



Prepared by:

Cardinia Shire Council

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Contents

Acknowledgements2	Council's role	26
Mayor's foreword3	Guiding principles	27
Introduction4		
Scope4	Governance and operating models	28
Out of scope5	Governance models	29
Community engagement5	Operating models	29
	Recommended approach	29
Community infrastructure in Cardinia Shire 6		
Our plans and strategies8	Community infrastructure audit	30
Strategic alignment9	Methodology	32
Liveability survey10	Provision ratios	34
	Assessment categories	36
Our community12	Growth region audit	38
	Hills region audit	50
Opportunities and challenges16	Southern Rural region audit	59
	East region audit	67
Strategy20		
Vision21	Appendix	75
Objectives22	Glossary	75
Principles23	Tables and figures	77
Future-focused approach: integrated community centres24	Functionality Assessment criteria	78

Acknowledgements

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

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

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

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

Mayor's foreword

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

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

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

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

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

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

Cr Jack Kowarzik

Cardinia Shire Mayor 2023-2024



Introduction

The Community Infrastructure Plan will guide the planning and delivery of community infrastructure required to accommodate services required for the growing and changing population of Cardinia Shire.

Using a place-based and data-driven approach, supported by community engagement and in partnership with government, business, community and developers, the plan will identify infrastructure requirements and the opportunity to improve the performance of existing infrastructure across the shire.

Enhancing the delivery and management of community infrastructure will optimise current and future generations access to essential community services that contribute to strong, healthy and connected communities.

Scope

The Community Infrastructure Plan focuses on the infrastructure required to meet community services and needs within Cardinia Shire. The infrastructure categories considered in this plan are included in Table 1.

Future versions of the Community Infrastructure Plan may consider review and or expansion of the scope of services or infrastructure to respond to changing community need and Council's priorities.

Infrastructure category	Description
Consult rooms	May be used for the purposes of maternal and child health consultations, as well as other allied health or support service consultations for any population cohort.
Kindergarten rooms	May be used for the provision of kindergarten services, where these spaces may also be used for other early years services such as occasional care or playgroups.
Hireable community/ meeting spaces	May be used for the provision of a variety of services, programs, or activities. These hireable spaces are split into varying room sizes, based on maximum capacity. Refer to Provision Ratios on Page 34 for further information.
Computer or IT training rooms	May be used for the provision of a variety of services, programs or activities relating to training and skill development.
Library	Traditional library spaces and community spaces for learning, studying, accessing technology and services, and connecting with others.
Kitchen facilities	May include basic, commercial grade, or training kitchen facilities to directly provide or support delivery of services, programs, and activities.
Public toilets	Public amenities, where there is a reasonable expectation of community use.
Other	All other spaces or facilities where Council has a role in providing funding or facilitating use and development of community infrastructure. This includes arts, cultural or specialised use spaces.

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



Out of scope

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

- buildings or facilities utilised solely for sport and recreation purposes
- sport and recreation reserves
- parks, bushlands, or open spaces
- roads, footpaths, or bike lanes
- State or Federal operated or managed infrastructure
- · primary or secondary school facilities
- privately owned assets or other infrastructure.

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

Community engagement

The Community Infrastructure Plan establishes the strategic direction and methodology that will inform community infrastructure planning for Cardinia Shire Council.

As part of the process, in late 2023, the community were invited and encouraged to provide feedback on the plan to assist in strengthening the strategic direction in line with community expectations, and to review and confirm findings from the community infrastructure audit based on local knowledge and experience.

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



Community infrastructure

in Cardinia Shire



Community infrastructure in Cardinia Shire

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

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

Council also has a significant portfolio of ageing community infrastructure with varying degrees of condition, functionality (performance), and utilisation. Many of these are 'stand-alone', or single-use facilities. These facilities can be costly to maintain and may not meet modern standards.

While these facilities served a purpose in their time, many are now outdated, in poor condition and/or not able to meet the service needs of the population today. This presents an opportunity to reconsider our infrastructure within the shire and align this to the services needs of the community.

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

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

Our plans and strategies

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

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

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

Council's Liveability Plan 2017-29 (Municipal Public Health and Wellbeing Plan) includes a key liveability indicator related to community infrastructure: Increase access to community infrastructure and services close to home.

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

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

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

Plan Melbourne

- Policy 5.3.1: Facilitate a whole-of-government approach to the delivery of social infrastructure
- Policy 5.3.3: Support not-for-profit community services to build social capital and stronger communities
- Policy 6.1.1: Support a network of vibrant activity centres
- Policy 6.2.1: Mitigate exposure to natural hazards and adapt to the impacts of climate change
- Policy 6.2.2.: Require climate change risks to be considered in infrastructure planning

Victorian Infrastructure Strategy

- Section 2.1: Integrated land use and infrastructure planning
- · Section 2.4: Adapt infrastructure for modern needs
- Section 3.3: Align social infrastructure with better service delivery
- Section 3.4: Plan for growth areas

