capital Works and Essential Equipment categories are made in two stages:



### Stage 1: Project Proposal

Interested applicants are invited to submit a basic Project Proposal which outlines the project idea and key details.

Project Proposals are then reviewed by the Capital Works Grants Officer together with relevant Council Officers and Council technical experts to check eligibility and the feasibility of the project. If the Project Proposal is supported in principle and deemed eligible, the applicant will be invited to submit a Detailed Grant Application (Stage 2).

Should a Project Proposal not advance beyond Stage 1, Council Officers can provide feedback from the review and guidance on alternative funding opportunities or assist with preparation for future Community Capital Works grant rounds.

### Stage 2: Detailed Grant Application

Successful applicants from Stage 1 are invited to submit a Detailed Grant Application with full details of the project.

Please note that an invitation to submit a detailed grant application does not guarantee funding. Applications will be evaluated by an assessment panel consisting of Council Officers and Council technical experts. Each application is assessed against a set criteria and discussed by the assessment panel. Once agreement is reached by the assessment panel, the outcomes are presented to Council's Executive Leadership Team, Council Briefing and then Council Meeting for Council endorsement.

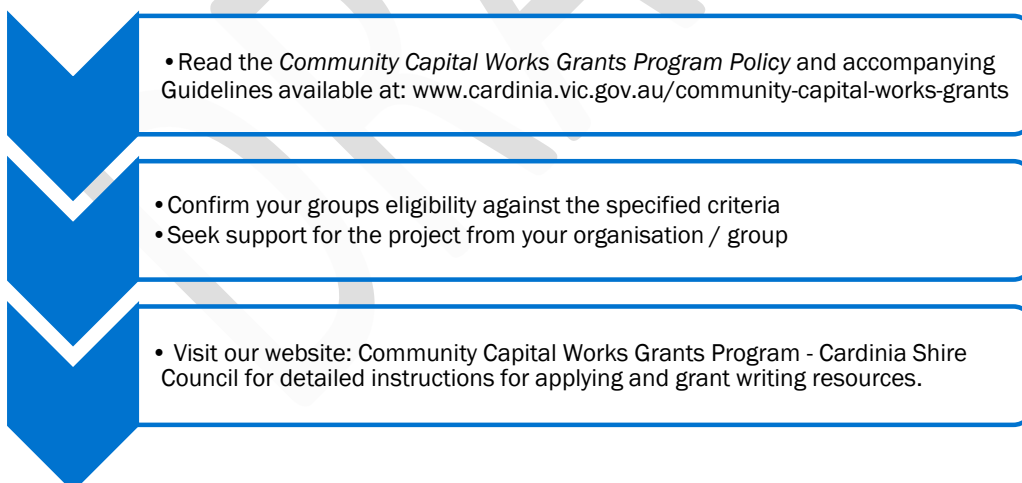
## Key Dates

Both the Program Proposal and Detailed Grant Application stages have closing dates – **Late or incomplete applications will not be accepted per the eligibility requirements.**

| Activity   | When   |
|--|--|
| Applications for Stage 1: Project Proposals open for the 2026/2027 round | Tuesday 30 September 2025  |
| Grants Information sessions held   | October – December<br>Session details will be advertised on the Cardinia Shire Council website at: |

| Activity  | When   |
|---|--|
|   | <a href="http://www.cardinia.vic.gov.au/community-capital-works-grants">www.cardinia.vic.gov.au/community-capital-works-grants</a> |
| Stage 1: Project Proposal closes  | Tuesday 27 January 2026 at 12:00pm   |
| Applicants of Stage 1 notified of outcome<br>If successful, an invitation to proceed to Stage 2:<br>Detailed Grant Application sent out | October 2025 – January 2026  |
| Stage 2: Detailed Grant Application closes  | Tuesday 17 March 2026 at 12:00pm   |
| Detailed Grant Applications evaluated by assessment panel   | Mid-March – Early April 2026   |
| Notification of Detailed Grant Application outcomes   | July 2026  |
| Successful applicants notified of funding agreement and grant conditions. Execution of funding agreement                                | July 2026  |
| Implementation of funded projects   | Until Thursday 28 May 2026   |

## How to Apply



Council uses SmartyGrants, an online grants platform to manage all stages of the application process. If you do not already have a SmartyGrants account, you will need to create one.

If you need help using the SmartyGrants platform you can contact the Community Capital Works Grants Officer for support – Ph: 1300 787 624 or email [ccwg@cardinia.vic.gov.au](mailto:ccwg@cardinia.vic.gov.au)



### Information required for an application

You should be prepared to provide detailed information about:

- Your organisation and its core activities
- Your proposed project and objectives
- The demonstrated need for the project and anticipated benefits
- Project delivery approach and timeline
- A complete project budget

Supporting documents may include:

- Certificate of Incorporation
- Insurance Certificate of Currency
- Site maps, plans, or drawings
- Supplier quotes or cost estimates



If you have any questions about the application process, please contact the Community Capital Works Grants Officer on 1300 787 624 or email us at: [ccwg@cardinia.vic.gov.au](mailto:ccwg@cardinia.vic.gov.au)

### How Applications are Assessed

Project Proposals will be reviewed by the Capital Works Grants Officer together with relevant Council Officers and Council technical experts.

If the Project Proposal is supported in principle and deemed eligible, the applicant will be invited to submit a Detailed application.

Detailed applications will be assessed by a panel of Council Officers using the criteria listed below and funding is awarded based on merit and information provided in the application.

| Criterion                | % of Score | Key Considerations  |
|--------------------------|------------|---|
| Benefit/Potential Impact | 30%        | The extent to which the project: <ul style="list-style-type: none"> <li>• Achieves the Program objectives</li> <li>• Demonstrates evidence of need</li> <li>• Will benefit the community, especially priority cohorts</li> <li>• Benefits can be sustained</li> </ul>   |
| Priority                 | 10%        | The extent to which the project meets the funding priorities <ul style="list-style-type: none"> <li>• Accessibility</li> <li>• Sustainability</li> <li>• Gender Impact</li> <li>• Alignment to Council Strategies</li> <li>• Awarded a CCWG in the last two financial years</li> <li>• Capital works funding in the upcoming two financial years</li> </ul> |
| How/Strategic planning   | 25%        | The extent to which the project: <ul style="list-style-type: none"> <li>• Is ready to proceed</li> <li>• Is supported by a clear plan and realistic timeframes</li> </ul>   |

| Criterion             | % of Score | Key Considerations  |
|-----------------------|------------|---|
|                       |            | <ul style="list-style-type: none"> <li>• Presents solutions that suitably address the need</li> <li>• Represents value for money</li> </ul>   |
| Capacity & Capability | 20%        | The extent to which the applicant: <ul style="list-style-type: none"> <li>• Has suitable experience and skills for the project</li> <li>• Has considered potential risks and demonstrated mitigation strategies</li> <li>• Clear understanding of the project scope and legislative requirements</li> </ul>   |
| Budget                | 15%        | The project application and applicant: <ul style="list-style-type: none"> <li>• Is financially solvent and operationally stable</li> <li>• Is based on sound cost estimates</li> <li>• Provide quotes that are market competitive and reasonable</li> <li>• Gives due consideration to all potential costs</li> <li>• Meets any applicant contribution requirement</li> </ul> |

### Notification of application outcome

All applicants will be notified in writing of the outcome of their application. Unsuccessful applicants can seek feedback from Council in relation to funding outcomes and assessment panel decisions.



## If Your Grant Application is Successful

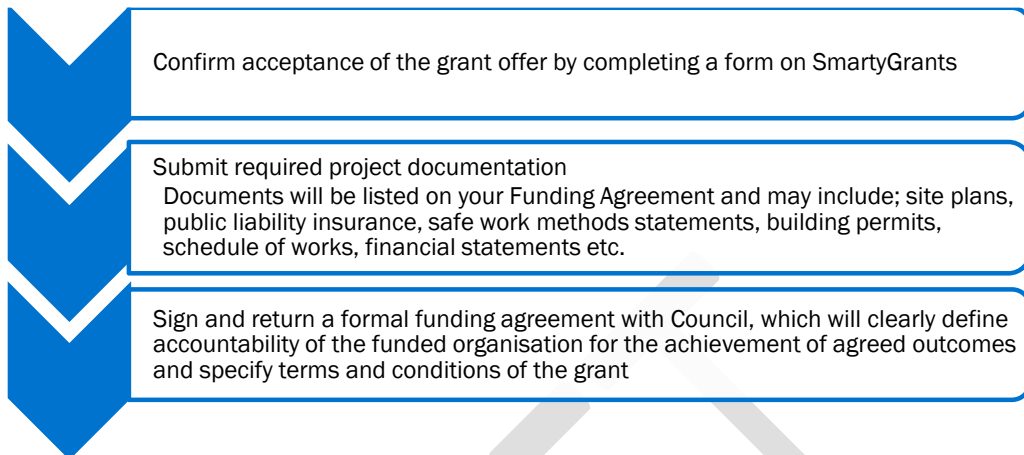
### Funding Agreement

All successful applicants are required to enter into a funding agreement with Council. The funding agreement will outline the terms and conditions under which the grant funds will be made available.

No activity or expenditure on the project can commence until the funding agreement is executed. Funding agreements can only be executed by authorised officers of your organisation (e.g. Committee member etc.). Once the completed funding agreement has been received by council it will be countersigned by a duly authorised Council Officer and a copy will be provided to you.

### Prior to Commencing Work on the project

Successful applicants will need to follow these steps prior to commencing work on the project:



### Legislation

As part of the funding agreement, successful applicants will need to comply with all relevant Council, State Government and Commonwealth Government legislation and standards, including any applicable building regulations, standards, and codes.

### Payments

Council will release funding in accordance with the funding agreement and once the funding agreement is signed and a valid invoice is received for processing

Payments for any new grant funding will not be released until:

- Any overdue debts to Council have been paid against a payment plan
- An up-to-date Certificate of Currency (for Public Liability Insurance is provided to Council
- For Minor Capital Works, even if your application is approved, until all appropriate permits and approvals are in place.

### Funding Variation

Successful applicants need to deliver their project in accordance with the terms and conditions outlined in their funding agreement. A change to the project being delivered will require a variation request to Council. If the project changes, you will need to contact Council through the contact person in the funding agreement to discuss the proposed changes as early as possible. Failure to do so may result in withdrawal of the grant.

### Project Completion & Evaluation

Once your project is complete, you will be required to undertake a project evaluation. You will be asked to provide the following information:

- If the project was delivered in line with what was outlined in your application
- What the final achievements or results were

- What impact is the project now having and what you expect the long-term impacts to be
- Who has benefited from the project
- Learnings from the project
- Pictures of the completed project
- Demonstrated alignment with Councils strategic plans

### **Funding Acquittal and Audit**

Successful applicants will need to keep records of how the grant monies have been spent and provide copies of receipts and a report to Council detailing the activities and outcomes of the project (acquittal), in line with the terms and conditions of the funding agreement.

Successful applicants must comply with requested Council Officer visits or requests for an audit on the funded activity.

### **Tips for a successful application**

- Utilise the CCWG Program toolkit available at [www.cardinia.vic.gov.au/community-capital-works-grants](http://www.cardinia.vic.gov.au/community-capital-works-grants). The toolkit contains checklists, grant writing tip information and SmartyGrants work instructions
- Save your application on a regular basis in SmartGrants
- Ensure uploaded files have been saved
- Double check your application carefully before submitting

### **Need more help?**

For more information and to provide feedback about the Community Capital Works Grants Program, please contact Cardinia Shire Council – Connected Communities Team.



1300 787 624



[CCWG@cardinia.vic.gov.au](mailto:CCWG@cardinia.vic.gov.au)



[www.cardinia.vic.gov.au](http://www.cardinia.vic.gov.au)

## 7.4 Financial Reports

### 7.4.1 CAPITAL WORKS REPORT AUGUST 2025

|                         |   |
|-------------------------|---|
| Responsible GM:         | James Kelly   |
| Author:                 | Maria Fletcher  |
| Staff Disclosure:       | All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.  |
| Council Plan Reference: | <p><b>2.1 We support the creation of liveable spaces and places</b></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><b>5.1 We practise responsible leadership</b></p> <p>5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.</p> |

### Recommendation

That Council:

1. receives and notes the performance report for the FY24/25 Capital Plan
2. approves carry forward of \$3,072,879 from the FY24/25 Capital Plan for completion in the FY25/26 Capital plan, as set out in Appendix 1
3. notes the following in-year adjustments of the FY25/26 Capital Plan
  - a. delivery of Koo Wee Rup netball court refurbishment and lighting replacement
  - b. design of Officer South Road
  - c. changes to child projects in the Sealed Road and Road Pavement renewal programs

### Executive Summary

The purpose of this report is to:

- provide Council with an update on the performance of the capital works program completed in FY24/25
- to request approval to carry forward 28 projects into FY25/26 for completion
- to update Council on in-year adjustments made to the FY25/26 capital plan.

### Discussion

#### Koo Wee Rup netball court refurbishment and lighting replacement

In the June 2025 Council meeting, Council passed a resolution 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. An in-year adjustment has been made to the FY25/26 capital plan to include this project for delivery within the financial year.

Following the June Council meeting, Officers have met with Sport & Recreation Victoria (SRV), who have verbally advised SRV will provide a grant of \$275,000 to Council in support of this project. In addition, the Southside Racing club has advised they will provide \$20,000 funding

to the project. Officers are working with the club to get written confirmation of this commitment.

Officers have commenced the process to get landowner consent for DEECA for the works, which can take up to 12 weeks to be granted. Once landowner consent is granted and a signed funding agreement has been executed with SRV, the project can proceed to tender. Officers will be aiming to commence construction in January 2026, with construction expected to take 12 weeks.

| <b>KWR Netball Court refurbishment and lighting replacement</b> |                  |
|---|------------------|
| Total project budget  | \$1,120,000      |
| SRV grant   | \$275,000        |
| Southside Racing grant  | \$20,000         |
| <b>Council cash contribution</b>                                | <b>\$825,000</b> |

#### **Officer South Road**

Design for Officer South Road was planned for delivery in FY26/27. However, Development Victoria is currently developing the pipe works for the Melbourne Water drainage scheme, which will pass through Officer South Road. Commencing design now will improve co-ordination with the Melbourne Water works and achieve a more optimised design that will avoid duplications/clashes or potential throw-away works. Therefore, the design for Officer South Road has been brought forward into FY25/26 as an in-year adjustment and the works are fully funded by DCP funds. There is no change to the planned construction dates, which remain due to commence in FY27/28.

#### **Renewal program updates**

As part of capital planning process, the Asset Management, Depot Operations and Community Infrastructure teams carried out field verification of the roads planned for delivery under the Road Pavement renewal and Sealed Road resurfacing programs. The list of changes is in Attachment 2.

Based on the field data, Asset Management has provided a reprioritised list of roads to be delivered in FY25/26. The reprioritisation of the Sealed Road resurfacing program is based on appropriate timing for resurfacing to optimise effective useful life.

The Road Pavement renewal program identified locations with hazardous failures on 100kph roads needing prioritised rehabilitation to mitigate risk to motorists and maintenance burden. The roads deferred to future years were reassessed as lower speed local roads which poses a lower risk to motorists.

#### **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**

Attachment 1 is the Capital Works Report for August 2025, including the requested carry forwards for approval by Council.

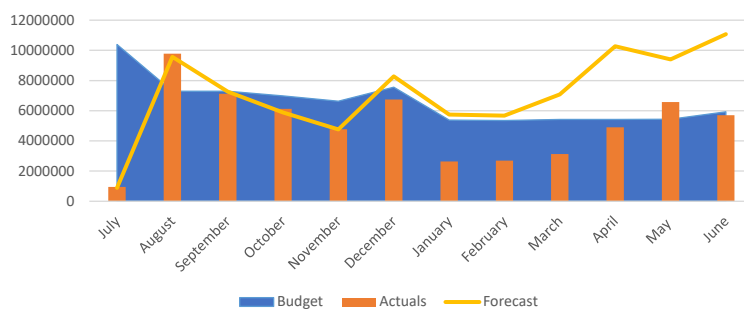
Attachment 2 is the list of changes to the Sealed Road Resurfacing and Road Pavement renewal programs.

1. Attachment 1 - Capital Works Report Q 4 F Y 2425 [7.4.1.1 - 4 pages]
2. Attachment 2 - Revised road programs F Y 2526 [7.4.1.2 - 6 pages]

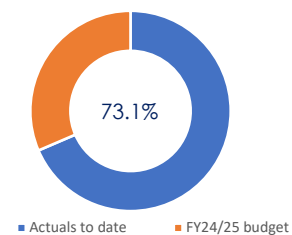
### FY24/25 Capital Works full year report

|   | Number of projects | Council cash/<br>borrowing | Value                |
|---|--------------------|----------------------------|----------------------|
| Adopted budget  | 286                | \$ 41,603,000              | \$ 61,528,000        |
| Approved carry forwards from FY23/24  | 53                 | \$ 26,221,098              | \$ 27,683,098        |
|   |                    |                            | <b>\$ 89,211,098</b> |
| <i>Projects deferred to future years (phased into the appropriate year in the FY25/26 draft capital plan)</i> |                    |                            |                      |
|   | 17                 | \$                         | 15,859,659           |
| <b>Working budget at 30 June 2025</b>   | <b>356</b>         | <b>\$ 67,824,098</b>       | <b>\$ 73,351,439</b> |
|   |                    |                            |                      |
| Requested to carry forward to FY25/26   | 28                 | \$ 2,550,258               | \$ 3,072,879         |
| FY24/25 underspend  |                    |                            | \$ 5,032,560         |
| <b>Total capital expenditure in FY24/25</b>   |                    |                            | <b>\$ 65,246,990</b> |

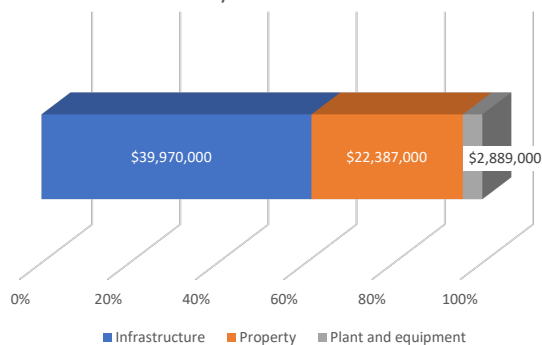
FY24/25 capital performance against budget



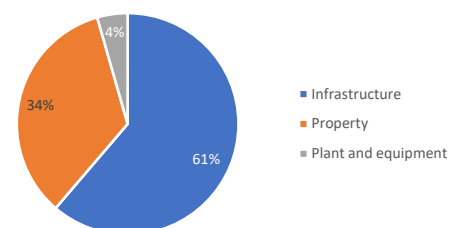
FY24/25 capital expenditure against budget



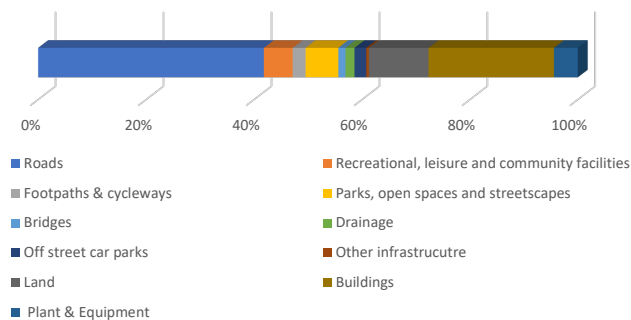
FY24/25 capital expenditure by asset class



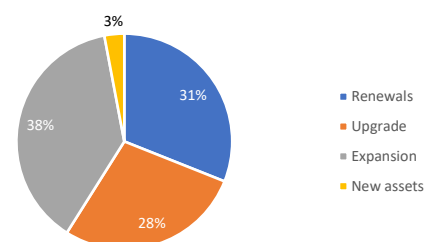
FY24/25 capital expenditure by asset class



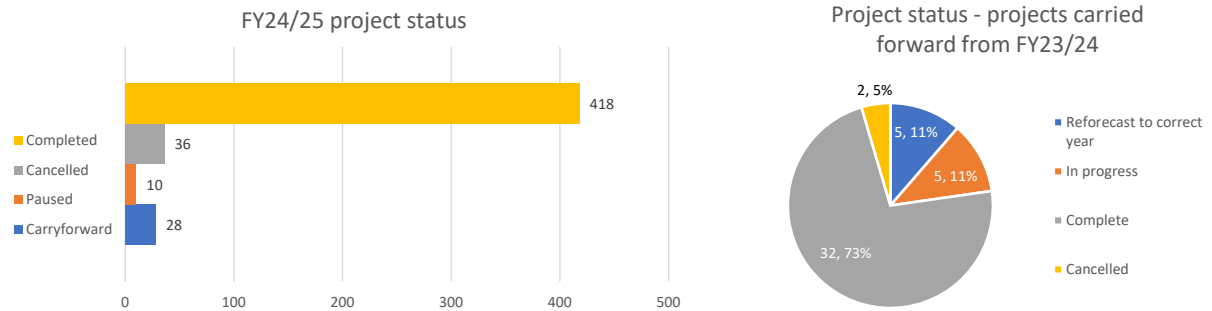
FY24/25 capital expenditure by detailed asset class



FY24/25 capital expenditure by type of capital

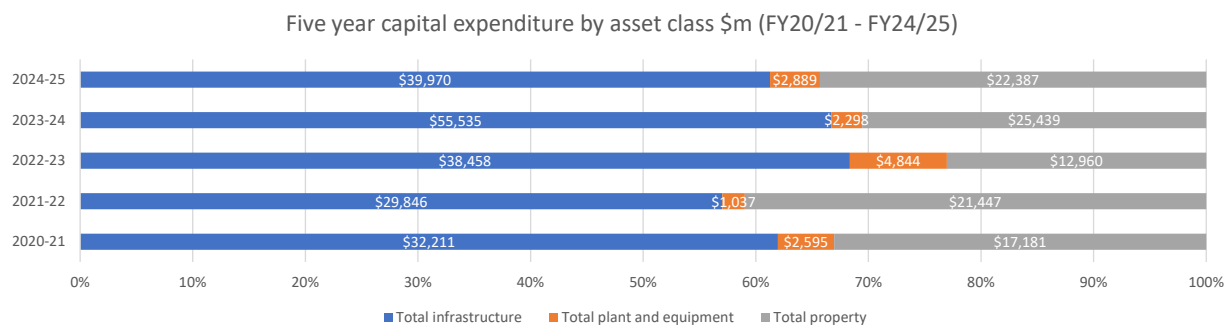
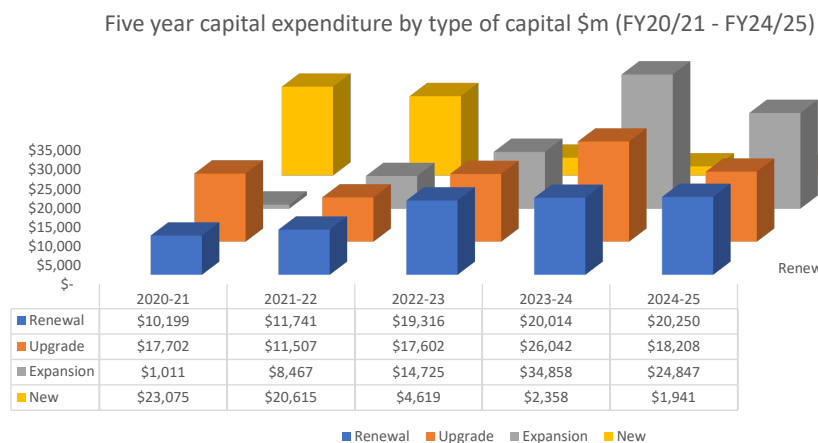
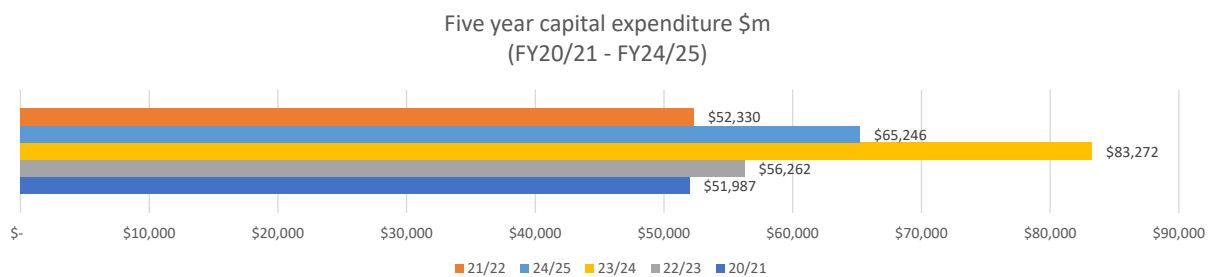






**Carried forward projects that are still in progress:**

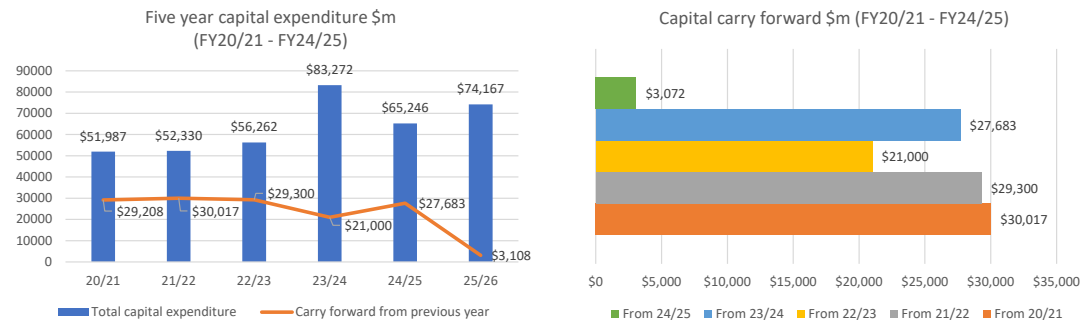
- Booking and Ticketing System project - delayed due to resourcing
- Website transformation - delayed during scoping and procurement phase
- Lang Lang public art - delayed as a change of location was required
- Emerald Lake Park signage and investigation works - projects were not confirmed until April 2025



**CARRY FORWARD**

Capital carry forward is the process for carrying unused capital funds from one year the next.