Table 2: List of State policies that relate to the Community Infrastructure Plan

Strategic alignment

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

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

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

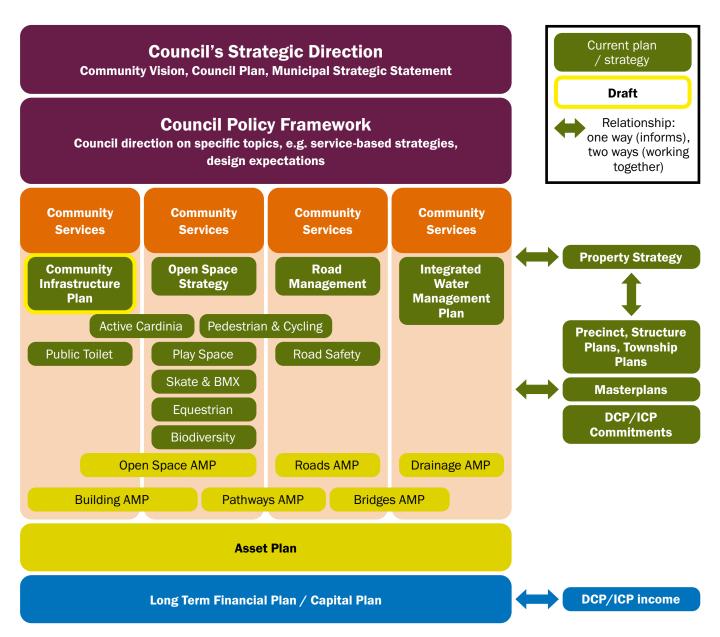


Figure 1: Strategic alignment of the Community Infrastructure Plan

Liveability survey

Table 3 outlines results relating to community participation and community connection from the 2021 Liveability Survey, based on the four regions of Cardinia Shire.

The Liveability Survey is conducted using a representative survey of randomly selected households to ensure representation across different household types across the urban and rural areas of the shire.

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

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

Table 3: Measures of community engagement by region from 2021 Liveability survey







Our community

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

Cardinia Shire covers an area of 1,280km² and has a rich diversity of both natural and cultural sites, from the waters of Western Port Bay to the foothills of the Dandenong Ranges, comprising places of local and State significance.

These heritage places reflect the different periods and people who have shaped the shire's landscape, from Aboriginal Australians, the first people to use the rugged landscape, to the logging and gold mining of the foothills, the draining of the former Koo Wee Rup Swamp, and pastoral settlement. The landscape is again under a period of change as new development and new people move into the area every week.

The Victorian Government has nominated the Casey-

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

It is one of the fastest growing local government areas in Victoria with an average of three families moving into the area every day. As of December 2023, Cardinia Shire's estimated population was 129,896 and is expected to increase by approximately 42,361 to 172,257 residents over the next 10 years. (32.6% increase)*

Our community can be distributed into four distinct areas: Growth, Hills, East and Southern Rural. Most of the population growth is being experienced in Officer, Pakenham, and Beaconsfield. The Southern Rural and East Region's both continue to experience reasonable levels of population growth, while the Hills has only experienced minor growth since 2011.

Region	2011 population	2021 population	Change 2011-2021	% change 2011-2021	Estimated 2033 population
Growth	41,806	80,531	+38,725	93%	127,982
Hills	17,728	18,876	+1,148	6%	18,752
Southern Rural	7,101	9,475	+2,374	33%	12,578
East	7,566	9,309	+1,743	23%	12,946
Total	74,201	118,191	+43,990	59%	172,257

Table 4: Summary of Cardinia Shire population growth and future estimated population.*

^{*} Source: Forecast.id, December 2022.



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

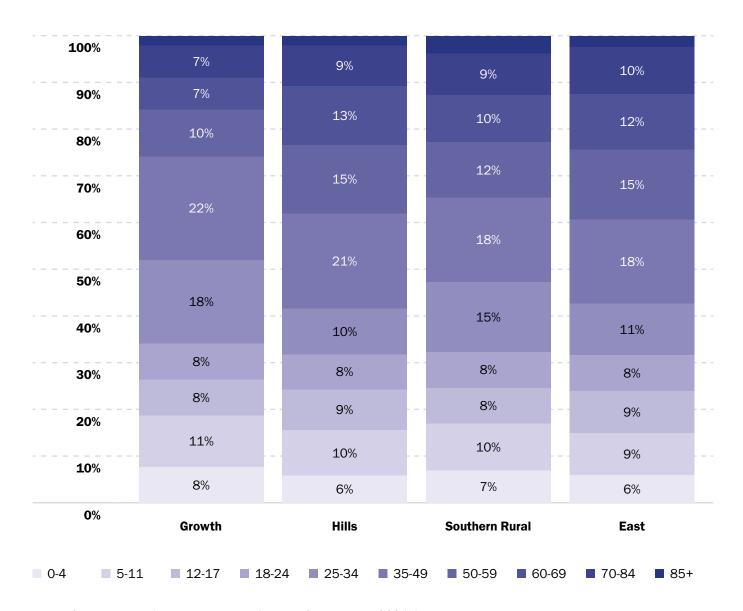


Figure 2: Age range of residents in each Cardinia Shire region, 2021 Census.



The following table provides details about the place of birth, numbers of low-income earners and education and employment, 2021 ABS Census results, based on the four regions of Cardinia Shire.

These groups of people may be additionally reliant on community infrastructure for support, opportunities, and to build community connections.

Region	Growth	Hills	Southern Rural	East
Language other than English	24%	5%	5%	3%
Born overseas	29%	14%	10%	10%
Aboriginal and Torres Strait Islander	0.9% (760)	0.8% (144)	1.2% (113)	1.0% (93)
Personal income <\$500 per week	31%	29%	32%	32%
Adults educated beyond secondary school	52%	44%	42%	47%
Adults not in the labour force (home duties, retired)	27%	28%	28%	29%
Employed residents who work in Cardinia Shire	30%	32%	41%	45%

Table 5: Key community demographic data: 2021 Census



Opportunities and challenges

Opportunities and challenges

Cardinia Shire Council is facing an increasing number of financial, legislative, social, and environmental challenges that impacts on its ability to plan, manage and/or deliver community infrastructure, required to accommodate services to meet the community's needs.