Over the past five years, an average of \$27.4m of capital works has been carried forward year on year. In the same period, average annual capital delivery was \$61.8m, meaning that 44% of works delivered was completion of work from previous years.



As part of our focus on financial sustainability, our goal is to reduce capital carry forwards as much as possible, in favour of setting out a deliverable capital plan that provides transparency to Councillors and sets clear expectations for the community of the works that are expected to be delivered throughout the financial year.

In developing the FY25/26 capital plan, we proactively assessed the FY24/25 capital program to identify any projects where the budgeted works were not deliverable within the financial year. We then rephased these works into appropriate delivery year of the FY25/26 capital plan. In some instances, this meant separating larger programs into their deliverable components, making it clearer the specific projects that will be delivered in the relevant year.

**Works rephased into the appropriate delivery year of the capital plan****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                        | \$ 4,500,000 | Works scheduled in FY26/27 and FY27/28    |
| Upper Beaconsfield Recreation Pavilion    | \$ 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 Community Hub | \$ 700,000   | Construction will be completed in FY25/26 |

**Parks and open space**

|  |            |   |
|--|------------|---|
| Pakenham Outdoor Pool Repair/Refurbishment | \$ 338,409 | Construction will be completed in FY25/26 |
| Alma Treloar Dog Park                      | \$ 250,270 | Construction will be completed in FY25/26 |
| Renewal - Greenland Ct Reserve playspace   | \$ 100,000 | Construction will be completed in FY25/26 |

**Plant and equipment**

|             |            |                                   |
|-------------|------------|-----------------------------------|
| IT Strategy | \$ 150,000 | Scheduled for delivery in FY25/26 |
|-------------|------------|-----------------------------------|

|  |                      |
|--|----------------------|
| <b>Total works rephased for delivery in future years</b> | <b>\$ 15,859,659</b> |
|--|----------------------|

At the completion of FY24/25, we reviewed all projects that were not completed to assess whether carry forward into FY25/26 was required to enable completion of the project. Projects were only considered for carry forward if they were underway and expected to be completed by 30 June 2025.

For seven projects (\$824,146) of the requested carry forward is alignment of a multi-year project budgets, where the work was planned or rephased to cross over FY24/25 and FY25/26. The carry forward is transferring the unspent portion of the FY24/25 budget to maintain the total life budget for the project, with no increase in total project budget.

| Carry forward requested from FY24/25 Capital Plan                            |           |             | Completion date  |
|--|-----------|-------------|--|
| Infrastructure   |           |             |  |
| Blessing Rise, Pakenham landscape rehabilitation                             | \$125,413 | 30-Jun-26   | In procurement   |
| Beaconsfield Oval sports lighting upgrade                                    | \$187,128 | 31-Jul-25   | Final payment only, works complete                                     |
| Nar Nar Goon Reserve Oval 2 sports lighting upgrade                          | \$40,000  | 31-Jul-25   | Final payment only, works complete                                     |
| Pakenham outdoor pool repair and refurbishment                               | \$32,039  | 30-Oct-25   | Multi-year budget rephasing only                                       |
| Lighting - Hobsons Rd & Soldiers Rd, Rythdale                                | \$17,813  | 30-Sep-25   | 12 week lead-time on parts   |
| Lighting - 180 Main Drain Road, Koo Wee Rup                                  | \$16,470  | 30-Sep-25   | 12 week lead-time on parts   |
| Bunyip Sanctuary BMX Track   | \$25,189  | 30-Jun-25   | Multi-year budget rephasing only                                       |
| Renewal - Simpson Road, Road Vervale Bridge                                  | \$418,633 | 31-Aug-25   | Weather delays   |
| Renewal - Lakeside seawall stabilization                                     | \$46,649  | 31-Mar-26   | Construction during summer when water level is lowest                  |
| Renewal - Greenland Ct Reserve playspace                                     | \$28,807  | 30-May-26   | Multi-year budget rephasing only                                       |
| Renewal - Lauriston Estate Park playspace                                    | \$15,316  | 30-May-26   | Multi-year budget rephasing only                                       |
| Plant and equipment  |           |             |  |
| Booking and ticketing system   | \$180,568 | 31-Oct-25   | Project underway   |
| Website transformation   | \$187,628 | 1-May-26    | Project underway   |
| Renewal - CCC foyer and theatre lighting                                     | \$33,041  | 30-Sep-25   | Project underway   |
| CCC furniture replacement  | \$7,800   | 31-Jul-25   | Final payment only, goods delivered                                    |
| New Plant #19 - Township maintenance truck                                   | \$169,057 | 31-Aug-25   | Final payment only, goods delivered                                    |
| Plant Replace #24 - Heavy vehicle truck                                      | \$250,000 | 31-Aug-25   | On order, pending delivery   |
| Upgrade - Pakenham Upper Hall HVAC   | \$25,000  | 30-Sep-25   | Project underway   |
| Property   |           |             |  |
| Garfield North Cannibal Creek Community Hub                                  | \$55,957  | 31-Oct-25   | Multi-year budget rephasing only                                       |
| Koo Wee Rup Bowling Club Pavilion  | \$18,000  | 31-Aug-25   | Pending agreement with CFA on gates                                    |
| Land Acquisition   | \$387,121 |             | Three acquisitions underway  |
| Lang Lang public art project   | \$19,300  | 31-Aug-25   | Location needed to be changed  |
| Non-capital  |           |             |  |
| Community capital works grant - Pakenham Auto Club ablution block            | \$33,385  | 31-Aug-25   | Works in progress  |
| Community capital works grant -Upgrade of lighting for netball courts        | \$7,263   | 31-Oct-25   | Works delayed pending land owner approval                              |
| Community capital works grant -Blinds and carpeting at Pakenham Cricket Club | \$5,247   | 30-Sep-25   | Works delayed due to seasonal tenancy                                  |
| Universal design - Bunyip Football Pavilion                                  | \$73,217  | 30-Sep-25   | Work in progress   |
| Cora Lynn Reserve Pavilion   | \$366,037 | 31-Dec-25   | Multi-year budget rephasing only                                       |
| Upper Beaconsfield Recreation Pavilion                                       | \$300,801 | 31-May-26   | Multi-year budget rephasing only                                       |
| Total carry forward requested  |           | \$3,072,879 | of which \$588,621 is external funding and \$2,550,258 is Council cash |

| Ward   | Project Name   | Comment       |
|--|--|---------------|
| <b>Sealed road resurfacing renewal program</b> |  |               |
| Beacon Hills Ward                              | Payne Rd, Beaconsfield   | No change     |
| Bunyip Ward                                    | Broadhurst Rd, Pakenham  | No change     |
| Bunyip Ward                                    | Darvell Ct, Pakenham   | No change     |
| Bunyip Ward                                    | Sir Phillip Ct, Pakenham   | No change     |
| Central Ward                                   | Booth Pl, Pakenham   | No change     |
| Central Ward                                   | Homestead Ct, Pakenham   | No change     |
| Henty Ward                                     | Princes Hwy Service Rd Nth, Pakenham   | No change     |
| Pakenham Hills Ward                            | Swamp Gum Close, Pakenham  | No change     |
| Pakenham Hills Ward                            | Wedgewood Dr, Pakenham   | No change     |
| Ranges Ward                                    | Duke St, Emerald   | No change     |
| Ranges Ward                                    | Kitchener Pde, Cockatoo  | No change     |
| Ranges Ward                                    | Majestic Dr, Emerald   | No change     |
| Toomuc Ward                                    | Cedar La, Pakenham   | No change     |
| Toomuc Ward                                    | Georgetown Way, Officer  | No change     |
| Toomuc Ward                                    | Sassafras Cl, Pakenham   | No change     |
| Toomuc Ward                                    | Shakespeare Gr, Officer  | No change     |
| Toomuc Ward                                    | Wattle Cl, Pakenham  | No change     |
| Westernport Ward                               | Bunyip River Rd, Vervale   | No change     |
| Westernport Ward                               | Charles St, Koo Wee Rup  | No change     |
| Beacon Hills Ward                              | Salisbury Road : (3037-015) Driveway No.24 to West FI No 11  | New inclusion |
| Beacon Hills Ward                              | Leppitt Road : (3022-010) 78m Nth Hein Rd To 37m SE of Roy Ross Ct   | New inclusion |
| Bunyip Ward                                    | Broadhurst Rd, Pakenham: (1100-005) Dunbarton Dr to Racecourse Rd Nth - Mill or Profile, AC Resheet 40mm (nominal) | New inclusion |
| Bunyip Ward                                    | Heidi Court : (4154-005) Pommel St To No. 16   | New inclusion |
| Bunyip Ward                                    | Sir Thomas Drive : (2147-005) Princes Hwy To Nth FI No 37  | New inclusion |
| Bunyip Ward                                    | Sir Thomas Drive : (2147-010) Nth FI No 37 To Sth FI No 15   | New inclusion |
| Bunyip Ward                                    | Snell Road : (3038-010) Forbes Rd To Barongarook Rd  | New inclusion |
| Bunyip Ward                                    | Embrey Court : (1205-005) Bald Hill Rd To Start of Court Bowl  | New inclusion |
| Bunyip Ward                                    | Granite Lane : (2115-010) Seal at Church Fence to Princes Hwy  | New inclusion |
| Bunyip Ward                                    | Main Street : (3023-010) Riverside Av To Widening At No 34   | New inclusion |

|                                |  |               |
|--------------------------------|--|---------------|
| Bunyip Ward                    | Wheeler Road : (3166-005) Snell Rd to 40m East of Snell Rd                                 | New inclusion |
| Bunyip Ward                    | Main Street : (3023-007) East FL No 40 To Riverside Av                                     | New inclusion |
| Bunyip Ward                    | Bessie Creek Road : (3007-022) Asphalt Intersection at Mt Eirene Rd                        | New inclusion |
| Bunyip Ward & Westernport Ward | Bald Hill Road : (3005-010) East Side of Driveway No. 615 To Oakview Ln                    | New inclusion |
| Bunyip Ward & Westernport Ward | Nine Mile Road : (3047-005) SE Main Drain Bridge To NE Abutment NW Main Catch Drain Bridge | New inclusion |
| Bunyip Ward & Westernport Ward | Bald Hill Road : (3005-008) 125m West of Driveway No.655 to East Side of Driveway No. 615  | New inclusion |
| Central Ward                   | Heritage Boulevard : (2166-025) Splitter at Overland Rise To Livingstone Bvd               | New inclusion |
| Central Ward                   | Heritage Boulevard : (2166-030) Livingstone Bvd To Henry Rd                                | New inclusion |
| Central Ward                   | Livingstone Boulevard : (4168-028) Indented Parking Bays (x2) - LHS - Nth side of School   | New inclusion |
| Central Ward                   | Heritage Boulevard : (2166-020) Roundabout At Overland Rise/Settlers Ct                    | New inclusion |
| Pakenham Hills Ward            | Toomuc Valley Road : (3044-005) Princes Hwy To 24m Sth of Syme Rd                          | New inclusion |
| Ranges Ward                    | Kilvington Drive : (3092-010) Boundary Rd East To Centre No 16                             | New inclusion |
| Ranges Ward                    | McBride Street : (3026-015) Cottages Access Road (Court)                                   | New inclusion |
| Ranges Ward                    | Kitchener Parade : (1392-015) Allenby Av To End Of Court                                   | New inclusion |
| Toomuc Ward                    | Kilburn Place : (4163-011) Access To No 24   | New inclusion |
| Toomuc Ward                    | Hopkins Pass : (4158-005) End at No.17 To Hartland Cct                                     | New inclusion |
| Westernport Ward               | Thwaites Road : (3085-005) Westernport Rd To Seal Widening 115m Nth Of Driveway No.650     | New inclusion |
| Westernport Ward               | Pitt Road : (3034-020) Asphalt Intersection at Main Drain Rd                               | New inclusion |
| Westernport Ward               | Pitt Road : (3034-011) North of Murray Rd Intersection To Main Drain Rd South              | New inclusion |
| Westernport Ward               | Island Road : (1966-006) Lea Rd Intersection   | New inclusion |
| Westernport Ward               | Access Rd : Cochrane Park - Driveway Loop in Front of Hall                                 | New inclusion |
| Westernport Ward               | Drovers Place : (4142-015) West Fl No 9 To Exchange Dr                                     | New inclusion |
| Westernport Ward               | Salmon Street : (1986-005) Station St To Henry St  | New inclusion |
| Westernport Ward               | Exchange Drive : (1523-015) North Fl No.26 to Drovers Pl                                   | New inclusion |

|                     |   |                         |
|---------------------|---|-------------------------|
| Westernport Ward    | Caldermeade Road : (3050-015) Driveway No.975 To West FL No.910                                       | New inclusion           |
| Westernport Ward    | Manks Rd- West of Koo Wee Rup Rd Intersection   | New inclusion           |
|                     | Railway Avenue : (3035-035) West End of Splitter Island infront of No.80 To 25m West of No.84 East FL | New inclusion           |
| Beacon Hills Ward   | Army Rd, Pakenham   | Works already completed |
| Beacon Hills Ward   | Paul Gr, Beaconsfield Upper   | Works already completed |
| Beacon Hills Ward   | Salisbury Rd, Beaconsfield Upper  | Works already completed |
| Beacon Hills Ward   | Split Rock Rd, Beaconsfield Upper   | Works already completed |
| Bunyip Ward         | Hope St, Bunyip rehab   | Works already completed |
| Bunyip Ward         | Montclair Ct, Pakenham  | Works already completed |
| Bunyip Ward         | Paramount Way, Pakenham   | Works already completed |
| Central Ward        | Oxley Dr, Pakenham  | Works already completed |
| Central Ward        | Pioneers Cr, Pakenham   | Works already completed |
| Central Ward        | Shearers Ct, Pakenham   | Works already completed |
| Central Ward        | Whiteley Way, Pakenham  | Works already completed |
| Pakenham Hills Ward | Bentley Court, Pakenham   | Works already completed |
| Pakenham Hills Ward | Bohemia Cres, Pakenham  | Works already completed |
| Pakenham Hills Ward | Bonneville Pde, Pakenham  | Works already completed |
| Ranges Ward         | Bell St, Cockatoo   | Works already completed |
| Ranges Ward         | Redwood Rd Service Rd, Gembrook   | Works already completed |
| Toomuc Ward         | Jardine Ct, Pakenham  | Works already completed |
| Toomuc Ward         | Joseph Banks Dr, Pakenham   | Works already completed |
| Toomuc Ward         | River Red Gr, Pakenham  | Works already completed |

|                     |                                   |                         |
|---------------------|-----------------------------------|-------------------------|
| Toomuc Ward         | The Parkway, Pakenham             | Works already completed |
| Toomuc Ward         | Veitch Court, Pakenham            | Works already completed |
| Beacon Hills Ward   | Hammerwood Grn, Beaconsfield      | Resheduled to FY26/27   |
| Central Ward        | Azure Ct, Pakenham                | Resheduled to FY26/27   |
| Officer Ward        | Princes Hwy Service Rd, Officer   | Resheduled to FY26/27   |
| Pakenham Hills Ward | Adrian Dr, Pakenham               | Resheduled to FY26/27   |
| Pakenham Hills Ward | Almond Grove, Pakenham            | Resheduled to FY26/27   |
| Pakenham Hills Ward | Glenvista Rd, Pakenham            | Resheduled to FY26/27   |
| Pakenham Hills Ward | Kosta Boda Bvd, Pakenham          | Resheduled to FY26/27   |
| Pakenham Hills Ward | Walnut Way, Pakenham              | Resheduled to FY26/27   |
| Toomuc Ward         | Franklin Way, Officer             | Resheduled to FY26/27   |
| Toomuc Ward         | Prospect Way, Officer             | Resheduled to FY26/27   |
| Westernport Ward    | Bunyip River Rd, Vervale          | Resheduled to FY26/27   |
| Westernport Ward    | Mickle St, Koo Wee Rup            | Resheduled to FY26/27   |
| Westernport Ward    | Ti Tree La, Koo Wee Rup           | Resheduled to FY26/27   |
| Beacon Hills Ward   | Beaconhills Golf Club, Beac Upper | Resheduled to FY27/28   |
| Central Ward        | Charolais Ct, Pakenham            | Resheduled to FY27/28   |
| Central Ward        | Henry Lawson Dr, Pakenham         | Resheduled to FY27/28   |
| Pakenham Hills Ward | Melrose St, Pakenham              | Resheduled to FY27/28   |
| Toomuc Ward         | Grassland Cr, Officer             | Resheduled to FY27/28   |
| Westernport Ward    | Bollen Way, Koo Wee Rup           | Resheduled to FY27/28   |

|                  |                           |                       |
|------------------|---------------------------|-----------------------|
| Westernport Ward | Ruby Av, Koo Wee Rup      | Resheduled to FY27/28 |
| Bunyip Ward      | Bunyip River Rd, Bunyip   | Resheduled to FY28/29 |
| Bunyip Ward      | Gwen Meredith Dr, Bunyip  | Resheduled to FY28/29 |
| Bunyip Ward      | Teriki Place, Garfield    | Resheduled to FY28/29 |
| Central Ward     | Debra Av, Pakenham        | Resheduled to FY28/29 |
| Central Ward     | Sidney Nolan Pl, Pakenham | Resheduled to FY28/29 |
| Henty Ward       | Grevillea Pl, Pakenham    | Resheduled to FY28/29 |
| Henty Ward       | Holt Pl, Pakenham         | Resheduled to FY28/29 |
| Henty Ward       | Osprey Court, Pakenham    | Resheduled to FY28/29 |
| Henty Ward       | Wisteria Ct, Pakenham     | Resheduled to FY28/29 |
| Ranges Ward      | Anne St, Emerald          | Resheduled to FY28/29 |
| Ranges Ward      | Laurel La, Emerald        | Resheduled to FY28/29 |
| Toomuc Ward      | Goulburn Place, Pakenham  | Resheduled to FY28/29 |
| Toomuc Ward      | Lagoon Row, Officer       | Resheduled to FY28/29 |
| Toomuc Ward      | Rush Lily Dr, Officer     | Resheduled to FY28/29 |
| Toomuc Ward      | The Circuit, Pakenham     | Resheduled to FY28/29 |
| Toomuc Ward      | Yarra Close, Pakenham     | Resheduled to FY28/29 |
| Westernport Ward | Barnes Way, Koo Wee Rup   | Resheduled to FY28/29 |
| Westernport Ward | Blackfish Dr, Koo Wee Rup | Resheduled to FY28/29 |
| Westernport Ward | Boormani Ct, Koo Wee Rup  | Resheduled to FY28/29 |
| Westernport Ward | Caldermeade Rd, Catani    | Resheduled to FY28/29 |



|                                      |   |                          |
|--------------------------------------|---|--------------------------|
| Westernport Ward                     | Icke Rd, Koo Wee Rup                        | Resheduled to FY28/29    |
| Westernport Ward                     | Patterson Rd, Officer South                 | Resheduled to FY28/29    |
| Westernport Ward                     | Townley Rd, Koo Wee Rup                     | Resheduled to FY28/29    |
| <b>Road pavement renewal program</b> |   |                          |
| Beacon Hills Ward                    | Officer Rd                                  | Final seals from FY24/25 |
| Bunyip Ward                          | Bunyip Modella Rd                           | Final seals from FY24/25 |
| Bunyip Ward                          | Dalmore                                     | Final seals from FY24/25 |
| Westernport Ward                     | Seven Mile Rd,                              | Final seals from FY24/25 |
| Westernport Ward                     | Bunyip River Road, Vervale rehab            | Final seals from FY24/25 |
| Beacon Hills Ward                    | Beaconsfield Av, Beaconsfield rehab         | Resheduled to FY28/29    |
| Henty Ward                           | James St, Pakenham rehab                    | Resheduled to FY28/29    |
| Henty Ward                           | John St, Pakenham rehab                     | Resheduled to FY28/29    |
| Henty Ward                           | King St, Pakenham rehab                     | Resheduled to FY28/29    |
| Henty Ward                           | Princes Hwy Service Rd (South), Pakenham    | Resheduled to FY28/29    |
| Westernport Ward                     | Manks Road, Tooraddin                       | Resheduled to FY26/27    |
| Westernport Ward                     | Moody St, Koo Wee Rup Rehab                 | Works already completed  |
| Westernport Ward                     | Caldermeade Rd, Catani                      | New inclusion            |
| Westernport Ward                     | Head Road, Yannathan                        | New inclusion            |
| Westernport Ward                     | Pitt Rd, Iona                               | New inclusion            |
| Westernport Ward                     | Seven Mile Rd, Bunyip River Rd Intersection | New inclusion            |

## 7.5 Activity Reports

### 7.5.1 PERFORMANCE AND GROWTH REPORTS Q4 2024 2025

|                         |  |
|-------------------------|--|
| Responsible GM:         | Wayne Mack   |
| Author:                 | Owen Hardidge, Porshia Sidhu   |
| Staff Disclosure:       | All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.   |
| Council Plan Reference: | <b>5.1 We practise responsible leadership</b><br>5.1.1 Build trust through meaningful community engagement and transparent decision-making.<br>5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy. |

#### Recommendation

That Council receive and note the contents of the Performance and Growth Reports for Quarter 4 2024-2025.

#### Executive Summary

The Performance and Growth Reports for Quarter 4 2024-25 show various results in performance across the organisation and growth across the Shire.

#### Background

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

#### Summary of results for Quarter 4 2024-25

#### Council Plan 2021–2025 Summary

Over the four-year period, Council has delivered 126 phased actions across 46 Council Plan Initiatives outlined in the 2021–25 Council Plan, addressing key community needs and priorities. 45 initiatives have been completed, achieving an overall completion rate of 98%. This result reflects Council's strong delivery performance and ongoing commitment to fulfilling the goals set out in the Plan. In 2024–25, Council committed to 27 initiatives, successfully completing 26 (96%), with one off-track initiative Please refer to Attachment 2 for details.



#### Strategic Indicator Performance





This is the last year for reporting the current Strategic Indicators in the Council Plan. Strategic indicators are for monitoring and measuring success against the strategic objectives in the Council Plan. We currently have 22 Strategic indicators in the 2021- 25 Council Plan that are reported annually. For most of the indicators, the baseline year, 2021-22, serves as the reference point for assessing progress and evaluating performance in subsequent periods. Please refer to 'Performance Report 2024-25 Q4' for more comprehensive information




#### *Key results to note this quarter*

Following from previous briefings with Council, we have amended the terms used in this reports to differentiate between service levels that measure the full resolution of the issue, and those that are closed after the initial inspection/assessment of the issue is completed (referred to as “reactive inspection service levels”. Following the conclusion of the Civil Maintenance service review, these performance metrics will be reviewed.

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

|   |  |   |
|---|--|---|
| LGPRF indicators showing improvement  |  | <ul style="list-style-type: none"> <li>• Time taken to action animal requests has decreased from 4.87 days to 3.98 days</li> <li>• Animals reclaimed has increased from 42.2% to 45.0%</li> <li>• Councillor attendance rate at Council meetings has increased from 92.9% to 94.4%</li> <li>• Missed Bins (per 10,000 collections)</li> <li>• The percentage of planning applications decided within the required timeframes continues to show improvement, reflecting ongoing process enhancements. Performance is improving, but the actual figure appears lower than the target due to a change in calculation methodology.</li> </ul> |
| LGPRF indicators that were stable and remain high                                   |  | <ul style="list-style-type: none"> <li>• Time taken to action food complaints</li> <li>• Sealed roads maintained to standards</li> <li>• MCH Infant enrolment</li> <li>• MCH 4 weeks KAS participation</li> <li>• Planning Decisions Upheld at VCAT</li> </ul>  |
| LGPRF indicators that showed a decline  |  | <ul style="list-style-type: none"> <li>• Council decisions closed to public has increased from 1.40% to 5.0%</li> <li>• Waste diverted from landfill slightly declined from the target, it remained within the acceptable range</li> </ul>  |
|  | Service request performance, and “Tree and Vegetation on Council Land” request category. | The share of incoming service requests, across the organisation, which were actioned and closed within reactive inspection service standard, sat at 87% for the quarter, lower than our target of 90%. In this quarter, our service performance has shown notable improvement, reflecting a positive trend compared to the previous quarter. Specifically, the performance related to "Trees and Vegetation on Council or Public land" has improved to 80%, indicating significant progress in this area.   |
|  | Customer experience survey   | The overall customer satisfaction score is derived from asking customers, who have had a service request closed, to rate their overall experience with council, on a scale of 1 to 5, with 1 being very poor, and 5 being very good.  |

|   |                                      |  |
|---|--------------------------------------|--|
|   |                                      | We achieved a satisfaction score of 3.37 in Quarter 4. The score is based on 164 responses received from 1,250 surveys sent.   |
|    | Unsealed roads performance           | <p>The reactive inspection service level for unsealed road related requests this quarter was 91%, higher than the 90% target. There has been a 8% increase in the number of unsealed road service requests received this time of the year compared to the same period last year.</p> <p>As noted elsewhere, the reactive inspection service level calculation is based upon the number of unsealed road requests closed in time, upon completion of inspection and scheduling of work (if work is required).</p> <p>A total of 367 corrugation or pothole complaints requests were received through to this quarter a 11% increase compared to the same time last year.</p>  |
|    | Drainage service performance         | <p>The reactive inspection service levels achieved for drainage related requests this quarter was 88%. Similarly, underground drains cleared in the quarter decreased due to works on gross pollutant traps (GPT) conducted, which required more effort while covering fewer metres.</p> <p>As noted elsewhere, the reactive inspection service level calculation for the drains cleared is based upon the number of drainage requests closed in time upon completion of inspection and scheduling of work (if work is required).</p>  |
|  | Waste management service performance | <p>Waste management performance results continue to meet the organisation's target, achieving a 96% service level for the quarter.</p> <p>The 'Missed Bins' metric displayed continuous improvement. Our waste team has worked with our kerbside collections contractor to put a significant focus on missed bins management across our three kerbside collection streams. Our contractor has put several new processes in place to reduce the previously high 'missed bins' reporting number. Some of the changes include more frequent reporting to Council on this measure, better driver resourcing, education for drivers on the impact of missed services, direct driver engagement to support potential misses and positive incentives for drivers who have zero missed bins on their runs.</p> |
|  | Interactions with Young people       | Interactions with young people show a decrease of 16% from same time last year. Youth services have been refocused to prioritise services delivered to young   |

|   |                                    |  |
|---|------------------------------------|--|
|   |                                    | people. While overall interaction numbers through after-school and in-school programs have decreased, the team has concentrated efforts on delivering more meaningful and targeted support to young people. Youth Services are working with internal and external partners to expand engagement and service delivery to young people across the Shire.   |
|    | Customer support performance       | <p>Customer Support performance has shown improvement this quarter, despite a slight decrease under the revised service level target. Against our new benchmark of answering 80% of calls within 90 seconds, we achieved 82%. Under the previous target of 80% within 300 seconds, performance remained strong at 95%.</p> <p>This positive outcome reflects a return to normal call, the recruitment of the appropriate number of Customer Service Officers, and the successful onboarding and training of new staff.</p> |
|    | Customer support after-call survey | Post call survey results continue to show stable satisfaction with professionalism (4.87), wait time (4.59) & knowledge (4.73) of Customer Support call takers.  |
|  | Email Service Level                | The service levels achieved for drainage-related requests this quarter were 95%, slightly less than our 100% target. This is a result of a deliberate strategy to improve telephone service, to prioritise calls during busy periods. During high-volume call times, emails are "switched off" to ensure we focus on meeting call Service Levels rather than spending time on emails and missing call Service levels.  |

### ***Growth and Residential development trends***

The household growth rate in the Shire has rebounded to four households per calendar day for the current financial year. This quarter the number of residential subdivision lot applications lodged was 57% higher compared to the same period last year. Conversely, the issuance of statements of compliance for residential lots has witnessed a decrease of 18% in comparison to same period last year. The number of building permits issued was 1% higher than the same time last year. Similarly, residential building completions was 11% higher than the same time last year, with 423 residential building completions processed this quarter. On the contrary, the number of non-residential building completions processed is 13% lower than the same time last year.

### **Government Advocacy**

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

Over the past quarter a key focus has been amplifying Council's advocacy to the Federal Government throughout the Federal Election campaign and recently at the National General

Assembly in Canberra. During the Federal Election, Council partnered with Star News and local community groups to deliver an advocacy campaign highlighting key community priorities including the Cardinia Life Re-Development, Lang Lang Truck Bypass, Princes Highway intersection upgrades and road sealing packages. Council's social media posts on these issues reached over 25,000 people and the 38 media mentions had a cumulative potential reach of over 250,000. Council also hosted a community Q and A event with La Trobe candidates to raise the profile of the community's priorities and to hear from all candidates on their vision for La Trobe over the next three years and beyond. This was well attended, with 49 people in the room and around 100 watching via livestream. At the National General Assembly, the Mayor, Deputy Mayor and Interim CEO met with federal MPs and department officials to continue advocacy efforts of our top federal priorities.

Council also endorsed its first Advocacy Framework and Community Advocacy Toolkit which is now available for community groups to download and use in support of their advocacy efforts.

### **Legislative Program**

The Governance team monitors proposed and enacted legislation, as well as reports, ministerial activity and regulations that impact Council operations or obligations.

Council has joined a number of other Victorian Councils in expressing its objections to the State Government's Emergency Services and Volunteers Fund (ESVF).

At the MAV State Council in May, Council submitted a motion calling for the MAV to note the significant impact the levy would have on local government and the community, particularly on primary production properties including farms. More recently, Councillors supported a Notice of Motion raised at the 21 July Council Meeting, which included an action to write to the Hon. Jaclyn Symes, Treasurer, asking for the government to repeal the ESVF and Council's requirement to collect it.

Council has been communicating widely with the community about its position on the introduction of the ESVF through its publications, a dedicated section on Council's website, and briefings with media. The 2025-26 Rates Notices has also been designed to clearly highlight the charge that Councils are required to collect on behalf of the State Government.

Council will continue to seek clarity from State Government about the ESVF in an effort to assist us in responding to increased community questions, concerns and enquiries.

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

The GEAP outlines Council's vision that everyone who lives, works, and spends time in Cardinia Shire – regardless of their gender identity – be treated with respect and fairness, feel and be safe, and have equal access to opportunities to reach their potential and pursue their dreams. The progress against the actions outlined in the key focus areas of the Cardinia Shire Gender Equality Action Plan (GEAP) 2021 – 2025 is detailed in 'Attachment 4 – Gender Equality Action Plan Report – 2024-25 Q4'.

Cardinia Shire Council continues to support Gender Impact Assessment (GIA) champions and council officers by providing additional resources, including the development of a GIA app, to enhance the effectiveness of reporting and completing GIAs. To further build capacity and awareness, GIA training was delivered by GenderWorks to the Senior Leadership Team (SLT) and approximately 24 employees across all business units in June. GenderWorks has been engaged to support GIA on the Council Plan, ensuring that gender inclusivity and awareness are integrated into our strategic initiatives.

### **Policy Implications**

Nil

### **Financial and Resource Implications**

Nil

### **Climate Emergency Consideration**

Not Applicable

### **Consultation/Communication**

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

### **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 - Performance Report 2024-25 Q 4 [7.5.1.1 - 24 pages]
2. Attachment 2 - Council Plan Initiatives - Progress Report 2024-25 Q 4 [7.5.1.2 - 15 pages]
3. Attachment 3 - Growth Report 2024-25 Q 4 [7.5.1.3 - 6 pages]
4. Attachment 4 - Gender Equality Action Plan Report- Q 4 2024-25 [7.5.1.4 - 2 pages]





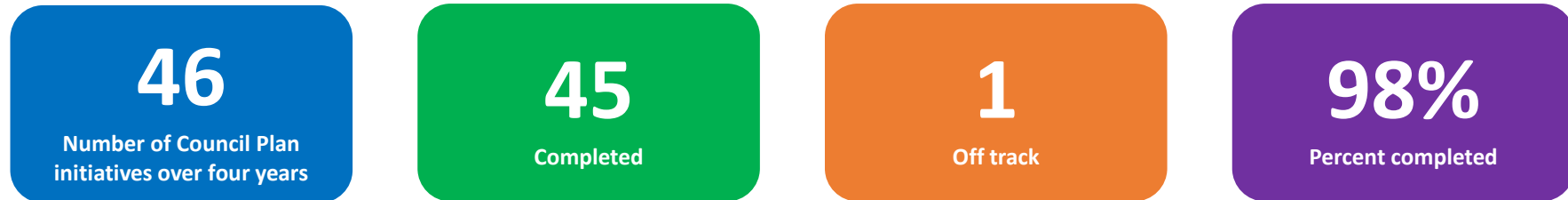




# Council Plan Performance Over Four Years

Q4 APR – JUN 2025

The 2021-25 Council Plan outlines **46** initiatives in response to community needs. The performance in delivering these initiatives over the four-year period is presented below.



Over the past four years, Council has delivered **126** phased actions across 46 unique Council Plan Initiatives. These reflect a mix of one-off and ongoing efforts aligned with our strategic Council Plan. Covering five Key Priority Areas (KPAs), the performance in delivering these phased actions is presented below.





# Council Plan Performance

Q4 APR – JUN 2025

## COUNCIL PLAN

Council Plan Initiative

27

Key Priority Area

5

Completed

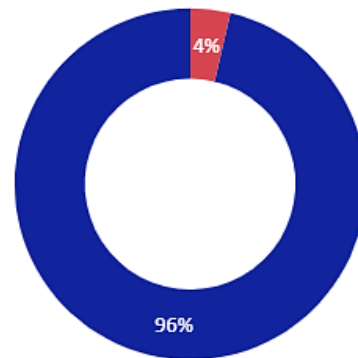
96%

Off track

4%

## COUNCIL PLAN INITIATIVE PERFORMANCE

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



● Off track ● On track ● Completed

## KPA PERFORMANCE

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

1 Strong Communities

4

2 Liveable Places

6

1

3 Thriving Environments

4

4 Prosperous Economies

6

5 Responsible Leaders

6

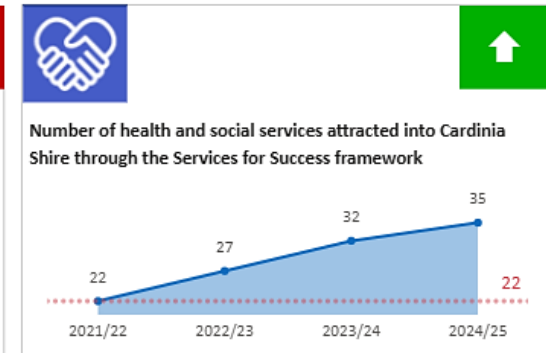
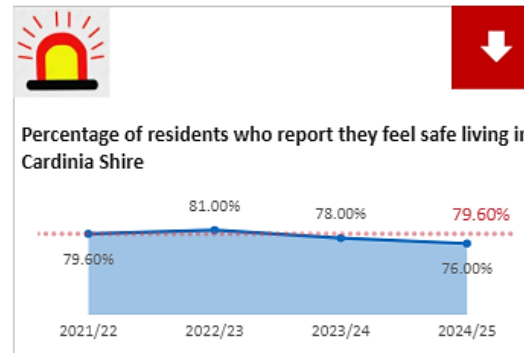
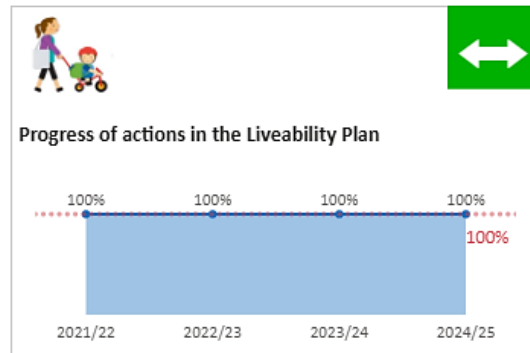
● Completed ● Off track ● On track

# Strategic Indicators

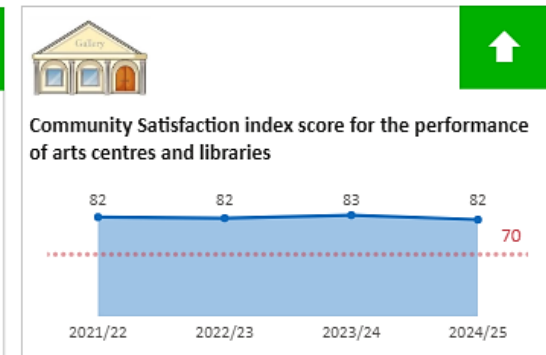
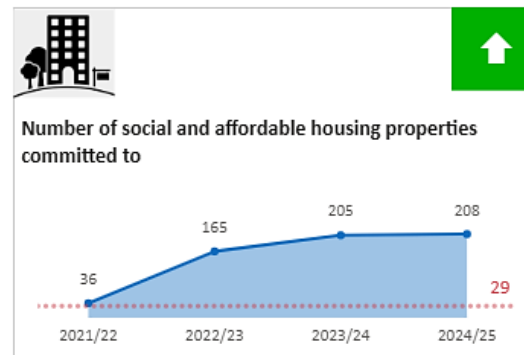
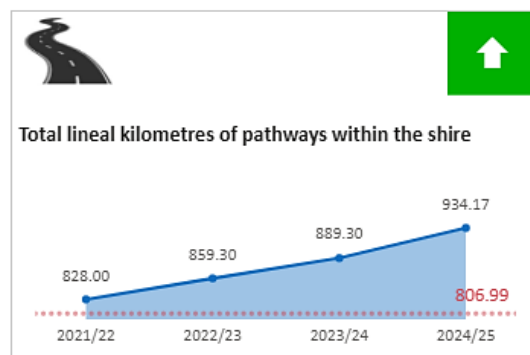
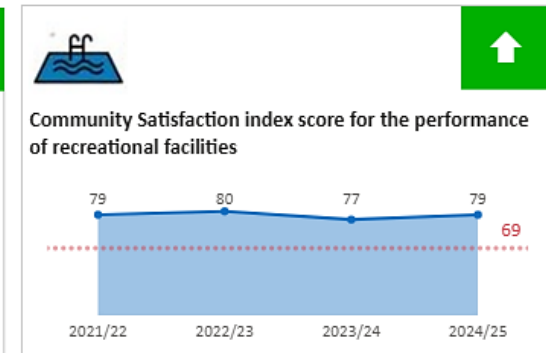
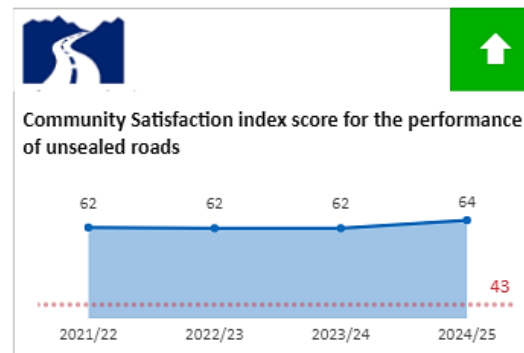
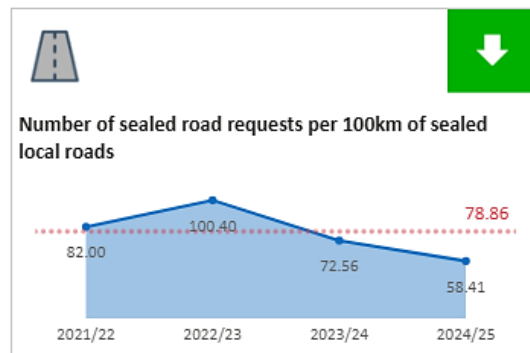


Q4 APR – JUN 2025

## Strong Communities



## Liveable Places



Legend:

— Actual results  
— Baseline data

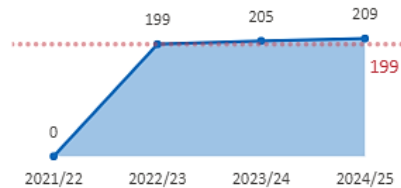
Note: Trend arrows reflect the comparison between the current actual results and the baseline figures.

Q4 APR – JUN 2025

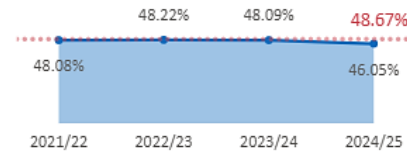
## Thriving Environment



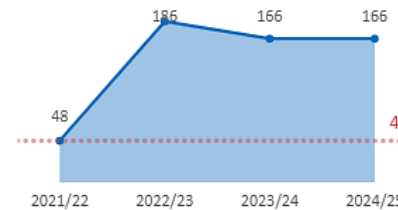
**Number of Council buildings operating on renewable energy**



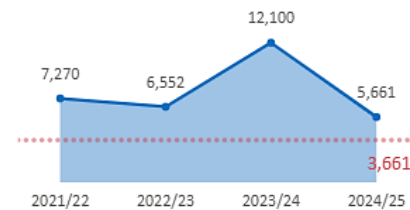
**Percentage of kerbside waste diverted from landfill**



**Number of environmental education and capacity building initiatives delivered and/or supported by Council**



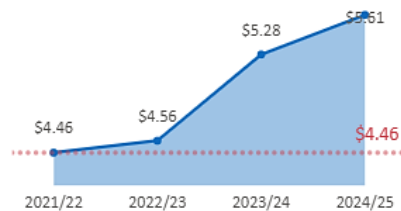
**Number of indigenous plantings on Council owned or managed land**



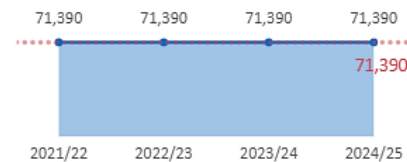
## Prosperous Economies



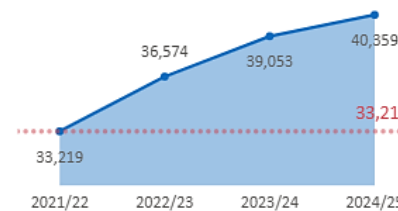
**Gross regional product (GRP) of Cardinia Shire (Billion \$)**



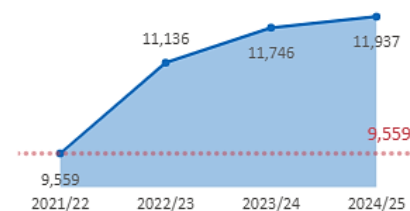
**Retention of the area (hectares) of green wedge zoned land and significant agricultural special use zoned land**



**Number of local jobs**



**Number of GST registered businesses in Cardinia Shire**



Legend:

Actual results

Baseline data

Note: Trend arrows reflect the comparison between the current actual results and the baseline figures.

# Strategic Indicators

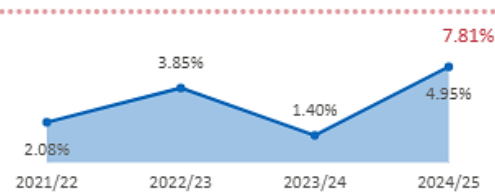


Q4 APR – JUN 2025

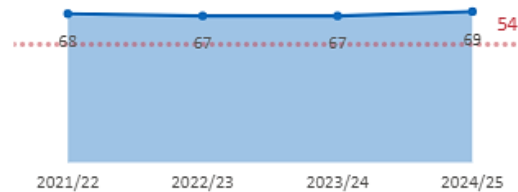
## Responsible Leaders



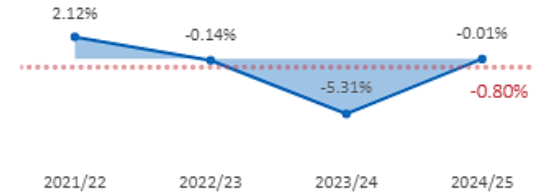
Percentage of Council decisions made at meetings closed to the public at a level lower than state average



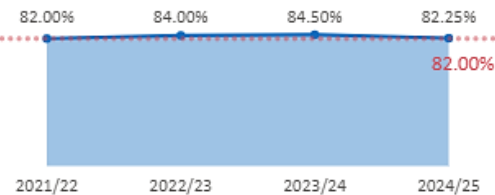
Community satisfaction index score for the performance of community consultation and engagement



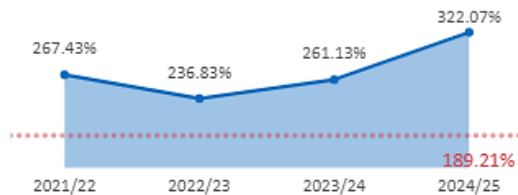
Adjusted underlying financial results, within appropriate risk levels for financial sustainability



Whole organisation Customer Relationship Management System (CRMS) service level



Adequate financial liquidity, within appropriate risk levels for financial sustainability



### Legend:

— Actual results  
— Baseline data

### NOTE:

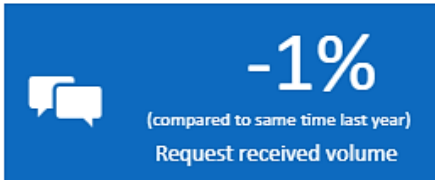
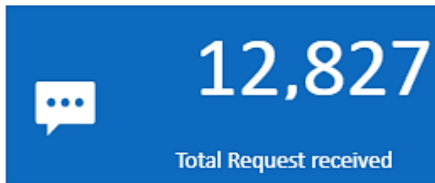
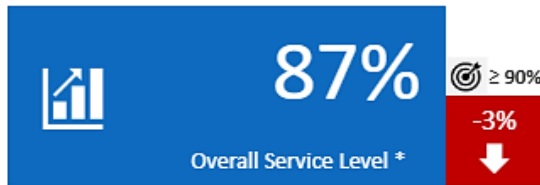
- 1) The ratios have been calculated based on our current financial position, but as the audit is not yet completed, they may change as a result of any audit adjustments.
- 2) The trend arrows reflect the comparison between the current actual results and the baseline figures.

# Service Request Performance – Whole Organisation



Q4 APR – JUN 2025

## PERFORMANCE METRICS



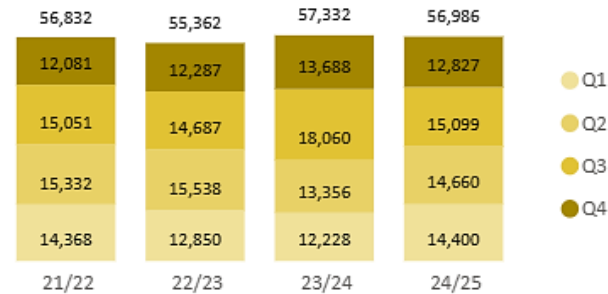
### WHAT DOES SERVICE LEVEL MEAN?

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

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

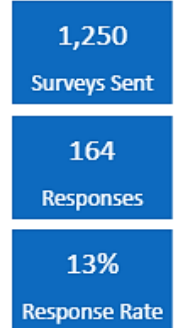
## REQUEST STATISTICS

### Request received volume



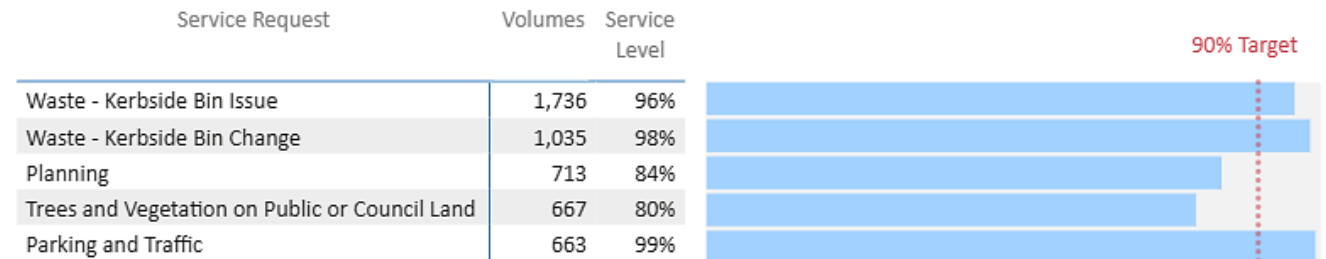
### Service quality

Overall CSAT Score

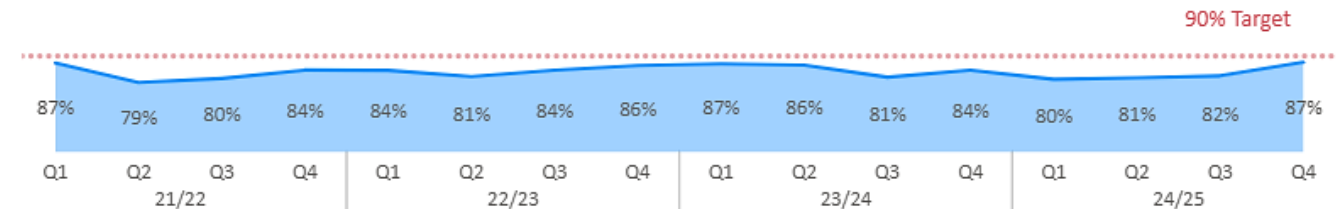


## REQUEST PERFORMANCE

### Top 5 service request categories by volume and their service levels



### Overall service level trend over time



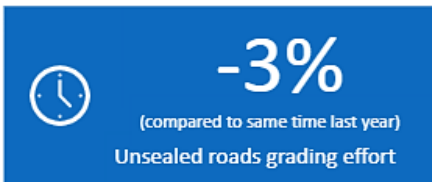
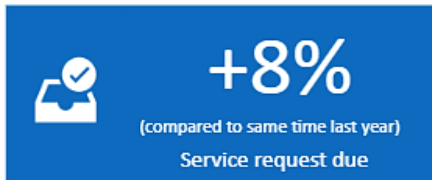
\* Percentage of service requests completed within the time standards defined in the CRMS (against 'original' target date)



# Unsealed Roads Performance

Q4 APR – JUN 2025

## PERFORMANCE METRICS

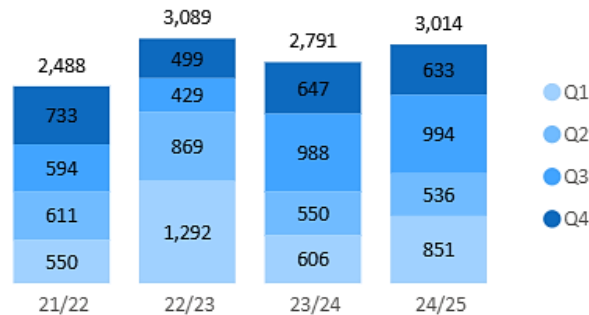


### WHAT IS ROAD GRADING EFFORT?

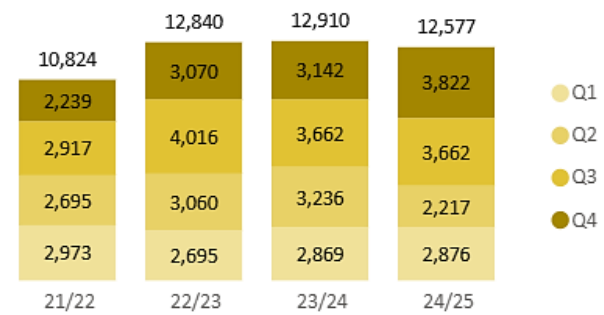
Road grading effort is the total hours spent on the roads doing maintenance work with our graders and heavy rollers. This includes both in house resources and additional resources from our contract partners.

## UNSEALED ROAD STATISTICS

### Service request due



### Road grading effort (hours)

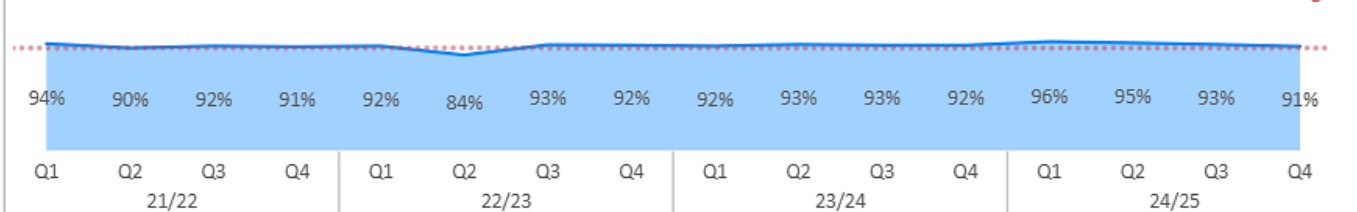


## UNSEALED ROAD PERFORMANCE

### Service request types by volume, standard and service level

| Service request                    | Volumes | Standard (Days) | Service Level | 90% Target |
|------------------------------------|---------|-----------------|---------------|------------|
| Corrugation or Pothole Complaint   | 367     | 8               | 93%           |            |
| Other Complaint (Request to grade) | 253     | 8               | 89%           |            |
| Slippery Surface Complaint         | 13      | 8               | 92%           |            |

### Overall service level trend over time



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

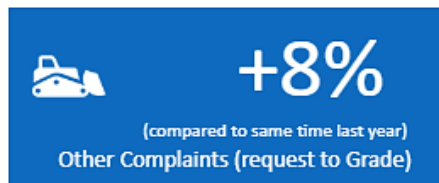
- Note that, each unsealed road request is closed upon completion of inspection and scheduling of work (if work is required).