The community's reliance on Council facilities is increasing due to significant changes and growth in our population.

The Community Infrastructure Plan recognises that Council, on its own, without support from other levels of government, business, developers, and the community will not be able to deliver community infrastructure for our growing population into the future.

Table 6 summarises key challenges and the opportunities that can be explored.

Themes	Challenges	Opportunities
Service	 Rapid population growth and diversity of population growth in the shire is driving increasing or varied demand for infrastructure needed for services. Poorer population health due to limited access to preventative services. Vulnerability and disadvantage groups living within community increasing. New government policy reforms requiring greater service levels (for example the Best Start Best Life Kindergarten Reforms). Increasing requests from service providers to establish in Cardinia, but infrastructure not always available where needed. Competing demands for community spaces in facilities such as for the provision of Maternal and Child Health group programs and kindergarten services. Competition for community services with bigger councils funded or having more resources to attract services, to serve all the outer South-East Melbourne region. 	 Explore innovative partnership opportunities to attract services needed in Cardinia Shire. This is aligned to Council's Services for Success approach. Ensure community services funded by other levels of government are accessible to residents and avoid any duplication or service gaps. Advocate to other levels of government for funding to deliver new reforms and meet community need. Undertake service planning to identify best use of facilities. Share utilisation information and make it easy for the community to access available facilities.



- buildings more than 40 years old.
- · Some buildings are single use facilities, not compliant with latest building standard, fit for purpose, or not in right location.
- · Resource shortages (internal and external) to deliver new/upgraded infrastructure, e.g., trade shortages.
- Infrastructure may be long distances from homes in areas of lower population density.
- · Significant challenges of attracting workers to remote projects.

- that are more flexible, adaptable and accessible to many and changing community needs.
- · Repurpose existing assets to meet current and future needs.
- Potential to rationalise infrastructure and use funding as potential revenue stream for new/increased infrastructure investment.
- Opportunities for joint procurement could be realised.

Facility management

- · Many of Council's facilities are on crown land held by State Government, and Council needs to subsidise maintenance, renewal, or upgrade infrastructure to meet community needs.
- Utilisation of facilities managed by community groups or organisations is often not shared with Council.
- Rising costs of infrastructure and asset management is making it harder to provide services sustainably.
- · Long term agreements in place for Council facilities which limits ability to change use to meet community needs.
- · Partnerships in place with other levels of government that commit Council to maintaining and operating infrastructure.
- · Rising community expectations about quality and form of community infrastructure.
- · Percentage of community volunteers declining.

- · Improve the accessibility, management, and sustainability of community infrastructure by reviewing leases, licenses, hire fees and other facility arrangements.
- Advocate for funding to other levels of government to maintain, upgrade and develop new infrastructure on crown land sites and meet their legislative reforms.
- · Support volunteers to undertake their roles by providing training and liaison role at Council.



Table 6: Challenges and opportunities of the Community Infrastructure Plan





Vision

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

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

"Our community facilities are welcoming, vibrant and loved."

Objectives

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



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

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



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

- Work towards meeting service needs before demand exceeds supply.
- Consider whether services can be delivered differently, while still meeting community needs.
- Council to monitor the performance of community infrastructure to understand opportunities to improve, adapt or renew spaces to improve performance.
- Where opportunities exist, attract service providers in accordance with Council's 'Services for Success' approach.
- Where an infrastructure outcome is required, seek opportunities to partner with other funding bodies
 or service providers to reduce the cost and resource requirements of Council in delivering the project.



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

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



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

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

Table 7: Objectives of the Community Infrastructure Plan



Principles

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

Integrated

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

Accessible

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

Place based

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

Future proofed

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

Quality

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

Achieved Together

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



Future-focused approach: integrated community centres

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

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



The benefits of integrated community centres can include:

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



Council's role

Cardinia Shire Council undertakes several different roles in planning, management and delivery of community services and infrastructure.

The financial and resource investment needed to deliver high performing, accessible community infrastructure is dependent upon funding from Council (rates), other levels of government (funding grants), developers (contributions) in growth areas and community organisations.

Within our new growth areas, developers contribute funding to new infrastructure in the shire through Developer Contribution Plans (DCP) and Infrastructure Contribution Plans (ICP) or in-kind works.

This funding contributes to the delivery of community infrastructure detailed in Precinct Structure Plans (PSP). Council is required to provide or source funding for the remaining cost to deliver and maintain any new infrastructure. The roles are detailed in the table below.

Role type	Role description
Provide	 Direct service and infrastructure delivery (we build/fund, we maintain, we manage, we deliver the service). In "provide", Cardinia Shire Council has the highest level of involvement, which often includes significant up-front financial and resource investment and/or ongoing financial and resource investment for success.
Facilitate	 Council partners with other parties, leases/hires facilities, contributes funding or seeks external funding to deliver, manage or maintain infrastructure. In "facilitate", Cardinia Shire Council has a moderate to high level of involvement, particularly in up-front negotiation and financial and resource investment.
Advocate	 Advocacy is required to deliver new infrastructure not able to be funded through rates or developer contributions. No direct service delivery role.
No action	Where infrastructure is the responsibility of another level of government or organisation Council does not play a part.