# Unsealed Roads Performance



Q4 APR – JUN 2025

## PERFORMANCE METRICS



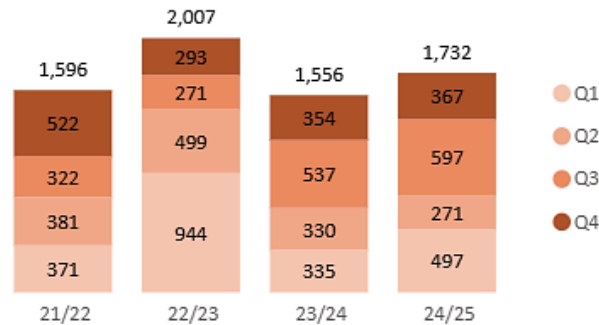
We have about 862 kilometres of unsealed roads, which are maintained via our Grading and Maintenance, Re-sheeting and Drainage Works programs.

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

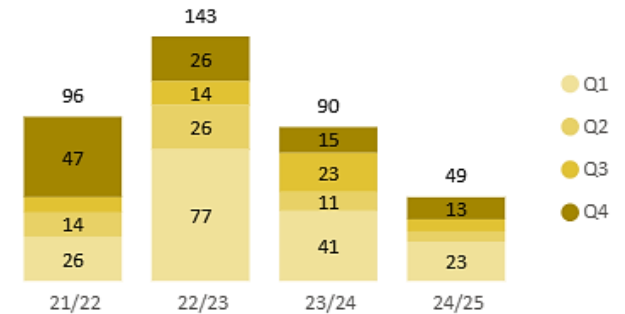
We schedule works into a road maintenance schedule based on inspections and requests made by residents.

## UNSEALED ROAD SERVICE REQUEST STATISTICS

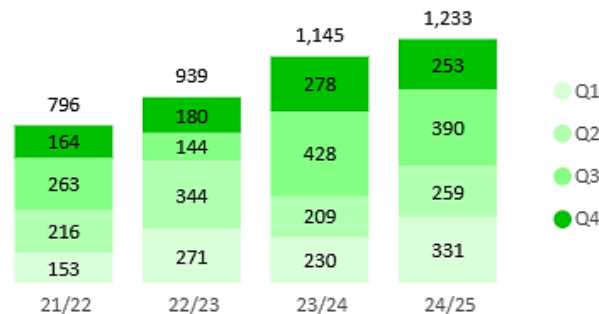
### Corrugation or pothole complaints



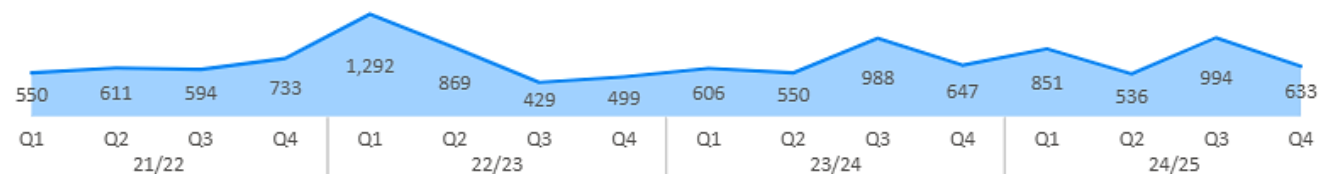
### Slippery surface complaints



### Other complaints (request to grade)



### Service request trend over time



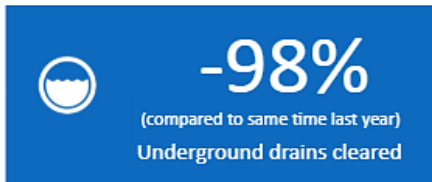




# Drainage Performance

Q4 APR – JUN 2025

## PERFORMANCE METRICS

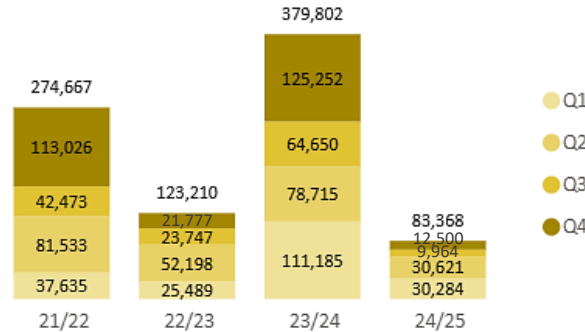


### WHAT ARE DRAINS MAINTAINED?

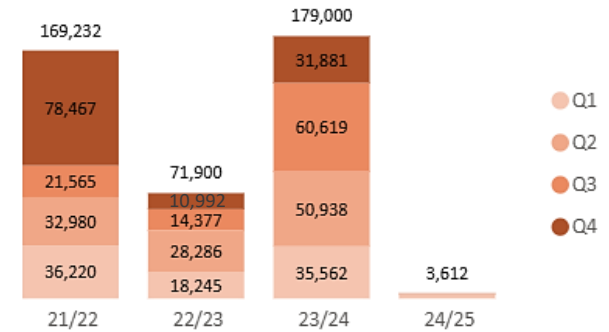
Surface drains are cleaned out using a maintenance system that is driven by proactive inspections and reactive works, and supplemented by responding to flooding issues following storms. Works are prioritised based on risk to property or person.

## DRAIN STATISTICS

### Surface drains cleared (linear metres)



### Underground drains cleared (linear metres)

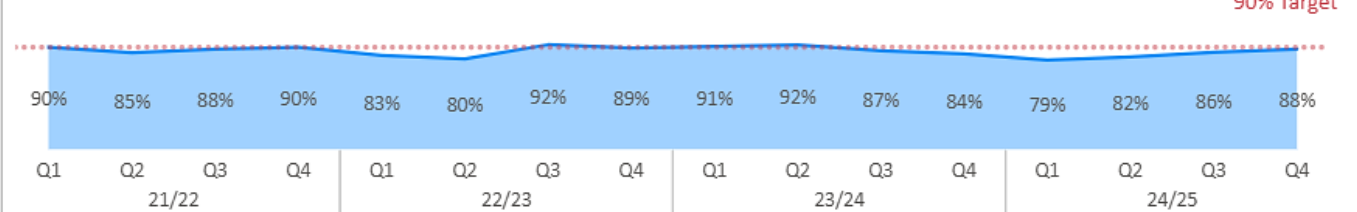


## DRAINS PERFORMANCE

### Service request types by volume, standard and service level

| Service request              | Volumes | Standard (Days) | Service Level | 90% Target |
|------------------------------|---------|-----------------|---------------|------------|
| Surface Drain (Drainage)     | 150     | 15              | 86%           |            |
| Pits (Drainage)              | 81      | 15              | 95%           |            |
| Underground Drain (Drainage) | 37      | 15              | 84%           |            |

### Overall service level trend over time



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

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

# Waste Management Performance



Q4 APR – JUN 2025

## PERFORMANCE METRICS

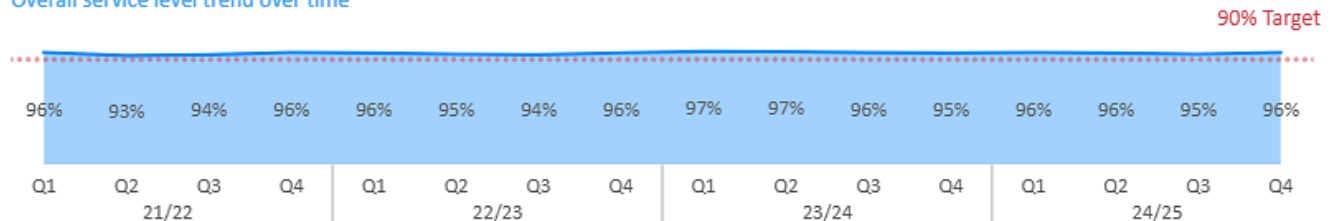


## WASTE MANAGEMENT PERFORMANCE

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

| Service request                       | Volumes | Standard (Days) | Service Level |  |
|---------------------------------------|---------|-----------------|---------------|--|
| Additional Rubbish 120L               | 76      | 5               | 99%           |  |
| Damaged Garden 240L                   | 127     | 15              | 100%          |  |
| Damaged Recycling 240L                | 274     | 15              | 100%          |  |
| Damaged Rubbish 120L                  | 573     | 15              | 100%          |  |
| Missing Garden 240L                   | 58      | 15              | 100%          |  |
| Missing Recycling 240L                | 62      | 15              | 100%          |  |
| Missing Rubbish 120L                  | 118     | 15              | 100%          |  |
| New Garden 120L                       | 149     | 30              | 100%          |  |
| New Garden 240L                       | 256     | 5               | 97%           |  |
| New Rubbish 120L & New Recycling 240L | 291     | 5               | 98%           |  |
| Not Emptied Garden Bin                | 101     | 3               | 76%           |  |
| Not Emptied Recycling Bin             | 83      | 3               | 94%           |  |
| Not Emptied Rubbish Bin               | 152     | 3               | 91%           |  |
| Pick Up Dumped Bin                    | 61      | 10              | 100%          |  |
| Service Information Enquiry           | 127     | 22              | 85%           |  |

### Overall service level trend over time



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

# Waste Disposal and Recovery Performance



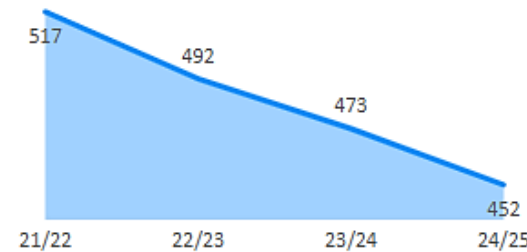
Q4 APR – JUN 2025

## PERFORMANCE METRICS

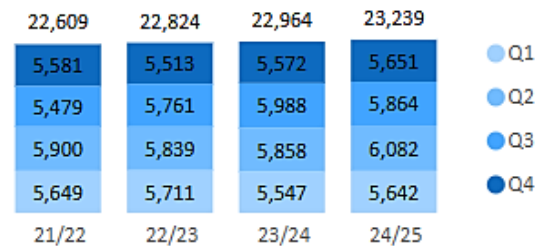


## DISPOSAL STATISTICS

Average household garbage waste (kgs)

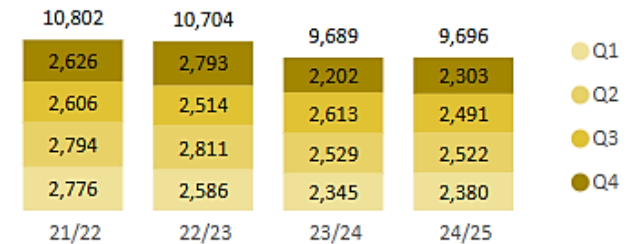


Garbage waste to landfill (tonnes)

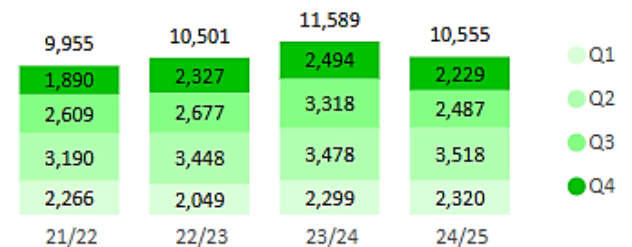


## RECOVERY STATISTICS

Recycle waste to recovery (tonnes)



Food and green waste to mulching (tonnes)



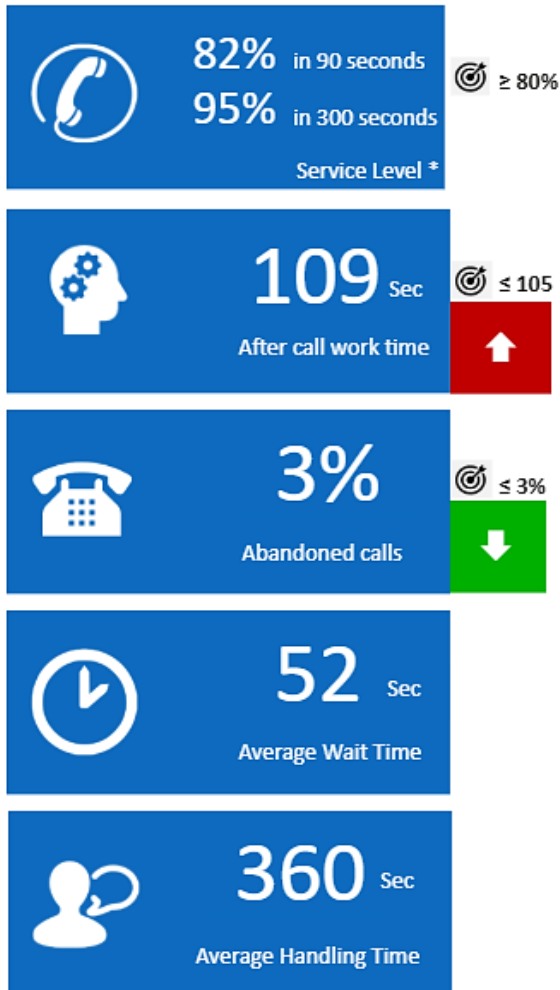
As the Shire's population continues to grow, the amount of waste generated is also growing. Cardinia Shire Council will continue to take advantage of recent advancements such as newer technologies and improved markets for products, resulting in improved financial outcomes for resource recovery. The impact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



# Customer Support Call Performance

Q4 APR – JUN 2025

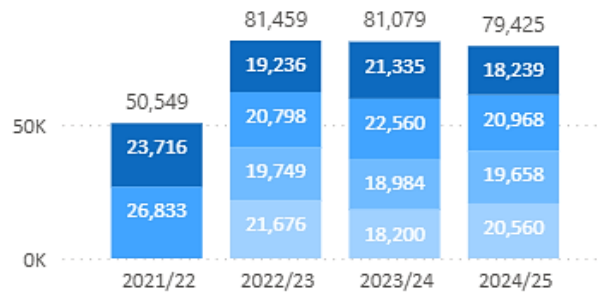
## PERFORMANCE METRICS



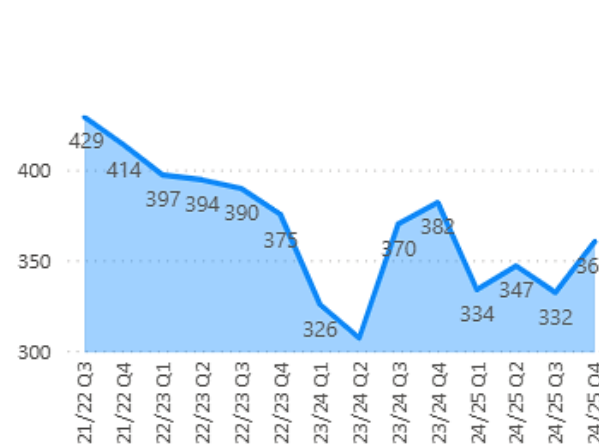
## CALL STATISTICS

### Call volumes (Answered and Abandoned)

Quarter ● Q1 ● Q2 ● Q3 ● Q4

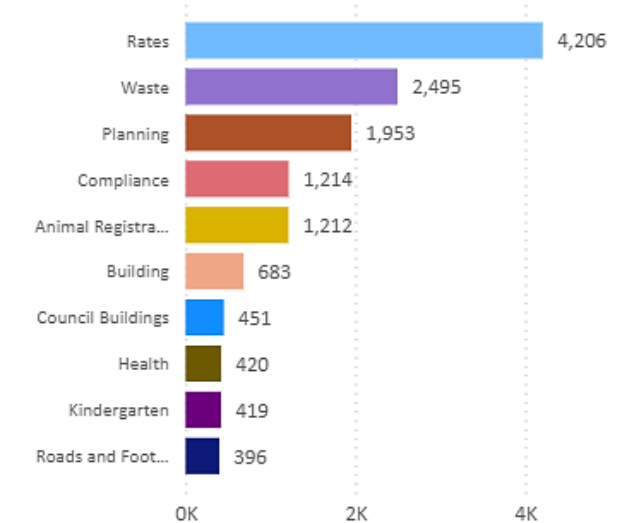


### Average Handling Time (Seconds)



## ENQUIRY TYPE

### Enquiry type volumes



## WHAT DOES SERVICE LEVEL MEAN?

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

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

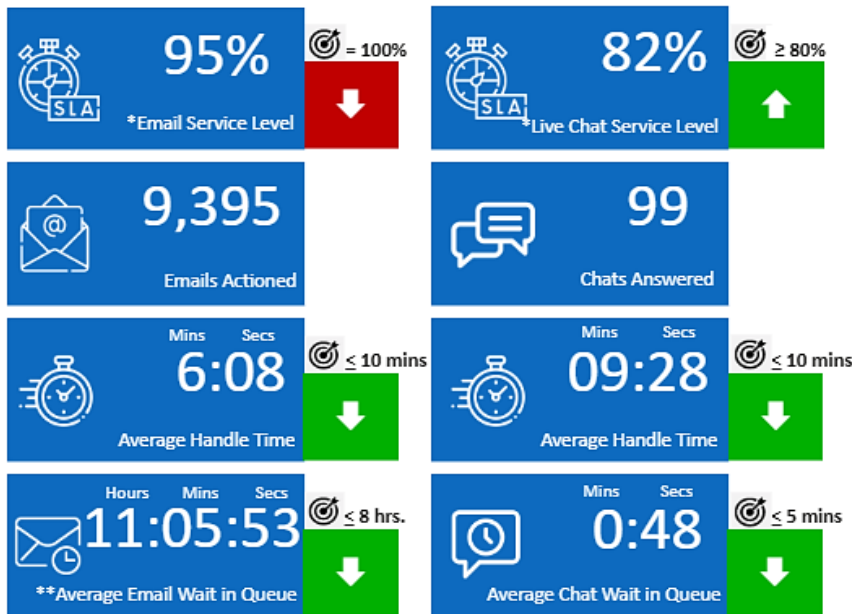
\* Percentage of calls answered within 90 and 300 Seconds

# Customer Support Digital Performance



Q4 APR – JUN 2025

## PERFORMANCE METRICS



### WHAT DOES THE SERVICE LEVEL MEAN?

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

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

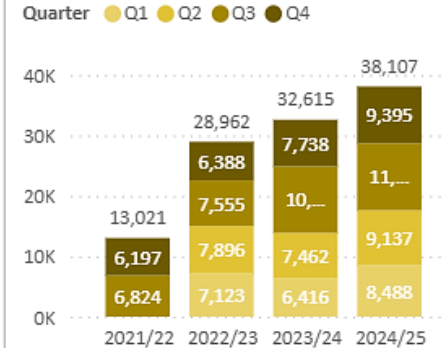
\*Percent of emails actioned within one (1) business day, and percent of chats answered within ninety (90) seconds.

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

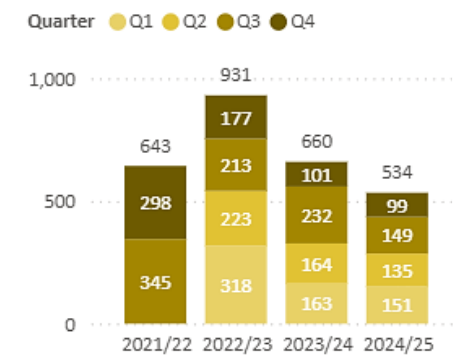
Council Meeting - 18 August 2025

## EMAIL & CHAT STATISTICS

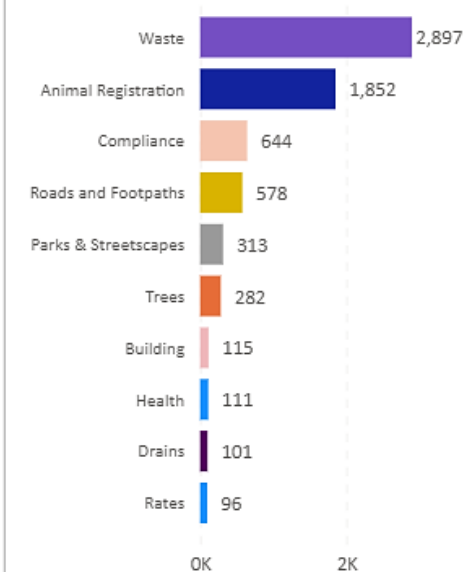
### Volume of emails actioned



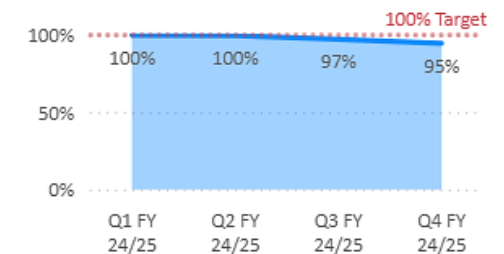
### Volume of chats answered



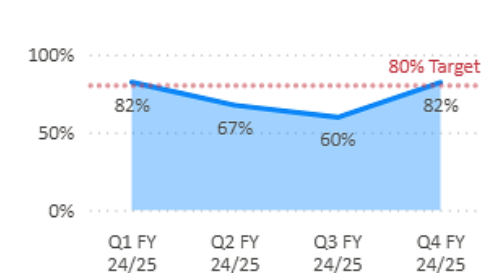
### Volume of digital work by enquiry type



### Email service level



### Chat service level

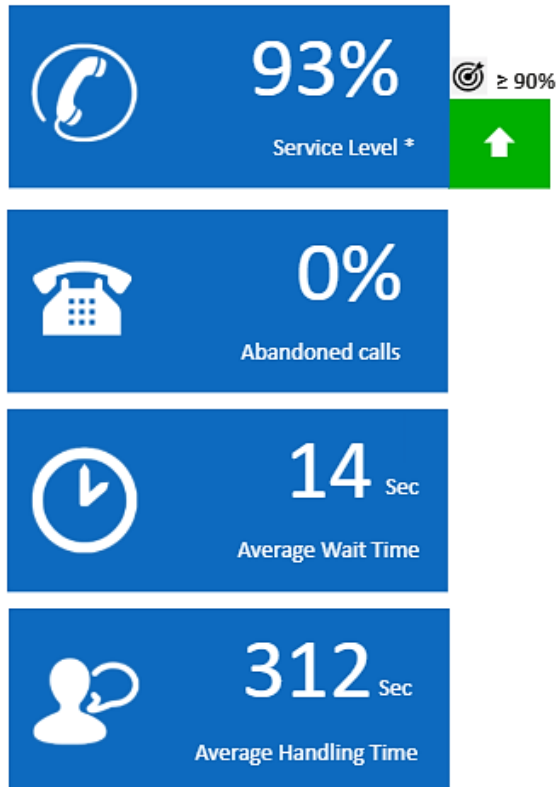


# Customer Support After Hours Call Performance



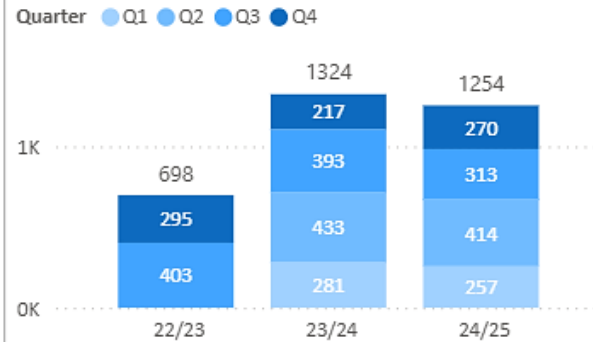
Q4 APR – JUN 2025

## PERFORMANCE METRICS



## CALL STATISTICS

### Call volumes (Answered and Abandoned)

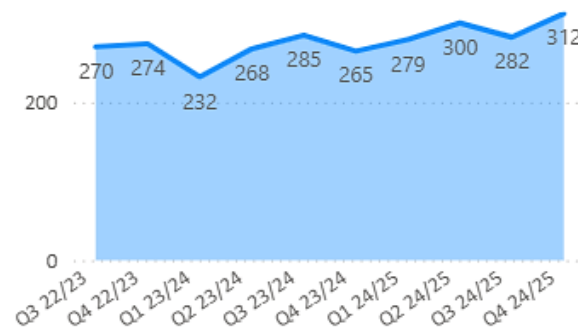


### WHAT DOES SERVICE LEVEL MEAN?

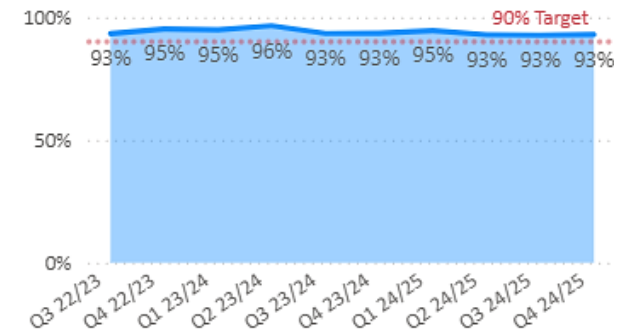
Service Level, or Grade of Service (GOS), is a measure which displays the percentage of calls answered within a designated time period.

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

### Average Handling Time (Seconds)



### Service Level\* Trend



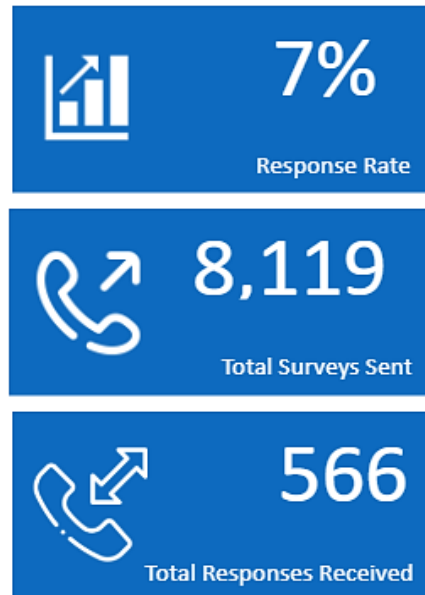
\*Percentage of calls answered within 14 seconds

# Customer Support After Call Survey

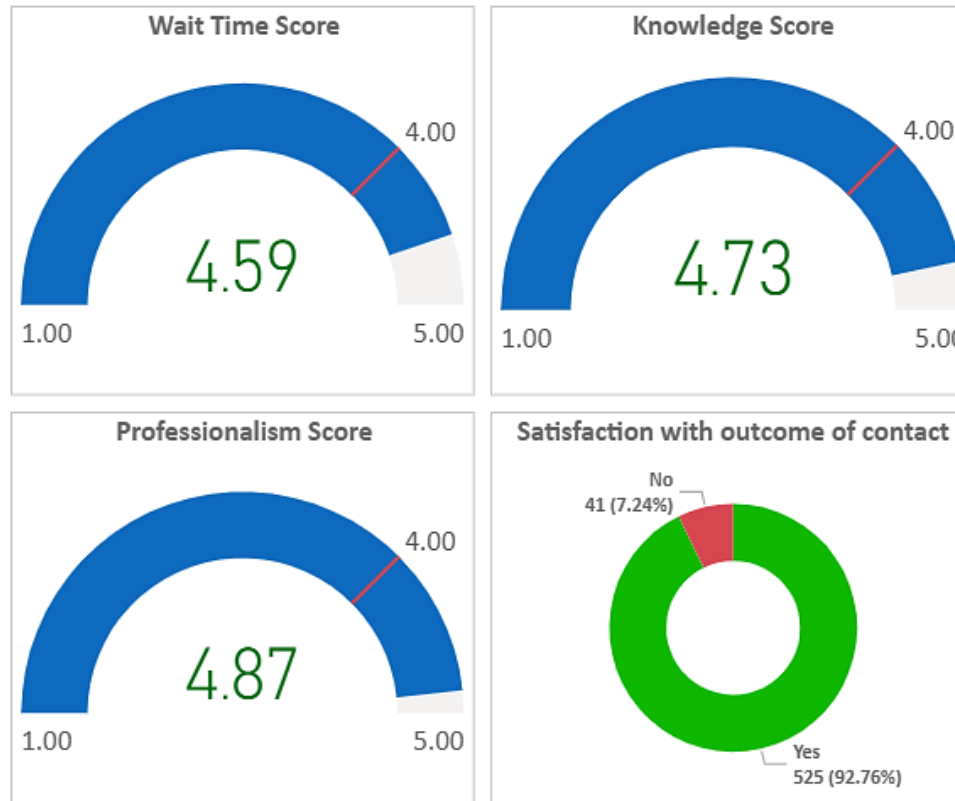


Q4 APR – JUN 2025

## SURVEY METRICS



## SURVEY RESULTS



### HOW IS THE SURVEY DONE?

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

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

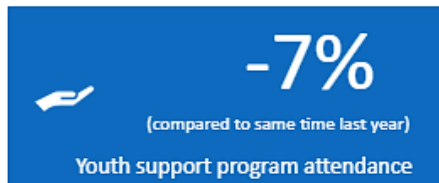
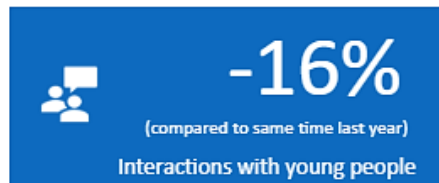


# Youth Engagement Performance



Q4 APR – JUN 2025

## PERFORMANCE METRICS

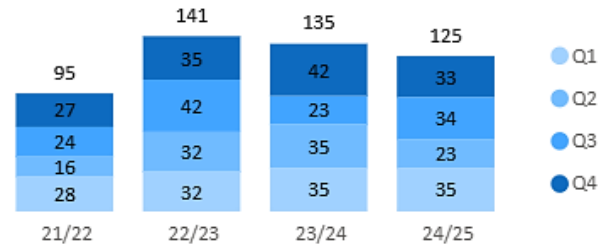


HOW DO OUR YOUTH INTERACT WITH US?

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

## YOUTH PROGRAM SUPPORT STATISTICS

### Number of young people offered support

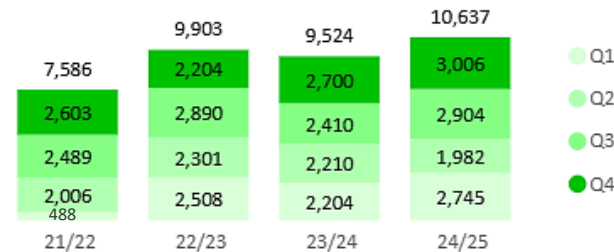


The Youth Support Program is a free and confidential service which offers young people with information, advice and practical support (short- and medium-term). The program is flexible, accessible to all young people and is respectful of race, gender, sexuality or religion.

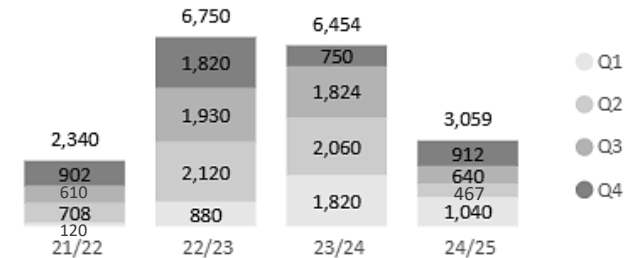
The graph illustrates the number of young people provided with more than one episode of support from a dedicated Youth Support Officer.

## INTERACTION STATISTICS

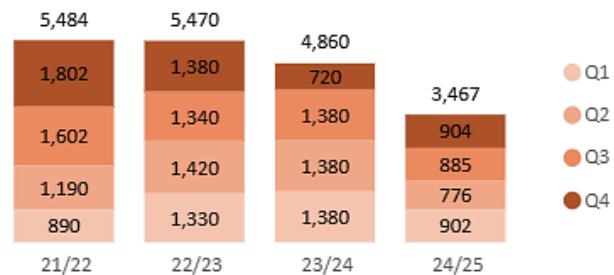
### My Place volumes



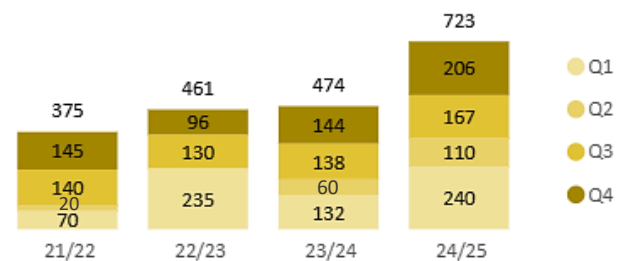
### In- School program/workshops volumes



### After school program volumes



### School holiday program



† Compared to last quarter's result

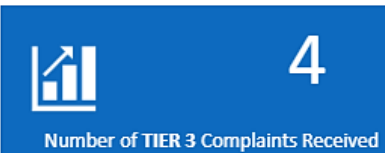
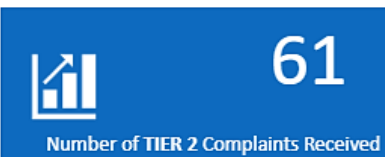
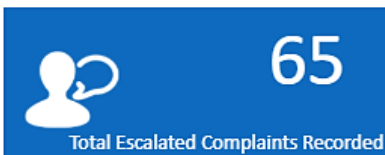
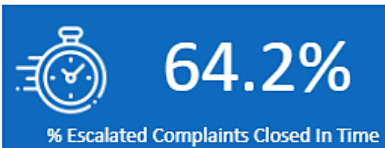


## Escalated complaints (Tier 2 and above) recorded in CRMS



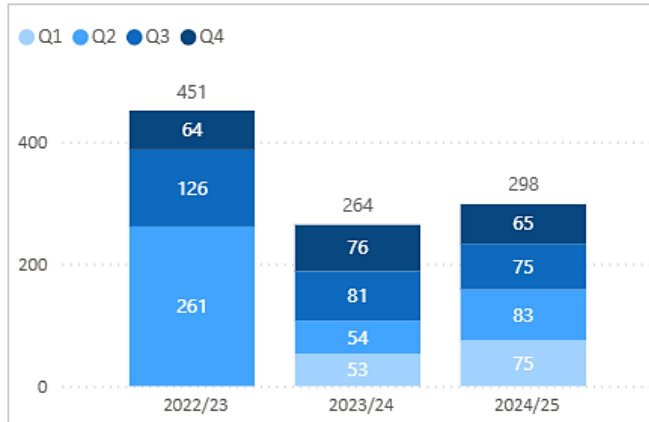
Q4 APR – JUN 2025

## PERFORMANCE METRICS

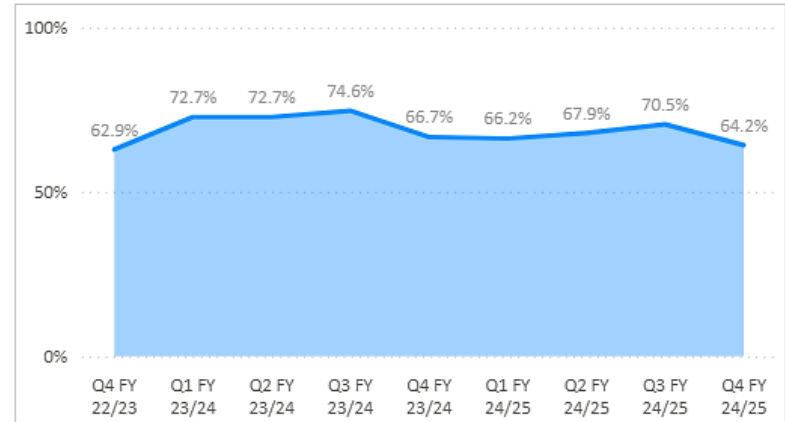


## ESCALATED COMPLAINTS STATISTICS

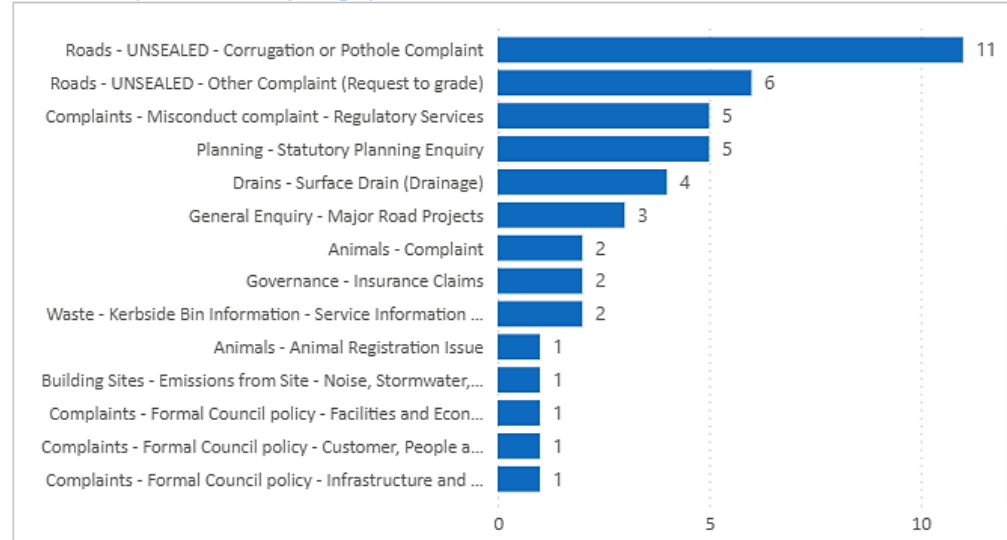
Escalated complaints received quarterly



Percent of escalated complaints closed in time by quarter



Escalated complaints received by Category



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

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

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

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

# LGPRF Service Measures



Q4 APR – JUN 2025

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



# LGPRF Service Measures



Q4 APR – JUN 2025

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



Legend: — Actual results — Meets Target — Within Range — Missed Target

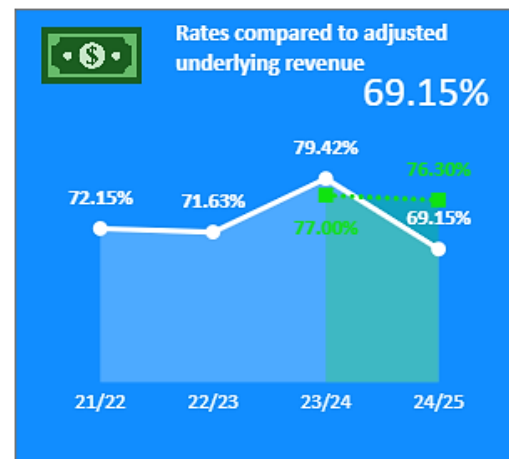
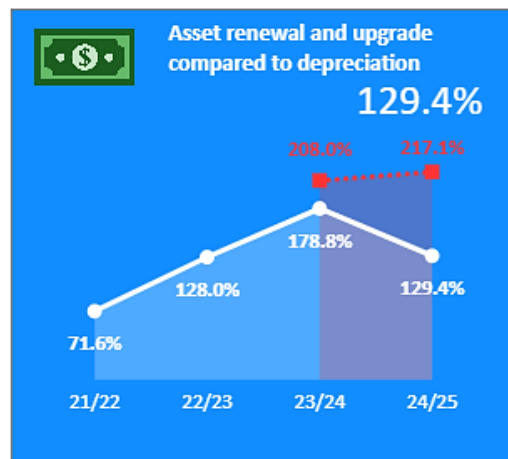
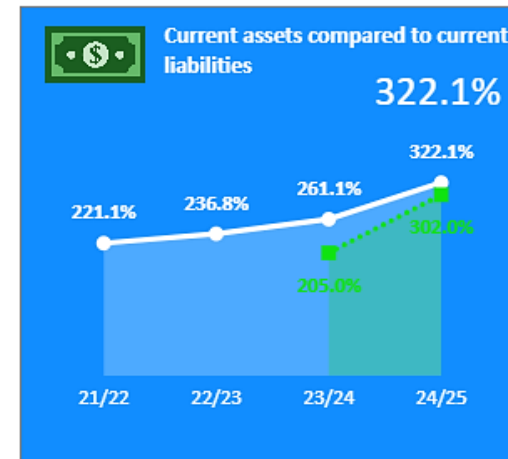
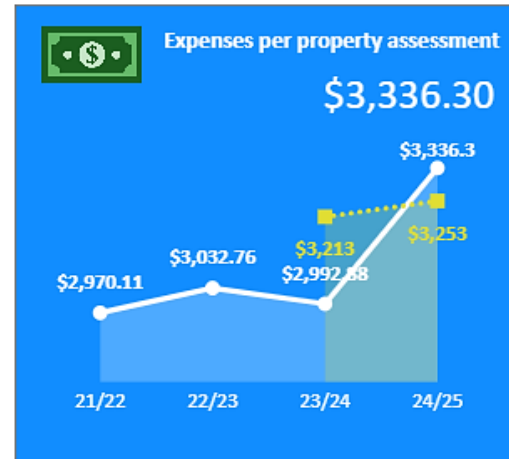
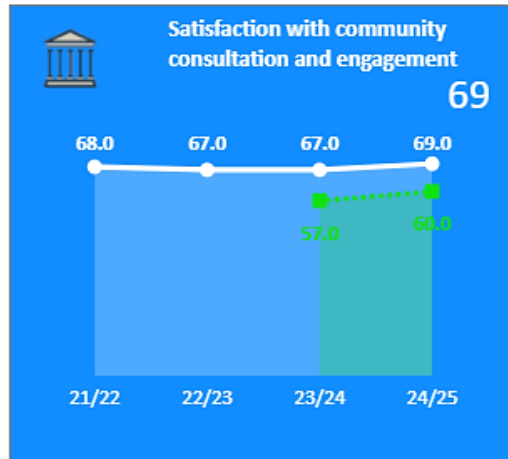
\* Key Ages and Stages (KAS)

# LGPRF Financial Measures



Q4 APR – JUN 2025

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



Legend: Actual results Meets Target Within Range Missed Target

# CRMS Service Standards



Q4 APR - JUN 2025

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

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

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

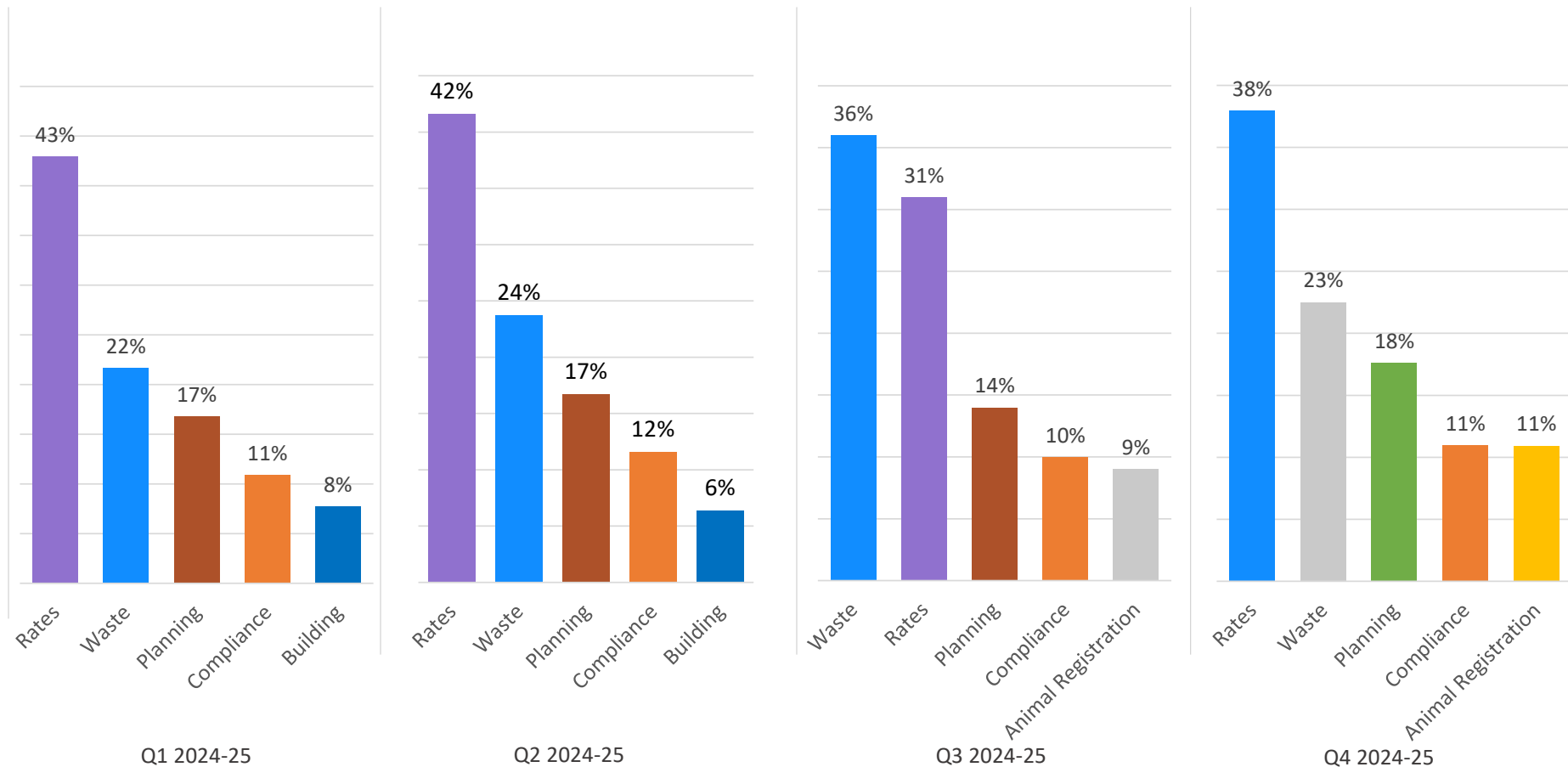


# Customer Support Call Performance

Q3 JAN – MAR 2025

## ENQUIRY TYPE TREND OVER TIME

Distribution of enquiry types (top 5)



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

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



[cardinia.vic.gov.au/dashboard](https://cardinia.vic.gov.au/dashboard)



# Cardinia Initiative Performance Report

Cardinia Shire Council

cammsstrategy

Print Date: 30-Jul-2025

Applied Filters  
Date Select: 01-Jul-2024 - 30-Jun-2025  
Hierarchy: Planning  
Hierarchy Level: Focus Area  
Hierarchy Node: All  
Initiative Filter: Council Plan Initiatives



## INITIATIVE SUMMARY

BY PERFORMANCE

**1** OFF TRACK

**26** ON TRACK



**0** NO TARGET SET



## 1 Strong Communities

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


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

| Initiative   | Business Unit                 | Start Date | End Date   | Status    | % Complete | Performance  |
|--|-------------------------------|------------|------------|-----------|------------|--|
| <p>1.1.1.1 CPI - Implement the endorsed Liveability Plan Action Agenda 2021-25</p> <p>Progress Comments: Cardinia Shire's Liveability Plan 2017-29 continues to be implemented in partnership with key agencies and community organisations. This year marks a 4-year review cycle, with extensive community consultation undertaken to review the Plan and propose improvements for the next four years. The draft reviewed Liveability Plan has been completed and a period of public feedback commenced.</p> <p>Some highlights from implementation of the plan over the past 12 months include:</p> <ul style="list-style-type: none"> <li>• Mental Health and Wellbeing: Aligned Leisure partnering with Pakenham Library to deliver the Men's Health Matters Expo, as part of men's health week in June and the Victorian Government's announcement that a Mental Health Local service will be established within the Shire by the end of 2025, offering free, walk in mental health and related alcohol and drug treatment and care. This comes following years of advocacy by Cardinia Shire and the community.</li> <li>• Social cohesion: As part of Reconciliation Action Week in May, Council partnered with Yarra ranges and Reconciliation Australia to deliver an event in Emerald featuring a Welcome to Country, smoking ceremony and opening of the Yearnjenong art exhibit by Wurundjeri, Dja Dja Wurrung artist Sam Richards, at the Hills Hub.</li> <li>• Safety : Council partnered with Standout Basketball to host an afterschool basketball program for students from Edenbrook Secondary over 8 weeks. The program offered students a positive way to connect with peers and build meaningful relationships, while also building relationships with local services.</li> <li>• Healthy eating and active living: The Community Grocer Pakenham, in partnership with Council through its workplace giving program, raised \$3,440 to deliver grocer gift cards to community members in financial distress. This included distributing 108 Grocer Gift Cards valued at \$2,190, and 50 x \$25 boxes donated to the Mums and Bubs accommodation run by Windermere valued at \$1,250</li> <li>• Family violence: In June as part of World Elder Abuse Awareness Day, Council partnered with Peninsula Community Legal, to host a workshop to raise awareness and action against financial abuse experienced by older people.</li> <li>• Financial wellbeing: Council supported South East Community Links (SECL) to host a "Bring Your Bills Day" event at Pakenham Hall. The event aimed to provide financial, housing, and social support, and featured 24 partner organizations and businesses. The event saw an overwhelming response with over 400 attendees, resulting in a total of \$2.4 million in debt reduction and savings. Council also delivered the annual Jobs and Skills showcase in March, connecting over 400 local employers, job seekers and employment service providers.</li> </ul> | Arts, Advocacy and Economy    | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN   |
| <p>1.1.1.76 CPI - Continue to drive the Services for Success initiative to attract health and social services, including mental health services</p> <p>Progress Comments: Council has been successful in attracting several new services to the shire including Very Special Kids and Have Hope Charity, as well as welcoming the expansion of the Southeast Community Links financial services and Community College Gippsland. These partnerships have relied on novel methods for service attraction, including access to Council assets to deliver services from and consideration of the mixed use of Council assets for service provision. Council is progressing work on an Investment Attraction Plan, exploring opportunities to strengthen the local economy, including the agricultural industry. The Victorian Government's change in priorities has been reflected in their reprioritisation of mental health investment across Victoria. We continue to work in partnership with services and not-for-profit agencies to advocate and support the work they do within Cardinia Shire.</p>  | Community and Family Services | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |

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

| Initiative  | Business Unit              | Start Date | End Date   | Status    | % Complete | Performance  |
|---|----------------------------|------------|------------|-----------|------------|--|
| 1.1.2.4 CPI - Support the delivery of an annual calendar of events and programs that celebrate our diverse community, its arts and culture  | Arts, Advocacy and Economy | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: During the 2024–2025 financial year, the Arts &amp; Creative Industries team successfully delivered over 250 events and programs that celebrated and promoted arts and culture across the Shire. These initiatives were thoughtfully curated to reflect the rich cultural diversity of our community and catered to a wide range of age groups and interests. From youth-focused to our Seniors, to festivals and culturally significant performances, each event provided meaningful opportunities for our community to engage with creative expression and connect with one another. The breadth and inclusivity of these programs not only enriched the cultural landscape of Cardinia Shire but also strengthened community cohesion and fostered a deeper appreciation for the arts.</p> |                            |            |            |           |            |  |


**1.1.4 Facilitate a partnership approach to create safer communities.**

| Initiative  | Business Unit                 | Start Date | End Date   | Status    | % Complete | Performance  |
|---|-------------------------------|------------|------------|-----------|------------|--|
| 1.1.4.13 CPI - Implement and monitor the Safer Communities Strategy   | Community and Family Services | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: The Safer Communities Partnership Committee continues to guide the implementation of the Cardinia Safer Communities Action Plan, utilising the Community Safety Framework. The committee meets bi-monthly and comprises 21 stakeholders across government and the non-government sector, including Victoria Police, Crime Stoppers, Department of Justice and Community Safety and Neighbourhood Watch. Recently there has been a focus on community education to help reduce theft from motor vehicles and private properties as part of the 9pm Campaign. The campaign encourages residents to secure their cars and homes as statistics show that the majority of theft occurs from unlocked or unsecured cars and homes. Council also continues to deliver regular Coffee with the Community events across the shire, giving residents the opportunity to connect with Council staff and Victoria Police to discuss emerging trends and issues relating to safety in their area. The events have also provided an opportunity for residents to access free anti-theft screws for their licence plates from Victoria Police. Council partnered with Stand Out Basketball to deliver a youth engagement program during Term 2 to assist in promoting social cohesion and positive life choices.</p> |                               |            |            |           |            |  |

## 2 Liveable Places

### 2.1 We support the creation of liveable spaces and places.

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

| Initiative   | Business Unit                    | Start Date | End Date   | Status    | % Complete | Performance  |
|--|----------------------------------|------------|------------|-----------|------------|--|
| 2.1.1.14 CPI - Plan and deliver accessible and inclusive recreation and community facilities   | Active and Connected Communities | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: Several recreation and community facilities have been, or are being, delivered with a focus on ensuring accessibility and inclusivity. Projects include:</p> <ul style="list-style-type: none"> <li>• Garfield North Community Centre – in progress.</li> <li>• Boolam Boolam Integrated Child and Family Centre – completed.</li> <li>• Toun Nun Integrated Child and Family Centre – completed.</li> <li>• Avonsleigh Kindergarten upgrade project – in progress.</li> <li>• Worrell Recreation Reserve skate park and youth plaza – completed.</li> <li>• Cora Lynn Recreation Reserve Pavilion – in progress.</li> <li>• Upper Beaconsfield Recreation Reserve Pavilion – in progress.</li> <li>• O'Neil Road Masterplan – in progress.</li> <li>• Nar Nar Goon netball pavilion upgrade – in progress.</li> <li>• Yarrabubba Reserve equestrian track upgrade – completed.</li> <li>• Officer District Park – complete.</li> <li>• Koo Wee Rup Bowling and Community Hub – completed.</li> <li>• Lang Lang Community Recreation Reserve cricket nets – completed.</li> <li>• Emerald Lake Precinct emergency and compliance signage installation – completed.</li> <li>• Jim Parkes Reserve upgrade – completed.</li> <li>• Alma Treloar Amphitheatre – completed.</li> <li>• Gembrook Recreation Reserve cricket nets – completed.</li> <li>• Bunyip Recreation Reserve universal facility upgrade design – in progress.</li> <li>• Recreation reserve lighting upgrades (Mountain Road Recreation Reserve, Upper Beaconsfield Recreation Reserve, Toomuc Recreation Reserve, Lang Lang Tennis Club, Perc Allison Recreation Reserve) – completed.</li> <li>• Upper Beaconsfield Reserve Master Plan – in progress</li> <li>• Garfield Netball Pavilion – completed.</li> <li>• Fair Access Policy Endorsed.</li> <li>• Pakenham pool minor facility improvements – completed.</li> <li>• IYU Recreation Reserve temporary facilities – in progress.</li> <li>• Chandler Reserve cricket nets – in progress.</li> <li>• Holm Park oval 2 resurfacing design – in progress.</li> <li>• PB Ronald Reserve, Henry Street, new solar lighting – completed.</li> </ul> <p>Community Capital Works Grant Program funding is used to support community groups to upgrade and enhance facilities, improving accessibility and participation:</p> <ul style="list-style-type: none"> <li>• Pakenham Cricket Club – minor facility improvements.</li> <li>• Pakenham Lions Netball Club – sports lighting improvements.</li> </ul> |                                  |            |            |           |            |  |

- Cockatoo and District Pony Club upgrade of arena – completed.