Table 8: Council's role in planning, management and delivery of community services and infrastructure.

Guiding principles

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

- Seek co-location of complementary community and recreation infrastructure and open space, where possible, preferably in areas that are highly accessible for the community by various modes of transport.
- Explore opportunities to integrate community and recreation facilities under the one roofline, while not compromising service/use requirements, through innovative design to maximise efficiencies, including building maintenance, operations, and utilisation of shared spaces.

- 3. In circumstances where infrastructure priorities are many, and Council cannot afford to deliver all, prioritise infrastructure and service provision based on:
 - a. Meeting highest demonstrated need first.
 - b. Ability to accommodate unmet or delayed priorities with short-term interim solutions.
 - Innovative infrastructure and service delivery models which may see outcomes delivered in different and more efficient ways.
- 4. In circumstances where multiple projects that rely on each other or have similar timeframes, are planned, work to coordinate and sequence construction appropriately and seek to minimise disruption to community.
- Consider the impact of, and opportunities for, innovation in operating models based on priority of access to enhance community outcomes and user experience.



Governance and operating models

Council is experiencing an ongoing challenge in resourcing the operation, management, and maintenance of community facilities.

Population growth, additional infrastructure requirements, environmental challenges and the legislative or policy

requirements of other levels of government contributes to this challenge.

New innovative ways to deliver community infrastructure need to be explored to meet community need.

Governance models

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

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

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

Community infrastructure on crown or State Government land is generally managed by a committee of management appointed by the crown land authority under the Crown Land (Reserves) Act 1978, however there are instances where Council is the appointed land manager by the crown.

Council holds leases or joint use agreements for community infrastructure on State Government land, e.g., on public school sites, which is negotiated with the relevant State Government land authority.

In many instances, Council funds (or contributes funding to) the maintenance of community infrastructure on other public land. Council also often funds and/or delivers renewals, upgrades, or new community infrastructure on public land.

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

Operating models

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

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

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

Recommended approach

Currently, there is no formal or consistent process to identify the preferred governance and operating models of community infrastructure.

The advantage of determining the governance and operating models for community infrastructure when planning new or redeveloped community infrastructure is that the design of the facility can better achieve the functional requirements for the operator.

Recommended actions:

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



Community infrastructure audit

The Community Infrastructure Plan provides a place-based approach to meeting community service and infrastructure requirements.

The four regions identified in the Plan are based on key demographic and geographic cohorts, where people are more likely to travel within a region to access community services and infrastructure.

The community infrastructure audit summarises, and analyses data based on these regions.

Localities covered

Growth

- · Beaconsfield
- Officer
- Officer South
- Pakenham

Hills

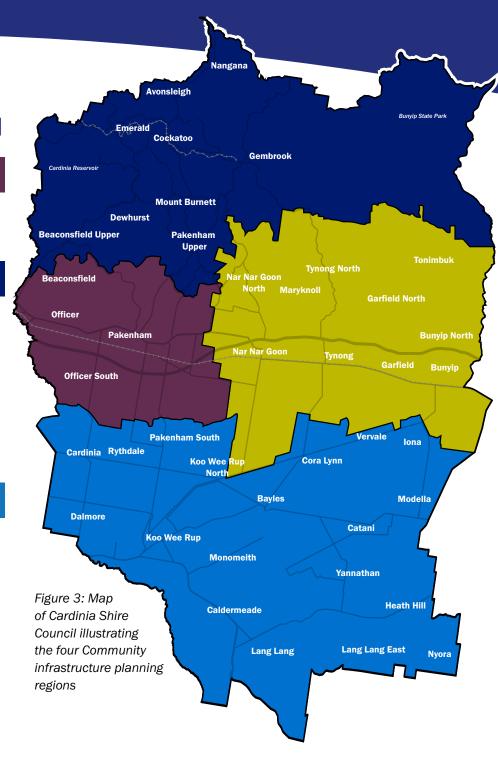
- Avonsleigh
- Beaconsfield Upper
- Clematis
- Cockatoo
- Dewhurst
- Emerald
- Gembrook
- Guys Hill
- · Menzies Creek
- Mount Burnett
- Nangana
- Pakenham Upper

Southern Rural

- Bayles
- Caldermeade
- Cardinia
- Catani
- Cora Lynn
- Dalmore
- Heath Hill
- Iona
- Koo Wee Rup
- Koo Wee Rup North
- Lang Lang
- Lang Lang East
- Modella
- Monomeith
- Nyora
- Pakenham South
- Rythdale
- Tooradin
- Vervale
- Yannathan

East

- Bunyip
- Bunyip North
- Garfield
- Garfield North
- Longwarry
- Maryknoll
- Nar Nar Goon
- Nar Nar Goon North
- Tonimbuk
- Tynong
- Tynong North



Forecasting	2023 Population	2033 Population
Growth	89,952	127,982
Hills	18,458	18,752
Southern Rural	10,254	12,578
East	11,231	12,946
Total	129,895	172,258

Table 9: Forecasted population of Cardinia Shire's regions

Methodology

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

Utilisation /

Building

Functionality

Quality

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

Table 10: Components of the community infrastructure audit

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

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

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

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

Recommended actions

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



Provision ratios

The Quantity Assessment component of the community infrastructure audit is informed by benchmark provision ratios to assess the supply and demand for each type of space.