Supporting club-led projects that will deliver accessible and inclusive recreation and community facilities:

- Officer Cricket Club pitch covers – completed.
- Cardinia U3A blinds upgrade – completed.
- Nar Nar Goon Football Club scoreboard – completed.
- Officer tennis modular build project – in progress.
- Chandler netball court upgrade project – in progress.
- Pakenham baseball indoor batting cage project – in progress.
- Toomuc Reserve first floor upgrade project – in progress.
- Officer netball court resurfacing project – in progress.

2.1.1.24 CPI - Advocate to the State and Federal Governments for increased investment for all transport modes, including road safety treatments

Community  
Infrastructure Delivery

01-07-2024

30-06-2025

Completed

100



GREEN

Progress Comments: Council was successful in receiving grant funding from the Department of Transport under the Safe Local Streets Program for local area traffic treatments in:

- Barrington Drive, Pakenham – completed.
- Livingstone Boulevard, Pakenham – lighting contractor appointed, awaiting lighting materials from suppliers.

Council is working through design and applying for further funding for:

- Eagle Drive Pakenham – preparing tender documentation for construction.
- Ahern Road, Pakenham – design.


Council also received Blackspot Funding for treatments in:

- Fieldstone Boulevard – completed.
- Moody Street and Gardner Street, Koo Wee Rup – lighting contractor appointed, awaiting lighting materials from suppliers.
- Army Road and Army Settlement Road, Pakenham – guardrail installation 95% complete.
- Leppitt Road and Salisbury Road, Beaconsfield – completed.
- Livingstone and Heritage Boulevard, Pakenham – lighting contractor appointed, awaiting lighting materials from supplier.


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

| Initiative   | Business Unit                        | Start Date | End Date   | Status    | % Complete | Performance |
|--|--------------------------------------|------------|------------|-----------|------------|-------------|
| 2.1.2.4 CPI - Develop and upgrade shared pathways and walking tracks across the shire  | Community<br>Infrastructure Delivery | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN   |
| Progress Comments: Cardinia Shire Council has been working closely with the Level Crossing Removal Project on: <ul style="list-style-type: none"> <li>• The open space under the railway in Pakenham, which opened in November 2024. This open space includes a shared path that links Pakenham and East Pakenham stations.</li> <li>• A shared path to Officer Station from Gilbert Reserve. This path was completed and open to the public 20 December 2024.</li> <li>• A shared path in Officer South Road has been completed.</li> </ul> |                                      |            |            |           |            |             |

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

| Initiative   | Business Unit              | Start Date | End Date   | Status    | % Complete | Performance  |
|--|----------------------------|------------|------------|-----------|------------|--|
| 2.1.3.1 CPI - Work with the Victorian Government and relevant stakeholders to encourage sustainable supply of social and affordable housing across the shire   | Arts, Advocacy and Economy | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: Over the past 12 months Council has continued to work in collaboration with Homes Victoria, developers, registered housing providers and regional advocacy networks to enhance local supply of social and affordable housing. Since the establishment of the Victorian Government's Big Housing Build program in 2021, 84 homes have been completed with a further 17 homes underway in Cardinia Shire. Council officers have secured a further 5 lots over the past 12 months for social housing, through negotiations with developers.</p> |                            |            |            |           |            |  |

**2.1.4 Advocate for increased and more connected public transport options.**

| Initiative   | Business Unit                     | Start Date | End Date   | Status    | % Complete | Performance  |
|--|-----------------------------------|------------|------------|-----------|------------|--|
| 2.1.4.3 CPI - Advocate for increased public transport services, frequency and multi-modal connectivity within the shire and greater south east region  | Community Infrastructure Delivery | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: Council worked with the Victorian Government, including the Level Crossing Removal Project, on the opening of the new Pakenham and East Pakenham railway stations in June 2024. The bus interchange has been upgraded at Pakenham Station, improving accessibility and safety for pedestrians and commuters. In addition to the above, there has been:</p> <ul style="list-style-type: none"> <li>• Changes to V-Line services from the Gippsland Line upgrade to Pakenham Station interchange.</li> <li>• Continued advocacy for an upgrade to Officer Station, including improved parking.</li> <li>• More parking and improved accessibility at Bunyip Station.</li> <li>• More parking at Nar Nar Goon station.</li> </ul> <p>Council has also advocated for the existing bus stops along Kenilworth avenue to be converted to indented bus stops. The Department of Transport and Planning is working on new bus stops for the 928 bus route extension to the west. Currently 928 bus route is from Pakenham Station to Cardinia Road Station south of the railway line. The bus route extension is expected in September/October 2025.</p> |                                   |            |            |           |            |  |

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

| Initiative  | Business Unit                     | Start Date | End Date   | Status      | % Complete | Performance  |
|---|-----------------------------------|------------|------------|-------------|------------|--|
| 2.1.5.4 CPI - Complete Pakenham town centre streetscape upgrades  | Major Projects                    | 01-07-2024 | 30-06-2025 | Not Started | 0          | <br>RED   |
| Progress Comments: Delivery of the upgrades are being recalibrated to work in with the delivery of interfacing State infrastructure projects. This will help to facilitate a precinct approach to network access that mitigates disruptions for local businesses and community.   |                                   |            |            |             |            |  |
| 2.1.5.5 CPI - Plan and deliver infrastructure upgrades to our road network to meet the needs of the current and future population   | Community Infrastructure Delivery | 01-07-2024 | 30-06-2025 | Completed   | 100        | <br>GREEN |
| Progress Comments: Major roads projects: Princess Highway intersections at Bayview Road and Station Street/Tivendale Road are functionally complete, with contractual finalisation in process. Dore Road complete, Mt Lyall Road complete.  |                                   |            |            |             |            |  |
| Sealing the Hills: Package 11 is in progress with Phase 2 completion by the end of 2024-25 financial year. Outfall drainage works to follow in 2025-26. Package 19 (Stoney Creek catchment) construction is underway and anticipated to be completed by December 2025. Package 17 (Old Gembrook catchment) construction contract has been awarded and work is anticipated to start in August 2025. Projects currently in design phase: Brunt Road/Rix Road, Princess Highway/Arena Parade intersection, McGregor Road/Henty Street intersection, Huxtable Road. |                                   |            |            |             |            |  |

### 3 Thriving Environments




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

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

| Initiative  | Business Unit           | Start Date | End Date   | Status    | % Complete | Performance  |
|---|-------------------------|------------|------------|-----------|------------|--|
| 3.1.2.12 CPI - Implement the five-year action plan for the Waste and Resource Recovery Strategy   | Infrastructure Services | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: The five-year action plan covers from 2022 to 2026 inclusive and aligns with the latter half of the current Waste and Resource Recovery Strategy 2017-26. Major achievements include support and implementation of the Victorian Government's Recycling Victoria policy and action plan, continuing to seek alternatives to landfill, providing alternative options to reduce burning off, continuing to advocate and lead improvements and efficiencies in the waste sector, engaging with the community on Clean Up Australia Day, and educating the community on minimising dumped rubbish. Council has advocated for efficient and effective alternatives to a separated glass service, and has begun developing the next Waste Strategy to cover the 2026-36 period.</p> |                         |            |            |           |            |  |




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

| Initiative   | Business Unit            | Start Date | End Date   | Status    | % Complete | Performance  |
|--|--------------------------|------------|------------|-----------|------------|--|
| 3.1.3.8 CPI - Implement initiatives in the Aspirational Energy Strategy  | Environment and Heritage | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN   |
| <p>Progress Comments: The following initiatives have been completed in 2024-25: Continued to partner with and participate in SECCCA projects. Completed full term review of the Aspirational Energy Transition Plan, noting Council achieved 93% of all actions overall. Procured 3,338 offsets which will effectively reduce Council's scope 1 and 2 emissions (under our direct control) by 88% compared to the 2012 baseline. Completed the Electrification Plan, outlining opportunities for future energy efficiency and appliance upgrades in Council facilities. Joined the Solar Savers program, providing advice and access to approved installers for the purchase of energy and water efficient appliances for households. Received notification of successful applications to the Community Energy Upgrades Fund Program (Federal) and the 100 Neighbourhood Batteries Program (State). These grants will see a total \$780,000 investment for critical upgrades to Cardinia Life, Cardinia Cultural Centre and fund community batteries at Bunyip Hall and Koo Wee Rup Community Centre. Provided information and education opportunities for the community, such as Bring your Bills Day and energy efficiency and climate change sessions for schools at Deep Creek Reserve. Implemented electrification activities for Council facilities, to improve energy efficiency and upgrades.</p>  |                          |            |            |           |            |  |
| 3.1.3.9 CPI - Implement initiatives in the Biodiversity Conservation Strategy  | Environment and Heritage | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN   |
| <p>Progress Comments: In 2024-25, Council has provided technical and financial support to Council's environmental volunteers and Landcare groups, and completed monitoring and surveys for Southern Brown Bandicoot, Growling Grass Frog, Powerful Owl, Swamp Skink, Greater Glider. The following community programs have been administered: annual plant giveaway, Trust for Nature Rebate program, Environmental Volunteer Support Grants 2024-25, Biodiversity Incentive Scheme Grant 2024-25, Weed Control Grants 2024-25, environment education incursions at kindergartens, developed education material for responsible pet ownership campaigns, Southern Brown bandicoot awareness programs in partnership with the Royal Botanic Gardens Cranbourne, Cardinia Creek education program, and development and delivery of interpretive signage within natural reserves. Environmental considerations have been embedded into the statutory and strategic planning processes, and pest animal monitoring has been facilitated at key sites to determine the presence of fox and deer. Council has partnered with tertiary education providers on species monitoring, Southern Brown Bandicoot water crossing structures, and blue carbon opportunities. The following strategic document reviews have been finalised: Growling Grass Frog Conservation Management Plan for Cardinia Road Employment Precinct, Biodiversity Conservation Strategy and Weed Management Strategy mid-term review. Training has been provided to staff to improve on-ground environmental outcomes. Funding has been secured via the - Victorian Peri Urban Weed Management Partnership (Department of Energy Environment and Climate Action); Victorian Deer Control Program (Department of Energy Environment and Climate Action); Liveable Communities Liveable Waterways (Melbourne Water); and Roadside Weeds and Pest Program (Department of Government Services).</p> |                          |            |            |           |            |  |
| 3.1.3.10 CPI - Implement initiatives in the Integrated Water Management Plan   | Environment and Heritage | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: In 2024-25, Council secured funding under the Liveable Community Liveable Waterways incentive programs and delivered a Water Balance Model for Cardinia Shire. The Water balance model will enable Council to see the changes over the last decade and will inform future planning and decision making to progress integrated water management. In partnership with South East Water, Yarra Valley Water and the Department of Climate Energy Environment and Climate Action, Council identified high potable water use facilities aligned to water reduction targets. Implementation of the Officer South PSP includes leading edge integrated water management measures to meet water cycle and healthy waterway targets for Cardinia Creek. Furthermore, Council contributed to and delivered regional implementation of the Westernport Integrated Water Management Forum and completed water assessments of Pakenham Regional Tennis Centre and Koo Wee Rup community centre, to inform future works.</p>   |                          |            |            |           |            |  |



## 4 Prosperous Economies

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


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

| Initiative  | Business Unit              | Start Date | End Date   | Status    | % Complete | Performance  |
|---|----------------------------|------------|------------|-----------|------------|--|
| 4.1.1.2 CPI - Implement the Cardinia Community Food Strategy and Action Plan  | Arts, Advocacy and Economy | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: Through the Vichealth Local Government Partnership, Council continued its Futureproofing Farming partnership via monthly meetings with SELLEN, Kooweerup Secondary College and local farms. Actions included connecting local work placements to the Conservation and Ecosystems course offering, and refining the development of a Working Safely on Farms e-module for students. Council supported a grant application for OzHarvest to establish a food rescue hub facility in the south-east, which is now in operation and working to expand capability. Council's application for the Local Food Partnership Grants via VicHealth was unsuccessful. Council's Emergency Management team in partnership with Economic Development are coordinating several initiatives to respond to drought conditions affecting farming communities.</p> |                            |            |            |           |            |  |

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

| Initiative   | Business Unit              | Start Date | End Date   | Status    | % Complete | Performance  |
|--|----------------------------|------------|------------|-----------|------------|--|
| 4.1.2.11 CPI - Advocate for a South East Melbourne Airport   | Arts, Advocacy and Economy | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: The South East Melbourne Airport remains a key advocacy priority for the Greater South East Melbourne (GSEM) group and continues to receive support from the Cardinia Shire Council. Although GSEM was not successful in securing the uPPP grant from the Federal Government, its strategic planning efforts will continue. GSEM and Council recognises that the airport is essential to meeting the long-term needs of South East Melbourne and Gippsland.</p>  |                            |            |            |           |            |  |
| 4.1.2.12 CPI - Facilitate investment in our townships to support businesses and vibrant communities  | Arts, Advocacy and Economy | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: Cardinia Shire Council's Investment Attraction Plan is complete and was adopted at the May Council Meeting. The plan provides a clear blueprint for what investment will be best suited to the area. Officers have commenced planning for delivery of short-term initiatives identified in the plan. Investment attraction is currently focused on activating undeveloped commercial and industrial land, as well as supporting and expanding Cardinia Shire's existing high value industries like construction and agriculture.</p> |                            |            |            |           |            |  |

**4.1.3 Improve local learning and employment pathway opportunities through strategic partnerships.**

| Initiative   | Business Unit       | Start Date | End Date   | Status    | % Complete | Performance  |
|--|---------------------|------------|------------|-----------|------------|--|
| 4.1.3.3 CPI - Advocate for the growth of local education opportunities that improve skills and employment pathways   | Planning and Design | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| Progress Comments: Council will continue to advocate for investment in local education to improve skills and employment pathways. Council has made submissions to the Growth Area Authority and Standing Advisory Committee (SAC) process for the Officer South Employment Precinct Structure Plan (OSEPSP) for the inclusion of a Centre for Excellence within the OSEPSP. The SAC commenced on 6 March 2024 and concluded on 19 April 2024. The OSEPSP was gazetted by the Minister on the 27 February 2025 and includes reference to the Centre of Excellence. Council executives have established a working relationship with Federation University and Gippsland Community College has established a centre at Toomah Community Centre. |                     |            |            |           |            |  |

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

| Initiative  | Business Unit              | Start Date | End Date   | Status    | % Complete | Performance  |
|---|----------------------------|------------|------------|-----------|------------|--|
| 4.1.5.4 CPI - Actively protect key heritage sites within the shire  | Environment and Heritage   | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| Progress Comments: In 2024-25, Council has coordinated and promoted the Annual Heritage Grant program, providing support to landowners and community groups to help restore and conserve places of heritage value that are covered by a heritage overlay in the Cardinia Shire Planning Scheme. Council has also delivered a Conservation Management Plan for the Nar Nar Goon North Hall, and supported the Planning Scheme Amendment C282 - Officer Kiln - James Hick Pottery site to facilitate the adaptive reuse of the Officer Kiln site. We have supported the Emerald Museum Community Asset Committee to complete murals on the shutters of the museum and receive and implement a grant from the National Library of Australia to digitise nationally significant collection of Nobelius ledgers.   |                            |            |            |           |            |  |
| 4.1.5.4 CPI - Develop and deliver initiatives within the Economic Development Strategy, including the visitor economy and tourism   | Arts, Advocacy and Economy | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| Progress Comments: Council has officially joined the Tourism East Visitor Economy Partnership, working alongside Yarra Ranges Council and Nillumbik Shire Council to enhance tourism investment into the region, support local tourism operators and increase visitation. Council's annual Business Breakfast was held in May 2025, with 138 attendees learning about the potential of AI for their business. The Business Planning workshop has had steady participation each quarter, with 14 local businesses participating. Five businesses have been supported in the final quarter through the new Business Coaches Program, slightly down from the previous quarter. Council's monthly Business Newsletter has a regular 2,000 subscribers with an average open rate of 40%. This is an increase of more than 800 subscribers since the same time last year. |                            |            |            |           |            |  |


## 5 Responsible Leaders

### 5.1 We practise responsible leadership.


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

| Initiative  | Business Unit                 | Start Date | End Date   | Status    | % Complete | Performance  |
|---|-------------------------------|------------|------------|-----------|------------|--|
| 5.1.1.6 CPI - Implement the Community Engagement Policy in a way that meets legislative requirements for community engagement.  | Communications and Engagement | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| Progress Comments: Council's updated Community Engagement Policy was endorsed by Council at its meeting on 14 April.  |                               |            |            |           |            |  |
| The new policy is now available on Council's website and will guide us in delivering authentic, transparent and inclusive engagement activities with our community.   |                               |            |            |           |            |  |
| The policy will also be socialised across the organisation, embedding the importance of community engagement in capturing community feedback to inform decision making - a practice that will continue to be a focus for Council as part of the new Council Plan. |                               |            |            |           |            |  |
| A report on Community Engagement activities was presented to the Monthly Council Meeting to inform the community of existing and upcoming opportunities.  |                               |            |            |           |            |  |



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

| Initiative  | Business Unit | Start Date | End Date   | Status    | % Complete | Performance  |
|---|---------------|------------|------------|-----------|------------|--|
| 5.1.2.30 CPI - Develop a long-term financial plan that ensures financial sustainability   | Finance       | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| Progress Comments: The 2025-26 Budget has been adopted, and work is continuing on finalising the Financial Plan for adoption by 31 October 2025 in accordance with Council's statutory obligations. |               |            |            |           |            |  |


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

| Initiative  | Business Unit                        | Start Date | End Date   | Status    | % Complete | Performance  |
|---|--------------------------------------|------------|------------|-----------|------------|--|
| 5.1.3.4 CPI - Publicly report the organisation's performance on a quarterly basis, including customer service outcomes  | Business Transformation and Customer | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| Progress Comments: Throughout this financial year, Council prepared and published customer service and other service performance reports on a quarterly basis. These are prepared for Council, and published on Council's website. Council is constantly considering ways to improve the quality and meaningfulness of performance reporting. |                                      |            |            |           |            |  |

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

| Initiative  | Business Unit              | Start Date | End Date   | Status    | % Complete | Performance  |
|---|----------------------------|------------|------------|-----------|------------|--|
| 5.1.4.6 CPI - Implement the Cardinia Shire Advocacy Plan and work with strategic partners on shared advocacy initiatives  | Arts, Advocacy and Economy | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: Council works with all levels of government to lobby for action on important local issues and to influence government priorities that will benefit our local communities. Council also works with other groups of councils, such as the Municipal Association of Victoria (MAV), Greater South East Melbourne (GSEM), the Outer Melbourne Councils (OMC) and the National Growth Areas Alliance (NGAA) to facilitate investment in the broader region. A key focus has been to amplify Council's advocacy to the Federal Government throughout the Federal Election campaign and at the National General Assembly in Canberra. During the Federal Election, Council partnered with Star News and local community groups to deliver an advocacy campaign highlighting key community priorities including the Cardinia Life redevelopment, Lang Lang Truck Bypass, Princes Highway intersection upgrades and road sealing packages. Council also hosted a community Q and A event with La Trobe candidates to raise the profile of the community's priorities and to hear from all candidates on their vision for La Trobe over the next three years and beyond. At the National General Assembly, the Mayor, Deputy Mayor and Interim CEO met with Federal MPs and department officials to continue advocacy efforts of our top Federal priorities. In May, Council endorsed its first Advocacy Framework and Community Advocacy Toolkit which is now available for community groups to download and use in support of their advocacy efforts. Looking ahead, Council is working to refine the Advocacy Agenda for the next 12 months and leading into the State Government elections in 2026.</p>   |                            |            |            |           |            |  |
| 5.1.4.16 CPI - Implement the strategy aimed at alternative revenue streams  | Finance                    | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: During 2022-23, Council developed a strategy to consider and evaluate Alternative Revenue strategies, with the strategy to be implemented during the 23/24 and 24/25 years.</p> <p>Implementation of these initiatives continue to progress. Highlights include:</p> <ul style="list-style-type: none"> <li>• Centralisation of grants administration - processes and staff resources allocated to include tracking and monitoring of grant outcomes, allowing for better governance and central coordination of grants across Council</li> <li>• Optimising fees &amp; charges - detailed review of statutory and non-statutory fees across a range of services, resulting in an additional \$250,000 revenue per annum, and consultation with Community Panel regarding potential policy approaches. Further reviews of charges and sports facilities will be presented to Council.</li> <li>• Proposal to establish Investment Advisory Committee in Council plan 2025-2029, to fully consider commercial investment and partnership flexibility</li> <li>• Strategic Advertising (Reserves) - position paper developed with intention to discuss with Council during 2025, though impact on club revenue opportunities will be a key consideration.</li> <li>• Strategic Land Acquisitions - opportunities have been identified, with the intention of consideration by Investment Advisory Committee</li> <li>• Motorsport Site Uplift - this has been fully explored. Work continues in respect of this site, and report to Council during 2025 is expected.</li> <li>• Divesting unused facilities and assets - this was a topic of consideration by the Community Panel, and unleased sites are identified. A position paper is expected to Council during 2025 to consider options.</li> </ul> |                            |            |            |           |            |  |

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

| Initiative  | Business Unit                   | Start Date | End Date   | Status    | % Complete | Performance  |
|---|---------------------------------|------------|------------|-----------|------------|--|
| 5.1.5.38 CPI - Publicly report on Council decisions made and their implementation to demonstrate transparent decision making  | Governance, Safety and Property | 01-07-2024 | 30-06-2025 | Completed | 100        | <br>GREEN |
| <p>Progress Comments: Council decisions are reported quarterly to Council. The report for Quarter Two and Three was reported to the Council meeting on 17 February 2025. The Quarter Four report is being reported to the 21 July Council meeting, which completes this action.</p> |                                 |            |            |           |            |  |



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# Growth Projections

Q4 APR – JUN 2025

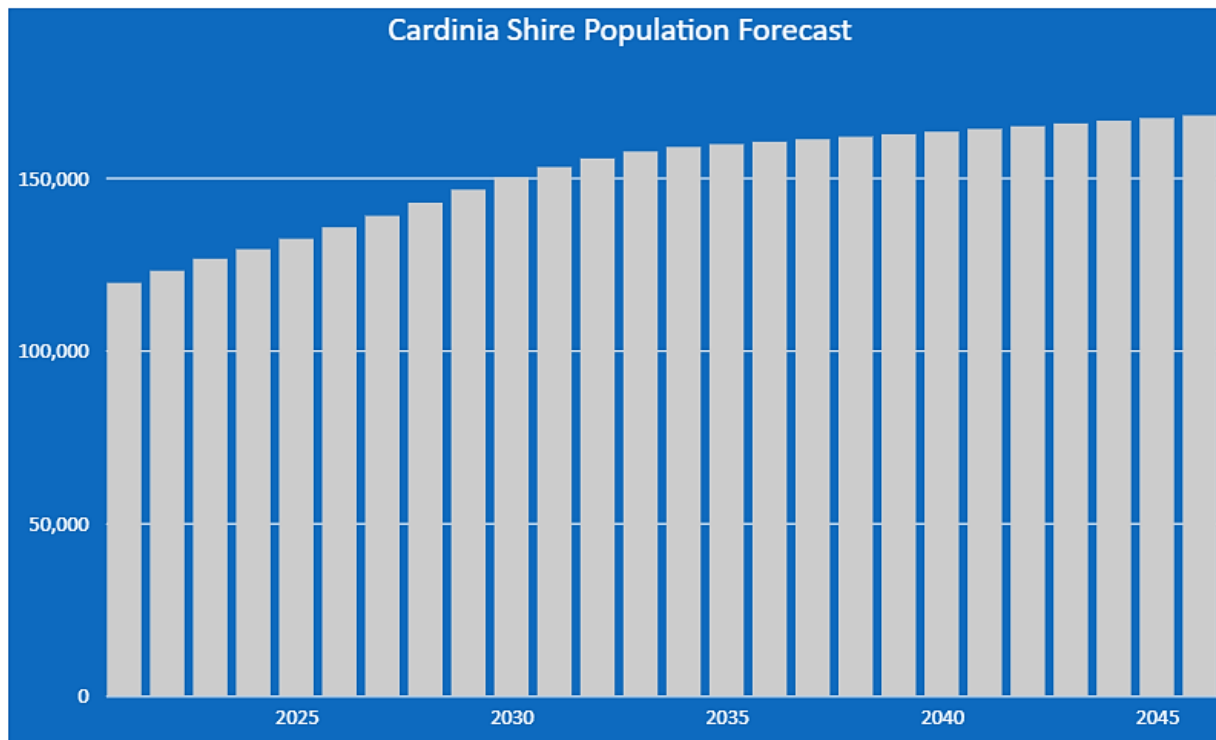
## POPULATION FORECAST

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

**Population 2025**  
132,289

**Population 2046**  
167,989

**Change 2025-46**  
26.99 %

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

## HOUSEHOLD GROWTH

YTD comparison to last year

### Growth Indicator

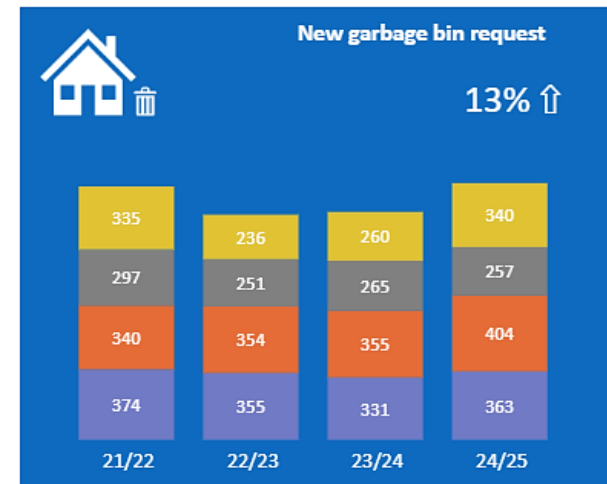


Number of households moving into the Shire per day

4

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

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



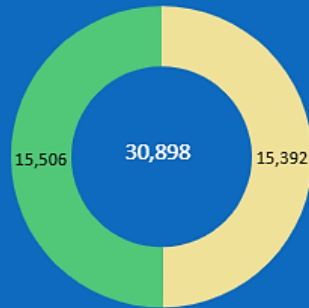
Legend

| Q1   | Q2     | Q3   | Q4     |
|------|--------|------|--------|
| Blue | Orange | Grey | Yellow |

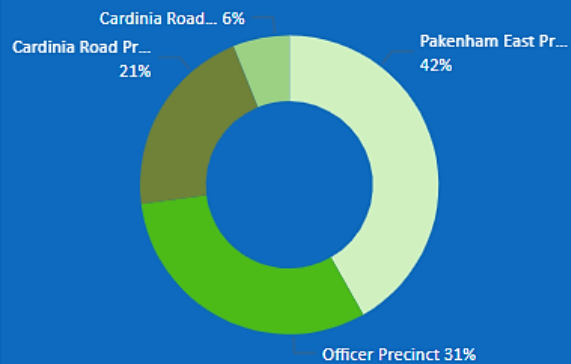
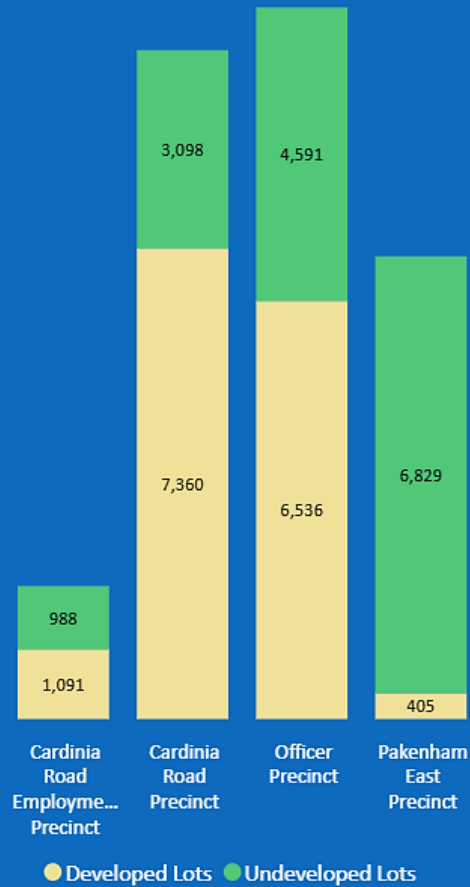



**Cardinia**

Q4 APR – JUN 2025

**RESIDENTIAL LAND ACTIVITY METRICS** *YTD comparison to last year*
**SUBDIVISION METRICS** *YTD comparison to last year*
**Lot Development**


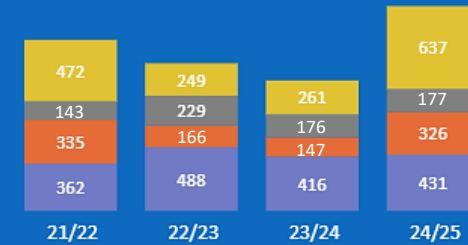
● Developed Lots ● Undeveloped Lots

**Distribution of Undeveloped Lots**

**Lot Development by Precinct**


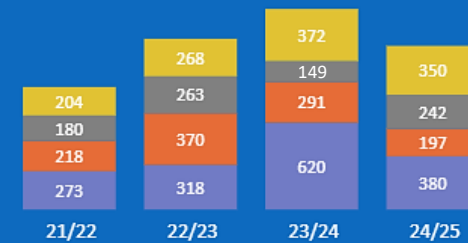
● Developed Lots ● Undeveloped Lots


**Residential Lots - Applications**

57% ↑


**Residential Lots - Statement of Compliance**

-18% ↓

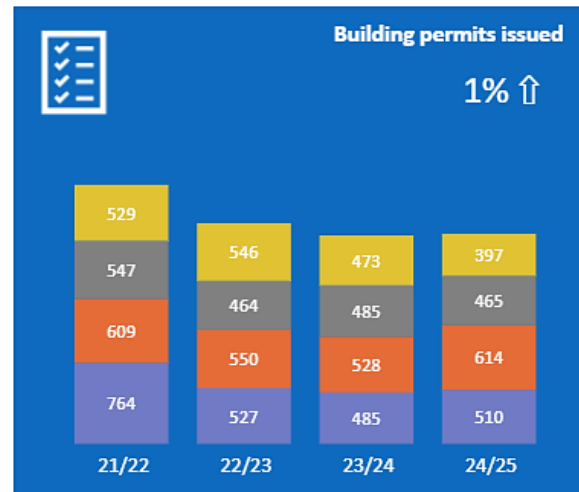
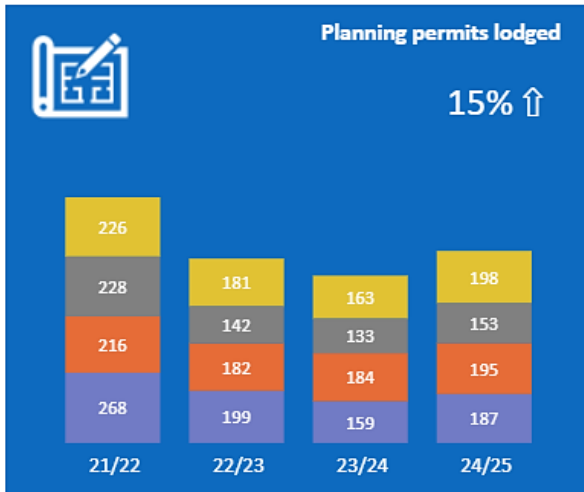

 Legend  
 Q1 Q2 Q3 Q4



# Current Activity

Q4 APR – JUN 2025

## PROPERTY METRICS *YTD comparison to last year*

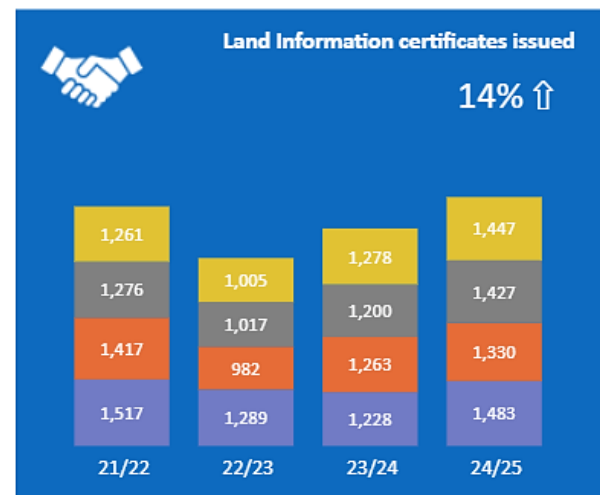
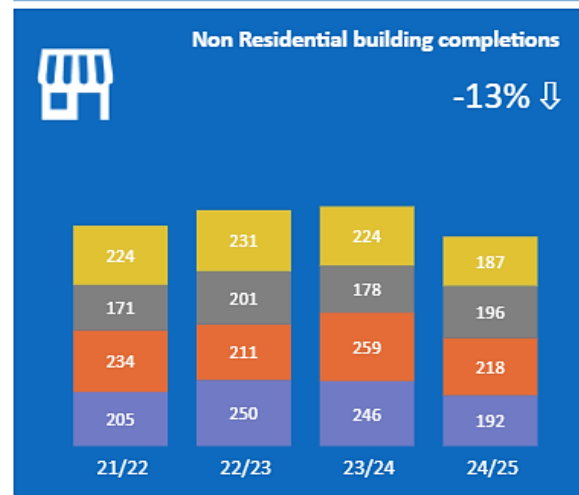
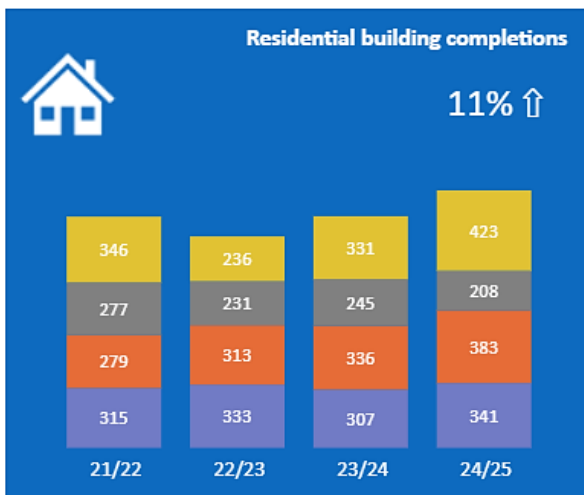


Activity within the property sector can help determine the growth rate within a municipality and therefore assist with future decision making.

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

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

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



Legend

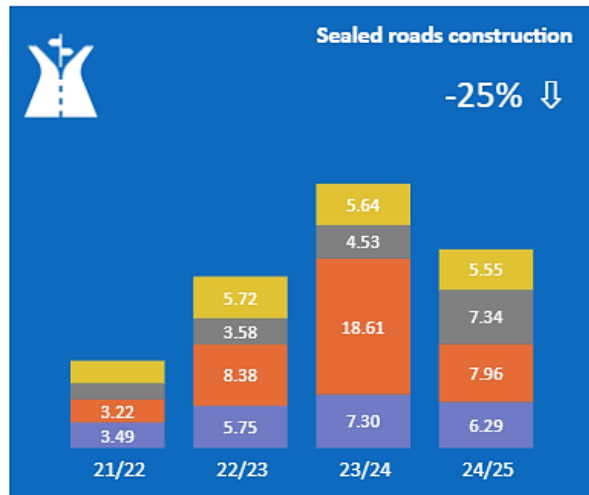
|    |    |    |    |
|----|----|----|----|
| Q1 | Q2 | Q3 | Q4 |
|    |    |    |    |

374

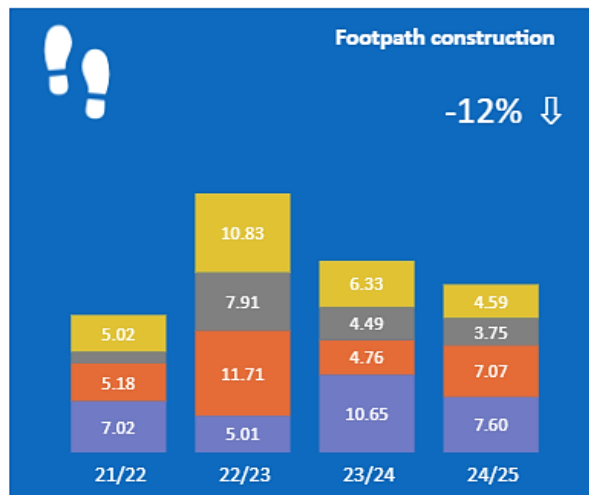
# Current Activity

Q4 APR – JUN 2025

## INFRASTRUCTURE METRICS *YTD comparison to last year*

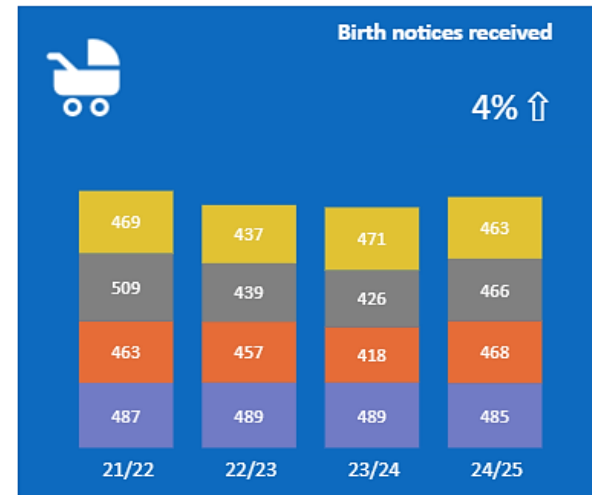


Sealed road growth is due to a combination of subdivision development and Council's sealing of unsealed roads through special charge schemes or other external funding such as Roads to Recovery.

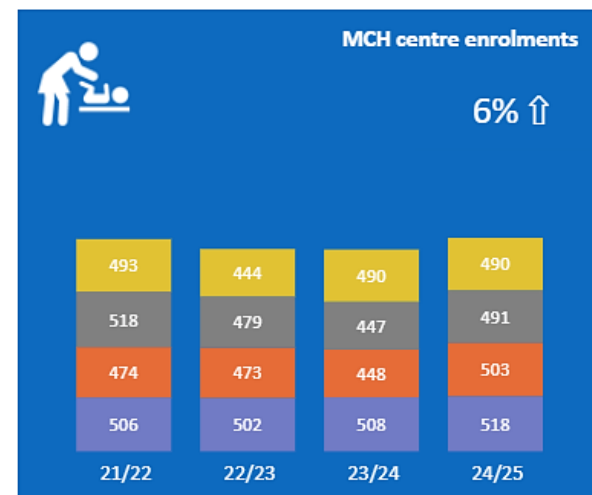


Footpath growth is due to a combination of footpaths constructed from subdivision development and Council's capital works program.

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



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



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

Legend

| Q1 | Q2 | Q3 | Q4 |
|----|----|----|----|
|    |    |    |    |

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

## Council report – Q4 2024-25

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

### Unconscious Bias

- No further updates since last quarter.

### Sexual Harassment at Cardinia

- **Respectful Workplace Behaviours** training launched in March and continues to roll out over the next six months as mandatory training across the organisation including casuals. We have achieved 45% (326 employees) completion rate as of June (279 permanent; 26 casuals; 17 limited tenure; 4 contractors). Training covers what is sexual harassment (in addition to bullying, harassment and discrimination) what is not acceptable in the workplace and the consequences if sexual harassment occurs.
- The Victorian Public Sector Commission (VPSC) **People Matter survey** occurred from **28 April – 16 May 2025**. Council had 30% participation - meeting minimum participation requirements. Results were due to be provided mid-late June however have not yet been released. These results will be included in reporting to the Commission.
- The 2024 Our Voice engagement survey occurred in September. There was a 68% participation rate. The survey results presented no findings of sexual harassment in the workplace via sensitive comments or written feedback.
- Quarterly meetings continue to occur with **Contact Officers** and are now led by newly appointed Senior Workplace Relations Lead. These quarterly meetings enable the Senior Workplace Relations Lead to provide any updates on internal processes & reporting or changes in legislation. Internal communication continues to promote the Contact Officer role as a resource for employees with regard to sexual harassment or other complaints.

### Gender pay gap

- No further update since last quarter. People & Culture continue to use benchmarking tools and job briefs to ensure pay equity.

### Business Intelligence & Data Gaps

- The opportunity to develop new ways of **collecting intersectional data** and formal flexible leave arrangements via payroll systems continues to be explored. A meeting with payroll is scheduled in July to prepare for upcoming **workplace gender audit**.
- People & Culture have provided feedback on Council's Human Resources Information Systems (HRIS) for the organisation wide enterprise system upgrade, to ensure the data required for gender equality reporting can be captured.

### Other

- **CGEPs** launched a new on demand webinar "The Gender Equality Act: an overview" that has been made available to all employees via the Gender Equality Cardinet page.
- **GIA champion monthly meetings** continue to strengthen collaboration, process and application of training to current GIAs. There has been useful information sharing from the group including review of GIAs completed at Council and neighbouring councils.
- **A GEAP Governance Framework** was created in response to internal audit recommendations. This has now been endorsed by ELT and socialised with relevant stakeholders.

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- **GIA training was** delivered by GenderWorks to SLT and approx. 24 employees across all business units on 16<sup>th</sup> and 19<sup>th</sup> June, to further build capacity and awareness
- Capability and Culture Business Partner continues to attend monthly **MAV Gender Equality Act check ins** online to enable ongoing learning to support GIA champions and forward advice regarding completing a GIA on the Council Plan.
- GenderWorks has been engaged to support GIA on Council Plan.
- 'Gender Equality and Council's reporting responsibilities' eLearning module launched internally.
- GIA app is currently on hold.

### **Gender Impact Assessments (GIAs) completed**

Liveability Plan review 2025

Waste and Resource Recovery Strategy 2026-36

Talent Management Policy

## 7.5.2 COMMUNITY ENGAGEMENT UPDATE

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

### Recommendation

That Council notes the Community Engagement Update for August 2025.

### Executive Summary

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

### Background

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

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

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

### Policy Implications

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

### Financial and Resource Implications

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

### Climate Emergency Consideration

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



### Consultation/Communication

The following Engagement Plans are being undertaken during August:

| Project   | Project description  | Details of Engagement   | Responsible Business Unit                              |
|---|--|---|--|
| Phase 2 of Upgrades to the Dog Park at Almar Treloar Reserve, Cockatoo. | Inform community of the draft concept plan, which has been informed through feedback captured during phase 1.  | 11 August - 8 September through: <ul style="list-style-type: none"> <li>Promotion on Creating Cardinia page</li> <li>Council's media release to promote the Creating Cardinia page.</li> <li>Onsite posters with QR code to Creating Cardinia page.</li> </ul>  | Community and Planning Services.                       |
| Melbourne Water - Greater Melbourne Flood Information Program.          | Melbourne Water is gathering community input to better identify areas at risk of flooding to inform their flood models across Greater Melbourne. This work is being undertaken across several local government areas. Cardinia Shire Council is playing a supporting role in this process. | Engagement period 4 August to 24 August 2025<br>Council will be sharing details about Melbourne Water's engagement process through our communication channels and the Creating Cardinia website, directing people straight to the following <a href="#">Melbourne Water site</a> where they can provide their feedback. | Infrastructure and Environment                         |
| Draft Council Plan 2025-2029 and Liveability Plan                       | Invite feedback on the Draft Council Plan Liveability Plan prior to their adoption.  | Engagement period: 22 July to 19 August 2025 through: <ul style="list-style-type: none"> <li>Promotion on Creating Cardinia inviting feedback</li> <li>Council's media release and socials to promote the Creating Cardinia page.</li> <li>Face to face community engagement pop ups.</li> </ul>                        | 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"> <li>Promotion on Creating Cardinia</li> <li>Council's media release and socials to promote the Creating Cardinia page and highlight improvements</li> <li>Face to face community engagement pop ups.</li> </ul> | Infrastructure Services and Environment. |
| Proposed discontinuance and sale of a section of unused road at Trythall Street Beaconsfield. | Invite feedback on the proposed discontinuance and sale of a section of 375m2 of unused road at Trythall Street Beaconsfield to the abutting landowner, Department of Energy, Environment and Climate Action (DECCA). | Engagement period: 22 July to 22 August 2025 through: <ul style="list-style-type: none"> <li>Promotion on Creating Cardinia</li> <li>Council's media release and socials to promote the Creating Cardinia page</li> <li>Face to face community engagement pop ups.</li> </ul>                            | Corporate Services.                      |

### Conclusion

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

### Attachments

Nil

## 7.5.3 AUDIT & RISK COMMITTEE BI-ANNUAL REPORT - AUGUST 2025

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

### Recommendation

That Council note this report.

### Executive Summary

This report summarises the activities carried out by the Audit and Risk Committee (ARC) in compliance with its purpose as set out in the Local Government Act. Those responsibilities are mapped to the Committee's workplan and distributed evenly across the Committee's annual calendar of meetings. At each meeting the committee verifies that the agenda includes all the items scheduled for that meeting and that any carry over items are addressed before the start of the next calendar period.

The headline workplan topics are listed below:

- External Audit
- Financial and LGPRF reporting
- Internal Control/Data Analytics
- Ethical and Statutory Compliance
- Internal Audit
- Fraud Prevention Systems and Controls
- Risk Management
- Compliance Management
- Reporting to Council
- Other items not specified in the act which enhance overall governance and oversight

Due to Council elections and the subsequent changes in membership of the ARC, this report covers ARC meetings held in June 2024, August 2024, September 2024, December 2024, March 2025 and June 2025.

The committee again acknowledges the timely and high-quality support of Council's executives and officers which ensures the effective functioning of the Audit and Risk Committee. On behalf of the committee, I wish to acknowledge our outgoing CEO Carol Jeffs for her complete support for, and participation in, the work of the Committee.

In summarising the activities during the reporting period, it is my view that the committee is in a position to provide Council with assurance that the overarching governance requirements of the Local Government Act are being met and applied.

Vincent Philpott – Chairperson, Cardinia Shire Council Audit and Risk Committee

## Background

The committee comprises three independent members and two Councillor members. New Councillor members Trudi Paton and David Nickell were appointed post Council election November 2024. Independent member Michael Said resigned at the December 2024 meeting and the committee acknowledges and thanks Michael for his valuable contribution to the Committee's performance and to the wider local government and public sector over many years, culminating in his receiving a much deserved OAM in the 2023 Commonwealth honours list. Following a comprehensive recruitment process, Kylie Maher was formally appointed to the committee with effect from the June 2025 meeting. Kylie is a CPA and graduate of the Australian Institute of Company Directors. She is an experienced senior risk and audit executive, member of numerous audit and risk committees in local government and the tertiary education sector and has broad non-executive director experience in a number of sectors. On behalf of the committee I am delighted to welcome Kylie aboard.

| <i>Meeting Attendance</i>                                    |        |        |        |        |        |        |
|--|--------|--------|--------|--------|--------|--------|
|  | Jun 24 | Aug 24 | Sep 24 | Dec 24 | Mar 25 | Jun 25 |
| Cr Jack Kowarzik (apology for August meeting)                | ✓      | X      | ✓      |        |        |        |
| Alternate for August meeting Cr Kaye Cameron                 |        | ✓      |        |        |        |        |
| Cr Stephanie Davies (apology for September meeting)          | X      | ✓      | X      |        |        |        |
| Vince Philpott (chairperson)                                 | ✓      | ✓      | ✓      | ✓      | ✓      | ✓      |
| Leanna La Combre   | ✓      | ✓      | ✓      | ✓      | ✓      | ✓      |
| Michael Said (resigned membership December 2024)             | ✓      | ✓      | ✓      | ✓      |        |        |
| Kylie Maher (observer for Mar 25, formally appointed Jun 25) |        |        |        |        | ✓      | ✓      |
| Cr Trudi Paton (appointed post November election)            |        |        |        | ✓      | ✓      | ✓      |
| Cr David Nickell (appointed post November election)          |        |        |        | ✓      | ✓      | ✓      |

## Internal Audit

During the period our current internal audit service provider, Crowe, reached the end of their contract tenure. We extend our thanks and appreciation to Crowe and their delivery partner Andrew Zavitsanos for their professional and quality performance. A competitive tender was conducted which resulted in the appointment of Aster Advisory who are in the process of being onboarded. Aster will contribute to the development of a strategic internal audit plan and an overall assurance map which will be presented to the committee at our September meeting.