Provision ratios may indicate where there is a shortfall or oversupply of a service. Provision ratios should be tested through the life of the plan and informed by review and confirmation about how services are delivered to community.

Infrastructure category	Description	Provision ratio
Consult room	For the purposes of maternal and child health consultations, as well as other allied health or support service consultations for any population cohort	1 room per 4,000 population
Kindergarten room	For the provision of kindergarten services, where these spaces may also be used for other early years services such as occasional care or playgroups	1 licensed place for an average 85% of all 3- and 4-year-old children.
		NB: the Cardinia Kindergarten Infrastructure Service Plan (KISP) is under review in 2024.
Hireable community/ meeting spaces of varying sizes	For the provision of a variety of services, programs, or activities. Hireable community/meeting spaces may be located in integrated centres or in standalone centres, with different conditions of use based on the operating model of the building as a whole (e.g., hours of operation, permitted / prohibited types of uses). Consideration is also given to the flexibility of spaces to provide multiple room configurations, e.g., through the provision of operable walls or interconnected rooms.	Room capacity is calculated at 2m2 per person.
	Small community/meeting rooms or spaces cater for up to 20 people (<40m2)	1 room per 8,000 population
	Medium community/meeting rooms or spaces cater for between 20 and 50 people (41-100m2)	1 room per 8,000 population
	Large community/meeting rooms (within an integrated facility) cater for up to 100 people (101+m2)	1 room per 8,000 population
	Large community/meeting rooms (in stand-alone facility) cater for 100 or more people	1 room per 20,000 population Minimum one per region

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

Table 11: Provision ratios per infrastructure category type in the community infrastructure audit

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

Service planning

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

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

Recommended actions

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

Assessment categories

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

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





Growth region context

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

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

There are many families and children in the growth region, with both younger and older children, which places significant demand on education, health, and social services. 8% of the population is aged over 70 years.

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

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

According to the 2021 Cardinia Liveability Survey, in the last 12 months, more than one quarter (29%) of residents in the growth region attended local art exhibitions, 4 in 10 (41%) attended a local library, and more than one third (38%) attended cultural events.

More than half (58.1%) of residents in the region feel no or a slight connection to their local community, and 28% believe there is not enough connection to local community.

It will be important to understand the expectations of the growth region community – including what they want and need from community services and infrastructure to enhance opportunities for community connection and access to services, programs, and events.

Growth region audit





Community Facility (Centre or Hall Space)



Early Years Facility (Kindergarten or MCH)



Library



Other Facility Type (includes Arts or Cultural Space)



Public Amenity



Seniors Facilities



Sport or Recreation Facility (with Hireable Space)

Figure 4: Community infrastructure in the growth region.



Proposed community infrastructure

In the growth region, there are active and proposed Precinct Structure Plans (PSP), prepared by the Victorian Planning Authority (State Government) that outline the requirements for community infrastructure to accommodate new population growth.

The associated Developer Contributions Plan (DCP) or Infrastructure Contributions Plan (ICP) provides further information around the costs and indicative timing for community infrastructure, including contributions to be collected by developers that are provided to Council to contribute to funding development of new community infrastructure.

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

Council priority	Delivery
Cardinia Youth Facility – Building	TBC*
Cardinia Road PSP	
Thewlis Road Integrated Child and Family Centre	Proposed 2024/25*
Officer PSP:	
Gin Gin Bin Recreation Reserve – Sports Complex	Proposed 2029/30*
Starling McMullen Integrated Child and Family Centre	Proposed 2029/30*
McMullen Recreation Reserve - Pavilion	Proposed 2030/31*
Officer Library (including meeting spaces)	Proposed 2031/32*
Community Meeting Place (Senior Centre and Performing Arts Space)	Proposed 2031/32*
Pakenham East PSP	
Deep Creek Integrated Child and Family Centre	Proposed 2027/28*
Hancocks Gully Integrated Child and Family Centre	Proposed 2029/30*
Pakenham East Community Hub - Level 2	Proposed 2031/32*

Table 12: Proposed community infrastructure in the Growth region

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

Growth region community infrastructure

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

Table 13: Supply levels of community infrastructure in the Growth region

Community rooms

The functionality assessment suggests that many large community rooms (5 of a total of 8) in standalone facilities are of average or poor functionality due to both age and condition.

There is an opportunity to consider the community's expectations for spaces that cater to over 100 people and to consider any improvements required to facilitate increased use and activation of these spaces.

The quantity assessment suggests that medium and small community rooms and training rooms are over supplied in the growth region. These facilities are owned by Council, with varying governance models.

This provides an opportunity to further review utilisation, engage with the community, and identify opportunities to consolidate or co-locate services.

Any savings could be utilised to fund unmet demand for community infrastructure.

Consult rooms

The quantity assessment suggests that consult rooms are over supplied in the growth region. Many consult rooms are provided within early years facilities that house maternal and child health, parenting programs and kindergarten services.

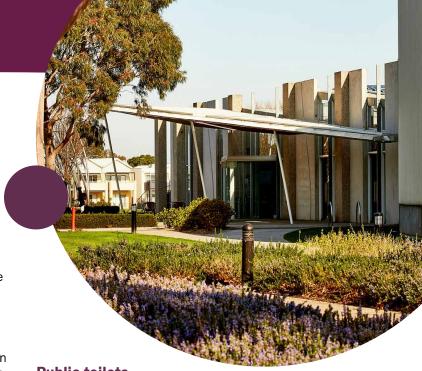
Further investigation is required to determine whether these rooms are suitable for all services that may be delivered from consult rooms (e.g., services not targeted to children and families).