The internal audit function is a key element in assessing the integrity of council's framework of internal controls. The following Internal Audits were performed during the reporting period in accordance with the annual audit program which is driven by consideration of core Council objectives and Strategic Risks:

- Playground Maintenance

- Procurement – Panel Contractors
- Procurement – Management of credit cards and fuel cards
- Strategic Planning Governance – Decision Making focus
- Business Continuity Planning (BCP) with IT Disaster Recovery (IT-DRP)

## External Audit

### 2024-25 Year end preparation and timetable

| Milestone Description  | Target Completion Date |
|--|------------------------|
| Draft financial report / performance statement submitted to auditors | 30 July 2025           |
| Final audit commences  | 4 August 2025          |
| Closing meeting with auditors  | 15 August 2025         |
| Draft closing report presented and discussed at ARC meeting          | 29 August 2025         |

## VAGO Interim Management Letter

VAGO agent has completed their interim audit for 2024-25 financial year and presented their Interim Management letter to the Committee at its June 2025 meeting. VAGO reports no new audit findings and they continue to work with management on resolving existing open audit findings related in the main to VAGO's sector report to parliament, *Results of 2023-24 audits – Local Government* which was tabled on the 3rd of April 2025. The report discusses the observations and findings across all 79 councils as a result of their audit of the sector. From this, they have made seven recommendations of which four were specific to all councils. VAGO have included these four findings to help councils keep track of them.

VAGO's 2024 final management letter also included 4 recommendations from the *Results of 2022-23 audits – Local Government* report that was tabled on 7th of March 2024. The Interim management letter includes updates from management regarding any of the recommendations that were partially resolved or unresolved.

## Internal Controls - Review of key corporate policies

The Audit and Risk Committee Work Plan requires a review of the adequacy and effectiveness of key policies, over a rolling 3-year policy and strategy review program. The process for reviewing policies firstly identifies those that relate to matters essential to effective governance. The policies are then generally reviewed by ELT prior to being presented to the Audit and Risk Committee. Since my last biannual report to Council the following key policies were reviewed by the committee:

- Councillor Expenses Policy - reviewed by ARC June 2024
- Information Privacy policy - reviewed by ARC June 2024
- Councillor and Staff Relationships policy - reviewed by ARC June 2024
- Procurement Policy South East Regional Group of Councils - reviewed by ARC September 2024

- Sustainable Environment Policy - reviewed by ARC September 2024
- Draft Financial Reserves Management – reviewed by ARC March 2025 and recommended for endorsement by ELT
- Fraud & Corruption Policy – endorsed by ARC March 2025
- Occupational Health & Safety – reviewed by ARC June 2025, ARC requested policy to be redrafted and presented at the September 2025 meeting.
- IT Risk Management – reviewed by ARC June 2025. ARC support was requested for incorporation of this policy into the Corporate Risk Management Policy, The committee requested that the IT Risk Management Policy remain in place and to be considered in the overall Policy Framework being developed
- IT Strategy – as above
- Artificial Intelligence Policy – reviewed by ARC June 2025

### **Risk Management**

At each ARC meeting the committee reviews the following reports:

- Operational risk report – High & Extreme risks
- Strategic Risk report
- OHS report to ELT
- Claims report
- ELT Operational & Strategic risk meeting minutes

In order to take advantage of several key changes in coming months, including new Council Plan, the appointments of a new CEO and internal audit service provider, refreshment of ARC membership and an updated ARC workplan, ARC is planning on a number of initiatives to enhance and progress risk management maturity across Council. Foremost amongst these is increasing the linkage of risk management to the achievement of Council's core objectives and increased testing and visibility on controls effectiveness. Progress on these initiatives will be covered in future reports to Council.

### **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 7.5.4.1 - Internal Audit 2024-2025 is designated confidential information pursuant to the Act, s.3(1)

(h) Confidential meeting information, being the records of meetings closed to the public under section 66(2)(a)..

### **Attachments**

1. Attachment 1 - Internal Audit 2024 2025 [7.5.3.1 - 2 pages]

## 7.5.4 ENVIRONMENT COUNCIL PLAN INITIATIVES QUARTERLY REPORT

|                         |   |
|-------------------------|---|
| Responsible GM:         | James Kelly   |
| Author:                 | Desiree Lovell and Jacqui Kelly   |
| Staff Disclosure:       | All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.  |
| Council Plan Reference: | <b>3.1 We value our natural assets and support our biodiversity to thrive</b><br>3.1.1 Partner with community, business and industry to take action on, and adapt to, climate change.<br>3.1.2 Actively move towards zero waste through increasing waste recovery and reuse.<br>3.1.3 Work with community to improve and manage our natural assets, biodiversity and cultural heritage.<br>3.1.4 Plan and advocate for better water cycle planning and management to reduce environmental impacts.<br>3.1.5 Facilitate community stewardship to build preparedness for natural threats. |

### Recommendation

That Council note this report.

### Executive Summary

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

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

#### Initiatives

The initiatives have been categorised according to the Sustainable Environment Policy (SEP) 2018–28 themes of: Biodiversity, Climate change, Water, Waste and resource recovery.

The SEP is the roadmap for the future direction of Council's environmental and sustainability strategies, plans and activities.

### Background

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

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

- Biodiversity
  - Implement initiatives in the *Biodiversity Conservation Strategy*
- Climate change
  - Implement initiatives in the *Climate Change Adaptation Strategy*
- Water

- Implement initiatives in the *Integrated Water Management Plan*
- Waste and resource recovery
  - Implement the action plan for the *Waste and Resource Recovery Strategy*

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

### **Project update**

Projects and updates are included in the attached report.

### **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 projects as required.

### **Attachments**

1. Attachment 1 - Environment Council Plan initiatives quarterly report June 2025 [7.5.4.1 - 11 pages]



## ***Biodiversity***

Council Plan initiative

- Implement initiatives in the *Biodiversity Conservation Strategy*

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

### **Weed control grant – 2024-25 wrap-up**

|             |   |
|-------------|---|
| Description | <p>Weed control grants are available to help landowners and community groups control noxious and environmental weeds on private property, both in areas of high environmental and agricultural value.</p> <p>The grant is available to residents and community groups doing weed control work in Cardinia Shire. Community groups may include Landcare and 'Friends of' groups, or larger community and neighbourhood projects.</p>   |
| Funding     | This program is fully funded by Council   |
| Update      | <p>Over the last 12 months, 74 grants were approved, totalling \$50,000. Grants covered a mix of activities, including engaging licensed weed control contractors, purchasing herbicides, and skip hire for the disposal of weed material. Applications must be for works that control high-impact weeds in areas of high biodiversity value, such as:</p> <ul style="list-style-type: none"> <li>• Located within a biolink corridor,</li> <li>• Have a bushland reserve on their boundary or in close proximity.</li> </ul> <p>Works funded by the grant complemented weed control being conducted by Council's Natural Reserves team and delivers on objectives of Council's Weed Management Strategy and Biolink Plan. Activating community participation in weed control is critical to Council's success in tackling weed across the shire.</p> |

### **Indigenous plant giveaway – 2024-25 wrap-up**

|             |  |
|-------------|--|
| Description | <p>The aim of this program is to support landowners, schools, kindergartens and community groups to use indigenous plants in and around their property.</p> <ul style="list-style-type: none"> <li>• Small property vouchers (\$50) are available to residents and landowners on properties of less than 4,000m<sup>2</sup>,</li> <li>• Large property vouchers (\$125) are available to landowners with properties greater than 4,000m<sup>2</sup>, as well as schools, kindergartens and community groups.</li> </ul> <p>The vouchers enable landowners to select from a range of indigenous trees, shrubs and grasses from either the Cardinia Environment Coalition nursery or the Friends of Helmeted Honeyeater nursery.</p> |
| Funding     | This program is fully funded by Council  |
| Update      | 6000 indigenous plants were provided as part of this program over the last 12 months, allowing Council staff to engage with more than 80 individual landowners and improve biodiversity.   |

**Peri-urban weed management partnership (2022-25)**

|             |   |
|-------------|---|
| Description | <p>This program brought together Parks Victoria, the Bunurong Land Council Aboriginal Corporation (BLCAC), Melbourne Water, the Cardinia Environment Coalition, and the Department of Energy, Environment and Climate Action (DEECA) to mitigate the impacts of weeds along the Cardinia Creek corridor.</p> <p>Weed control and revegetation was undertake at the following sites:</p> <ul style="list-style-type: none"> <li>• Upper Beaconsfield Nature Conservation Reserve - Parks Vic</li> <li>• Aura Vale Lake Park - Parks Vic</li> <li>• Cardinia Reservoir Parklands - Parks Vic</li> <li>• Bobs Park - Parks Vic</li> <li>• Beaconsfield Flora and Fauna Reserve - Cardinia Shire</li> <li>• Brennan Reserve - Cardinia Shire</li> <li>• Stoney Creek Reserve - Cardinia Shire</li> <li>• Guys Hill Reserve - Bunurong Land Council</li> </ul>   |
| Funding     | This partnership is jointly funded by Council and the Victorian Government.   |
| Update      | <p>The 2022-25 Peri Urban Weed Management Partnership (PWMP) program finished at the end of June 2025 and delivered the following achievements:</p> <ul style="list-style-type: none"> <li>• more than 400ha of weed control</li> <li>• 5 days of environmental educations sessions delivered to 9 school groups, delivered by Gould League</li> <li>• 2400 plants planted at Beaconsfield Flora and Fauna Reserve by Friends of Cardinia Creek in partnership with Council.</li> </ul> <p>A cultural burn was delivered by Bunurong Land Council in the Cardinia Creek Parkland (on the City of Casey side of the creek) in partnership with Parks Victoria, Cardinia Shire, Melbourne Water and DEECA. A highly collaborative approach between all stakeholders was undertaken when deciding on location and timing of the burn. It was a great learning experience for all project partners.</p> <p>The PWMP program has provided much needed investment to supported Council and project partners to implement weed management along Cardinia Creek since 2010. The funding allows project partners to target key weed species on a landscape scale delivering on the objectives of Council's Weed Management Strategy and Biolink Plan</p> |

**Fox monitoring in RJ Chambers Reserve**

|             |   |
|-------------|---|
| Description | Fox population survey at RJ Chambers  |
| Funding     | This program is fully funded by Council   |
| Update      | <p>Council engaged Skylos, an ecological consultant company, to assess the number and behaviour of fox populations living in and around RJ Chambers Reserve in Pakenham Upper.</p> <p>With the aid of a scent trained Kelpie called Sonny, the field ecologists spent 3 weeks collecting droppings (scats) and setting motion activated cameras throughout the reserve. A selection of the droppings have been sent off for DNA analysis with the results guiding assessment of population numbers and diets.</p> <p>At the end of June, 27 members from Toomuc Landcare, undertook their annual lyrebird survey at RJ Chambers Reserve. At least 3 males were heard, which suggests 4-5 females will also be in the area which is a healthy sign for the population. Lyrebirds are vulnerable to feral cats and foxes due to their ground-dwelling nature, limited flight ability and nesting habits.</p> <p>The combination of the data gathered from the consultant and survey by Toomuc Landcare will help inform future pest animal management works in the reserve.</p> |

**Community biodiversity education and outreach**

|             |  |
|-------------|--|
| Description | Promoting biodiversity conservation through education and community events, Council empowers residents to act in protecting and preserving the shire's diverse natural environment.  |
| Funding     | These programs are fully funded by Council   |
| Update      | <p>The Environment and Heritage unit supported Council's Reconciliation Week events at the Hills Hub in Emerald and the Cardinia Culture Centre in Pakenham. During these events, 50 indigenous plant packs were distributed (a total of 250 plants), with 25 packs going to schools and 25 to residents.</p> <p>Council's <i>Gardens for Wildlife</i> pop-up display was featured at the Reconciliation Week events, the waste strategy community engagement pop up and the Trees for weeds event. The pop-up display showcased indigenous plants and provided valuable information for the community on creating wildlife-friendly gardens.</p> <p>In partnership with the Cardinia Environment Coalition, Council hosted the Trees for weeds event at Deep Creek Reserve, Pakenham, attracting 25 residents who received advice on weed identification and control, in exchange for free indigenous plants. The establishment of a second Trees for weeds event (previously limited to delivery in Emerald) is in line with Action 30 of Council's <i>Weed Management Strategy</i>.</p> |

**Annual contributions for Friends groups and wildlife shelters**

|             |  |
|-------------|--|
| Description | Community Friends group and Wildlife shelter grants  |
| Funding     | This program is fully funded by Council.   |
| Update      | <p>Seven Friends groups and 5 wildlife shelters received contributions towards their running costs in 2024-25.</p> <p>Friends groups are made up of committed environment volunteers who work in some of our high value reserves and compliment council's work with weed control, revegetation and species monitoring. Rare and threatened species such as lyrebirds, owls, southern brown bandicoot and native orchids are supported through these community works.</p> <p>The wildlife shelters, located within Cardinia Shire, are run by volunteers who rely on donations by the community, to help care for injured wildlife.</p> <p>These passionate volunteers help Council deliver on actions from the Biodiversity Conservation Strategy, Weed Management Strategy and Biolinks Plan and are an important asset to the community. Council's annual contribution assists with insurance costs and other running costs incurred by these volunteer organisations.</p> |

## ***Climate change***

This section includes an update on the delivery of Council's Climate Change Adaptation Strategy and projects that are run by South-East Councils Climate Change Alliance (SECCCA), of which Cardinia Shire is a partner.

### **Solar savers program wrap-up**

|             |  |
|-------------|--|
| Description | Solar savers is a local government initiative helping residents and businesses to install solar PV systems and energy-efficient products. The program aims to reduce energy costs and provides expert advice and access to rebates, grants, and low-interest loans, making renewable energy and energy efficient products more accessible and affordable.  |
| Funding     | This program is fully funded by Council.   |
| Update      | <p>The solar savers program is open to all residents and businesses and has generated significant interest about solar installations, hot water heat pumps, and split systems heating and cooling for residents and businesses.</p> <p>The solar savers program assists residents to install quality, affordable solar and energy efficiency products to cut energy bill, reduce emissions and future proof household and businesses against increasing energy costs.</p> <p>Council engaged the community through three information sessions held at the Emerald Library, the Pakenham Library, and online. A total of 43 attendees across these sessions highlights the community's growing commitment and interest in energy efficiency and renewable energy.</p> <p>The program will be run again 2025-26.</p> |

### **Sustainable procurement project**

|             |   |
|-------------|---|
| Description | <p>The sustainable procurement project aims to equip South East Councils Climate Change Alliance (SECCCA) council members with clear guidance and practical tools to better embed sustainability objectives into procurement.</p> <p>By having sustainability-related clauses in supplier documents it empowers Council to rigorously assess supplier claims, reduce the risk of greenwashing* and allows Council to manage climate-related risks and opportunities across the supply chain.</p>  |
| Funding     | This project is funded by SECCCA member councils, including Cardinia Shire.   |
| Update      | <p>SECCCA, together with Pollination Law delivered the project that will better embed supplier criteria towards best practice and include a comprehensive guide and tools to enhance Council's sustainable procurement practices.</p> <p>* Greenwashing: practice of organisations misleading consumers by presenting their products/services/policies as environmentally friendly when they are in fact not, e.g: an organisation might state that their product is 'eco-friendly' or 'sustainable', without making any effort to demonstrate that or prove the claim.</p> |

## ***Heritage***

Council Plan initiative

- Actively protect key heritage sites within the shire

### **Conservation management plan for Nar Nar Goon North Hall**

|             |   |
|-------------|---|
| Description | Development of Nar Nar Goon North Hall conservation management plan   |
| Funding     | This project was fully funded by Council  |
| Update      | <p>Council engaged a heritage consultant and delivered a conservation management plan for the Nar Nar Goon North Hall.</p> <p>The hall has a rich history and a significant role in the community's development and is covered by a Heritage Overlay in the Cardinia Shire Planning Scheme. The original hall opened in 1914 and was destroyed by fire in 1923, with the hall we see today being opened in October 1926.</p> <p>The conservation management plan includes a detailed history of the place/site, management guidelines and policy. The plan will be used to guide the future and ongoing management of the hall to ensure this public building is retained and preserved for future generations.</p> |

### **Heritage Festival at Emerald Museum**

|             |  |
|-------------|--|
| Description | Heritage Festival at the Emerald Museum and Nobelius Heritage Park   |
| Funding     | The events and activities were run and funded by the Emerald Museum Community Asset Committee.   |
| Update      | <p>The National Trust's annual Heritage Festival ran from Friday 18 April to Sunday 18 May and had the theme of 'unearthed' for 2025.</p> <p>The 'unearthed' theme provided the Emerald Museum volunteers with an opportunity to engage the community with the Nobelius Heritage Park, and with unseen collection items from the Emerald Museum.</p> <p>Initiatives included:</p> <ul style="list-style-type: none"> <li>• Delivery of the 'Jump into the Past' children's event, featuring interactive games from the past including croquet, hoops, hopscotch and marbles.</li> <li>• Delivery of a guided walk of the Nobelius Heritage Park, providing insights into the history of the Nobelius &amp; Sons Nursery and subsequent development of the site to the present day.</li> <li>• Bi-weekly posts of Museum collection items and stories on the museum's Facebook page. In keeping with the festival theme, many of these items were 'unearthed' from museum storage.</li> </ul> <p>The jump into the past and guided walk were held on Sunday 18 May to mark International Museums Day and attracted over 40 people. Online engagement with the museum increased by 120% during the Heritage Festival.</p> <p>Holding events such as this is a key action from the Emerald Museum Strategic Plan to help increase visitor numbers and engagement with new and different demographics of visitors.</p> |

## ***Water***

Council Plan initiative

- Implement initiatives in the Integrated Water Management Plan

### **Successful Melbourne Water grant**

|             |  |
|-------------|--|
| Description | Liveable Communities Liveable Waterways program is funded by Melbourne Water and aims to build partnerships through a strong focus on innovation, health environments, liveability and collaboration.  |
| Funding     | Funding received from Melbourne Water's Liveable Communities, Liveable Waterways Incentive Grant \$42,625, with co-contribution provided by Council.   |
| Update      | <p>Council has been successful in securing funding from Melbourne Water to deliver an Integrated Water Management opportunities assessment. The assessment will identify opportunities to capture and use more stormwater and recycled water in Council open spaces and other assets that consume large quantities of potable water. The aim is to reduce both Council and Committee of Management water bills and to improve open space assets for the community use.</p> <p>Council will work with Melbourne Water and other stakeholders to identify priority sites across the shire to maximise water savings.</p> |

### **Water balance model and report**

|             |  |
|-------------|--|
| Description | <p>A water balance model is a tool used to understand and quantify the movement and distribution of water within a specific area. It tracks the inputs, outputs, and storage of water, helping to project how water availability affects ecosystems, agriculture, and water management.</p> <p>Understanding the use, extraction, diversion, and runoff of water and pollution from our municipality enables Council and our community to better manage this precious resource.</p>  |
| Funding     | This project is fully funded by Council.   |
| Update      | <p>The 2014 water and pollutant balance has been updated to assist in setting future, realistic reduction targets for stormwater capture, infiltration, and treatment.</p> <p>The model is critical to meet Council's responsibility for water management, responding to projected impacts of climate change and better planning residential, commercial, industrial and agricultural activities.</p> <p>The water and pollutant balance will inform Council and the community on maximising the use of rainwater, potable water, recycled water, surface water, groundwater and document the rainfall and evaporation in Cardinia Shire.</p> <p>The report has been completed and will be used as the basis for the review of the current Integrated Water Management Plan and the development of a new water plan in future years.</p> |

## ***Waste and resource recovery***

Council Plan initiatives

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

### **Rubbish and Recycling material audit results**

|             |   |
|-------------|---|
| Description | Council conducts annual audits of kerbside recycling material and bi-annual audits of kerbside rubbish bins to determine contamination rates, improve diversion from landfill and guide future education efforts.   |
| Funding     | This initiative is fully funded by Council's garbage charge.  |
| Update      | <p><b>Recycling material audit</b><br/>Kerbside Recycling audits were conducted over a two-week period, from 1 – 14 April. Results from the audit showed a 2.1% drop in contamination from the 2024 audits.</p> <p>Mixed waste and bagged waste are still the most common contaminants found across all samples; however these have continued to decrease in volume, year on year. Textile contamination saw the biggest increase and has been flagged as a focus area for the next 12 months, with additional free textile drop-off events already planned for July 2025 and January 2026.</p> <p>Over the past 12 months, the waste team have focussed their education efforts on problem contamination items such as bagged recycling, soft plastics and e-waste – all of which saw a decrease from the 2024 audits. These results demonstrate the value and impact of targeted communication efforts in reducing recycling contamination and improving resource recovery.</p> <p><b>Rubbish material audit</b><br/>A material audit of kerbside rubbish bins was conducted over 10 days in February 2025 with a total of 400 general waste samples (40 samples per day) collected from kerbside bins across the shire.</p> <p>The results showed that around 45.5% of audited samples contained material that could be diverted from landfill via current waste streams.</p> <p>Around 35% of the total volume was food waste (31.79%) and garden organics (3.24%), highlighting an opportunity for landfill diversion through the food and garden bin. The volume of food waste also increased significantly since the 2023 audit (13.61%).</p> <p>Eligible container deposit scheme (CDS) containers represented another recovery opportunity with around 30% of glass bottles, 20% of plastic, and 90% of aluminium in the sample able to be returned through CDS or recycled through kerbside recycling bins.</p> <p>There was also a decrease in the volume of e-waste and batteries found in the samples, compared to the 2023 audit.</p> |



**Green waste drop-off results – April and June**

|             |   |
|-------------|---|
| Description | Two green waste drop-off events were held across April and June 2025  |
| Funding     | These drop off events are fully funded by Council's garbage charge.   |
| Update      | <p>In April and June, two drop off events were held at Future Recycling in Pakenham. Following resident feedback, the Pakenham events were extended to include an additional Saturday.</p> <p>The April event ran over seven days from Saturday 5 - Saturday 12 April and was the second event of 2025. This was our highest attendance at a green waste drop-off to date, with a total of 919 vehicles dropping off 135 tonnes of material.</p> <p>The June drop-off event ran from Saturday 7- Saturday 14 June. A total of 652 vehicles dropped off 105.24 tonnes of green waste over the seven days, with Saturday and Monday being the busiest days.</p> |

## ***Highlights for 2025-26***

### ***Strategy delivery***

#### **Implementation of the Climate Change Adaptation Strategy**

- Participate in regional climate adaption and resilience projects through SECCCA.
- Support the expansion of the gardens for wildlife program into growth areas, focusing on urban properties.
- Support environmental groups and organisations working to establish and protect threatened Ecological Vegetation Communities found in the council area.
- Review and improve all-ability access to community use facilities in areas at high risk of climate hazard events.

#### **Implementation of Biodiversity Conservation Strategy**

- Coordinate revegetation on public and private land to improve biodiversity value.
- Continue to support Eastern Region Pest Animal Network initiatives.
- Continue to support Landcare and environmental Friends groups
- Review and coordinate delivery of the Greening Cardinia Program
- Development of select reserve management plans
- Completion of Pepis Land Wetland Restoration project (10,000 plant installation)
- Continue to proactively manage Councils 86 bushland reserves and roads of conservation significance

#### **Implementation of Weed Management Strategy**

- Continue to lead the Peri Urban Weed Partnership Program.
- Continue to collaborate with partner agencies and community groups to plan and implement weed programs.
- Review the weed grant program to identify improvements to land management outcomes.

#### **Implementation of the Biolinks Plan**

- Collaborate with community groups and networks to implement priority biolink corridors.
- Collaborate with Melbourne Water to find synergies in areas where their priority works align with Biolink Plan priorities.
- Engage with Traditional Owners to establish cultural land management practices on private land.

#### **Implementation of the Integrated Water Management Plan**

- Continue to participate in the Westernport Integrated Water Management Forum.
- Liaise with stakeholders to investigate incorporating water re-use opportunities into new recreation facilities at the design phase.
- Implement water efficiency saving measures in Council facilities.

#### **Implementation of the Waste and Resource Recovery Strategy**

- Endorse Public Place Guidelines document and review the Kerbside Guidelines document.
- Continue to advocate for more Container Deposit Scheme (CDS) locations outside of the growth corridor.
- Dumped rubbish awareness campaign.
- Audit and educate waste sorting behaviour at Council owned/operated facilities such as kindergartens.
- Campaign to increase FOGO awareness and promote take up of service.
- Continue to progress advanced waste processing options
- Contract review kerbside collection services
- Advocate to Victorian Government for efficient and effective service requirements
- Planning and development of next Waste and Resource Recovery Strategy
- Manage closed landfill site at Nar Nar Goon to EPA requirements

- Review and re-tender schools' engagement
- Review and re-tender bin audit program
- Review and extend or re-tender contract for Public Place and Dumped Rubbish Services

### ***Annual programs***

#### **Coordination of grants:**

- Annual Weed control grants to reduce weeds on private and public land.
- Annual Heritage grants to conserve places protected under the heritage overlay.
- Biodiversity Incentive grants to improve biodiversity on public and private land.
- Distribute annual friends group maintenance contribution.
- Trust for Nature rate reimbursement scheme.

#### **Continued community collaboration and awareness programs:**

- Annual trees for weeds swap day.
- Gardens for wildlife program.
- School environment excursions at Deep Creek Reserve.
- Community plant giveaway from indigenous plant nursery.
- Schools and kindergarten waste incursions program.
- Community support for managing green waste/fuel loads on private properties.
- Community waste education program.
- Community support for managing seasonal cardboard recovery.
- Free drop-off events for common 'hard to recycle' waste items.
- Dumped Rubbish education and engagement program
- E-waste education and engagement program.
- Management of waste rebate program.
- Continued partnerships with tertiary education providers.

## **8 Reports By Councillors**

## **9 Presentation Of Petitions**

## 10 Notices Of Motion

### 10.1 NOTICE OF MOTION 1117 - CR NICKELL

#### **Motion**

I hereby give notice of my intention to move the following motion at the Council Meeting to be held at 7.00pm on Monday 18 August 2025:

That Council:

1. fund the organising Committee for Emerald Carols by the Lake an amount of \$5000, being the Community Festivals Grant shortfall for FY25/26.

## **11 Urgent Business**

## **12 Councillor Questions**

## 13 Mayoral Minute

## 14. Confidential Business

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

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

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

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

### Recommendation

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

1. Agenda Item 14.1 – Contract RFT000072 - Cardinia Youth Hub - Private commercial information is designated confidential on the grounds that it relates to s.3(1)(g) Private commercial information, being information provided by a business, commercial or financial undertaking that—(i) relates to trade secrets; or (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage;



## **14.1 Contract RFT000072 - Cardinia Youth Hub**

## 15 Meeting Closure