Kindergarten

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

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

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



Kitchen facilities

There are 11 facilities that have kitchen spaces available within the growth region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses.

Further kitchen spaces will be provided in new facilities in this region. It is recommended that further investigation is carried out to understand the need for, and suitability of, these spaces for community kitchen uses.

Library

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

Public toilets

There are 5 public toilet facilities in the growth region, with many being in Pakenham.

The community infrastructure audit suggest that some of these toilets are under performing due to functionality and overall level of demand and condition.

Consideration should be given to the need for these facilities, as well as the need for public toilet amenities across the rest of the growth region (e.g. in Officer).

Recommendations for the growth region

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

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

Community infrastructure audit - Growth region

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

Category	Provision Standard	Year	Population	Supply	Target	Assessment	Facility Name	Number of Rooms (Places)	Building Condition	Facility FFP Score
Community	8,000	2023	89,952	31	11.24	Over supplied	Beaconsfield Community Complex	1	Good	Good
room - medium	population	2033	127,982	41	16.00	Over Supplied	Comely Recreation Reserve	1	-	Good
20-50 capacity	per room	2000	121,002		10.00		Heatherbrae Recreation Reserve	1	Good	Good
	po:						Hollins Childrens Centre	1	Good	Good
							Homegarth Community Centre	1	Good	Average
							IYU Recreation Reserve	1	Good	Good
							James Bathe Community and Sports Hub	1	Good	Good
							Lakeside Children's Centre	1	Good	Average
							Lily Pond House Community Centre	1	Good	Good
							Officer Community Hub	2	Good	Good
							Officer Recreation Reserve	1	Good	Good
							Pakenham Library / Public Hall / U3A	1	Good	Good
							Pakenham Senior Citizens Centre	2	Good	Good
							Pakenham Living Learning Centre	9	Good	Good
							Pakenham Springs Children's Centre	1	Good	Good
							Toomah Community Centre	5	Good	Good
							Toomuc Recreation Reserve	1	Good	Good
							[PROPOSED] Cardinia Youth Facility - Building	1	-	-
							[PROPOSED 2025] Thewlis Integrated Child and Family Centre	1	-	-
							[PROPOSED 2028] Deep Creek Integrated Child and Family Centre	1	-	-
							[PROPOSED 2030] Starling McMullen Integrated Child and Family Centre	1	-	-
							[PROPOSED 2030] Hancocks Gully Integrated Child and Family Centre	1	-	-
							[PROPOSED 2030] Gin Gin Bin Recreation Reserve - Sports Complex	1	-	-
							[PROPOSED 2031] McMullen Recreation Reserve - Pavilion	1	-	-
							[PROPOSED 2032] Officer Library	1	-	-
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	1	-	-
							[PROPOSED 2032] Community Meeting Place (Senior Centre and	1	-	-
							Performing Arts Space)			

Category	Provision Standard	Year	Population	Supply	Target	Assessment	Facility Name	Number of Rooms (Places)	Building Condition	Facility FFP Score
Community	8,000	2023	89,952	34	11.24	Over supplied	Andrew Child and Family Centre	1	Good	Poor
room - small	population	2033	127,982	37	16.00		Beaconsfield Community Complex	3	Good	Good
<20 capacity	per room						Bridgewood Primary School and Integrated Family Centre	1	Good	Good
							Cardinia Cultural Centre	2	Good	Good
							Cardinia LIFE	1	Good	Good
							Heatherbrae Recreation Reserve	1	Good	Good
							Holm Park Recreation Reserve	1	Good	Good
							James Bathe Recreation Reserve	3	Good	Good
							Konewark Child and Family Centre	1	Good	Good
							Lakeside Recreation Reserve Pavilion	1	Good	Good
							My Place Youth Facility	2	Good	Good
							Officer Community Hub	1	Good	Good
							Officer Scout Hall	2	Good	Good
							Pakenham Library / Public Hall / U3A	6	Good	Good
							Pakenham Senior Citizens Centre	1	Good	Good
							Pakenham Living Learning	7	Good	Good
							[PROPOSED] Pakenham East Community Hub - Level 2	1	-	-
							[PROPOSED] Community Meeting Place (Senior Centre and	1	-	-
							Performing Arts Space)			
							[PROPOSED] Cardinia Youth Facility - Building	1	-	-

Category	Provision Standard	Year	Population	Supply	Target	Assessment	Facility Name	Number of Rooms (Places)	Building Condition	Facility FFP Score
Consult room	4,000	2023	89,952	47	22.49	Over supplied	Andrews Child and Family Centre	1	Good	Poor
(includes	population	2033	127,982	66	32.00		Arena Child and Family Care Centre	1	Good	Good
MCH)	per room						Beaconsfield Community Complex	1	Good	Good
							Bridgewood Primary School and Integrated Family Centre	3	Good	Good
							Henry Family Childrens Centre	3	Good	Good
							Hollins Childrens Centre	2	Good	Good
							Homegarth Community Centre	2	Good	Average
							Konewark Child and Family Centre	5	Good	Good
							Kurmboon Child and Family Centre	3	Good	Good
							Lakeside Children's Centre	3	Good	Good
							My Place Youth Facility	4	Good	Good
							Pakenham Hills Primary School	4	-	Good
							Pakenham Library / Public Hall / U3A	2	Good	Good
							Pakenham Living Learning	1	Good	Good
							Pakenham Springs Children's Centre	3	Good	Good
							The Point	4	Good	Good
							Toomah Community Centre	5	Good	Good
							[PROPOSED 2025] Thewlis Integrated Child and Family Centre	3	-	-
							[PROPOSED 2028] Deep Creek Integrated Child and Family Centre	3	-	-
							[PROPOSED 2030] Starling McMullen Integrated Child and Family Centre	3	-	-
							[PROPOSED 2030] Hancocks Gully Integrated Child and Family Centre	3	-	-
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	3	-	-
							[PROPOSED] Cardinia Youth Facility	4	-	-

Kindergarten 85% of population of 3-4 year olds 2033 4,497 2,288 3,822 Undersupplied Andrews Child and Family Centre 1 (60 places) Arena Child and Family Care Centre 2 (132 places) Beaconsfield Kindergarten - O'Neil Road 2 (130 places) Beaconsfield Kindergarten - Wood Street 1 (58 places) Bridgewood Primary School and Integrated Family Centre 3 (198 places) Henry Family Childrens Centre 2 (198 places)	Good Good Good Good Good	Poor Good Good Average Good
of 3-4 year Beaconsfield Kindergarten - O'Neil Road 2 (130 places) olds Beaconsfield Kindergarten - Wood Street 1 (58 places) Bridgewood Primary School and Integrated Family Centre 3 (198 places)	Good Good Good	Good Average
olds Beaconsfield Kindergarten - Wood Street 1 (58 places) Bridgewood Primary School and Integrated Family Centre 3 (198 places)	Good Good Good	Average
Bridgewood Primary School and Integrated Family Centre 3 (198 places)	Good Good	
	Good	Good
Henry Family Childrens Centre 2 (198 places)		
		Good
Hollins Childrens Centre 2 (198 places)	Good	Good
Homegarth Community Centre 1 (45 places)	Good	Average
Konewark Child and Family Centre 4 (264 places)	Good	Good
Kurmboon Child and Family Centre 3 (99 places)	Good	Good
Lakeside Children's Centre 2 (132 places)	Good	Average
Pakenham Heights Kindergarten 1 (60 places)	Good	Poor
Pakenham Main Street Kindergarten 1 (66 places)	Good	Good
Pakenham Springs Children's Centre 2 (120 places)	Good	Good
[PROPOSED 2025] Thewlis Integrated Child and Family Centre 3 (99 places)	-	-
[PROPOSED 2028] Deep Creek Integrated Child and Family Centre 4 (132 places)	-	-
[PROPOSED 2029] Starling McMullen Integrated Child and Family Centre 3 (99 places)	-	-
[PROPOSED 2030] Hancocks Gully Integrated Child and Family Centre 4 (132 places)	-	-
[PROPOSED 2032] Pakenham East Community Hub - Level 2 2 (66 places)	-	-
Kitchen 2023 89,952 18 Well supplied Beaconhills Country Golf Club 1	Good	Good
2033 127,982 19 Beaconsfield Community Complex 1	Good	Good
Comely Recreation Reserve 2	-	Good
Henry Family Childrens Centre 1	Good	Good
Holm Park Recreation Reserve 3	Good	Good
James Bathe Recreation Reserve 3	-	Good
Kurmboon Child and Family Centre 1	Good	Good
Lily Pond House Community Centre 1	Good	Good
Officer Recreation Reserve 3	Good	Good
Pakenham Living Learning 1	-	-
Pakenham Library / Public Hall / U3A 1	Good	Good
[PROPOSED 2032] Pakenham East Community Hub - Level 2 1	-	-

Category	Provision Standard	Year	Population	Supply	Target	Assessment	Facility Name	Number of Rooms (Places)	Building Condition	Facility FFP Score
	100.000	0000	22.252	4.0	0.00					
Library	100,000	2023	89,952	1.2	0.90	Well supplied	Pakenham Library / Public Hall / U3A (Branch)	1	Good	Good
	population per library	2033	127,982	2.2	1.28		Cardinia Mobile Library	0.2	Good	Good
	per library						[PROPOSED 2032] Officer Library	1	-	-
Computer /	60,000	2023	89,952	13	1.50	Over supplied	Beaconsfield Community Complex	3	Good	Good
I.T Training	population	2033	127,982	15	2.13		Bridgewood Primary School and Integrated Family Centre	1	Good	Good
Program	per room						Cardinia Cultural Centre	6	Good	Good
							Deep Creek Community Nursery Hub	1	-	Good
							Henry Family Childrens Centre	2	Good	Good
							[PROPOSED] Cardinia Youth Facility	1	-	-
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	1	-	-
Other		2023	89,952	7			Beaconsfield Recreation Reserve (Social Space)	1	-	-
		2033	127,982	7			ECG College Building	1	-	Good
							Pakenham Men's Shed	1	Good	Good
							Toomah Community Centre - office space	2	Good	Good
							Cardinia Life (creche)	1	Good	Good
							Living Learning Pakenham (Occassional Care)	1	Good	Good
										_
Public Toilets		2023	89,952	5			Beaconsfield Public Toilet Block (Exeloo)	1	Good	Good
		2033	127,982	5			Lakeside Dragon Park Public Toilet Block (Exeloo)	1	Good	Average
							PB Ronald Reserve Public Toilet Block	1	Good	-
							Toomuc Recreation Reserve Public Toilet	1	-	Good
							Bourke Park Public Toilet (Exeloo)	1	-	Good



region audit

Hills region context

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

The population of this region is relatively stable.

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

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

The population of the Hills region has higher proportions of culturally and linguistically diverse populations than other non-urban areas of Cardinia Shire. 14% of the population were born overseas and 5% of the population speak a language other than English. 11.6% of Cardinia's Aboriginal and Torres Strait Islander population lives in the Hills region.

Over two-thirds (68%) of working residents in the Hills region leave the shire for work every day.

According to the 2021 Cardinia Liveability Survey, in the last 12 months, one fifth (23%) of residents in the Hills region attended local art exhibitions, 41% of residents attended a local library, and almost one third (30%) attended cultural events. Attendance at a local library is higher in the Hills region than elsewhere in Cardinia Shire, demonstrating the value of the Emerald Library and Cardinia Mobile Library for this community.

35% of residents in the region feel no or a slight connection to their local community, and 19% believe there is not enough connection to local community.

It will be important to understand the expectations of the Hills region community about what they want and need from community services and infrastructure to enhance opportunities for community connection and access to services, programs, and events, especially given the distances between townships.

Hills region audit





Community
Facility
(Centre or
Hall Space)



Early Years Facility (Kindergarten or MCH)



Library



Other Facility Type (includes Arts or Cultural Space)



Public Amenity



Seniors Facilities



Sport or Recreation Facility (with Hireable Space)

Figure 5: Community infrastructure in the Hills region



Hills region proposed community infrastructure

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

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

Table 14: Proposed community infrastructure in the Hills region

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

Hills region community infrastructure

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

Table 15: Supply levels of community infrastructure in the Hills region

Community rooms

The quantity assessment suggests that large and medium community rooms and training rooms in the Hills region are oversupplied. Spaces are available in a variety of facility types, such as community centres, public halls or recreation reserve pavilions. The condition and functionality of these spaces are good.

Sourcing accurate utilisation data is important to better understand community value and to consider increased activation opportunities, or whether spaces can be repurposed to deliver under-supplied spaces for the region.

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

Consult rooms

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

Concentrations of community infrastructure

There are several different community infrastructure assets within individual townships in the Hills region, particularly Cockatoo and Emerald and to a lesser extent, Beaconsfield, Beaconsfield Upper and Gembrook.

Consideration should be given to whether infrastructure could be integrated, in line with the principles of the Community Infrastructure Plan, to move towards community hub models.

Kindergarten

The quantity assessment suggests that kindergarten spaces are well-supplied, however utilisation and kindergarten enrolment data suggest spaces are under supplied in some townships and potentially over supplied in others.

Council is undertaking a Hills Region Feasibility Study to understand future kindergarten demand requirements further, particularly relating to the implementation of the Best Start, Best Life reform and review of the Cardinia Kindergarten Infrastructure and Service Plan, which is commencing in 2024.



Kitchen facilities

There are 5 facilities that have kitchen facilities available within the Hills region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses.

These facilities are located within separate townships. The facilities themselves are of good building condition and functionality.

Library

The Emerald Library is located within the Hills region and has recently been extended. This library is valued by the community and centrally located in Emerald's shopping precinct optimising access.

The Cardinia Mobile Library also services a number of townships within the region on a weekly basis.

Public toilets

There are 13 public toilets in the Hills region in various localities. The community infrastructure audit suggests that the condition and functionality of these facilities vary.

Recommendations for the Hills region

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

Community infrastructure audit - Hills region

Category	Provision Standard	Year	Population	Supply	Target	Assessment	Facility Name	Number of Rooms (Places)	Building Condition	Facility FFP score
Community	8,000	2023	18,458	13	2.31	Over supplied	Beaconsfield Upper Community Centre	1	Good	Good
room - large	population	2033	18,752	13	2.34		Chandler Reserve	1	Good	Good
(integrated)	per room						Cockatoo Community Complex	1	Good	Good
50-100							Cockatoo Senior Citizens Centre	1	Good	Good
capacity							Emerals Nobelius Museum & Toilets	1	Good	Good
					Emerald Senior Citizens	1	Good	Good		
							Gembrook Community Centre	2	Good	Good
							Hills Hub	1	Good	Good
							Cockatoo Kindergarten and Community House	1	Good	Average
							Mountain Road Reserve - Netball Pavilion	1	Good	Good
							Worrell Reserve	1	Good	Good
Community	20,000	2023	18,458	9	0.92	Over supplied	Ash Wednesday Bushfire Education Centre (Education centre)	1	Good	Good
room - large	population	2033	18,752	9	0.94		Beaconsfield Upper Conservation Group Nursery	1	-	-
(standalone)	per room						Beaconsfield Upper Recreation Reserve	1	Good	-
100+ capacity							Clematis Hall	1	Poor	Poor
							Emerald Community House	1	Good	Good
							Huxtable Road Horse Riding Reserve	1	Good	Average
							Pakenham Upper - Cardinia Civic Concert Band Hall	1	Good	Average
							Pakenham Upper Public Hall	1	Good	Poor
							Tonimbuk Public Hall	1	Good	Good
Community	8,000	2023	18,458	18	2.31	Over supplied	Beaconsfield Upper Community Centre	1	Good	Good
room - medium	population	2033	18,752	20	2.34		Beaconsfield Upper Recreation Reserve	2	Good	-
20-50 capacity	per room		-, -				Chandler Reserve	1	Good	Good
							Emerald Arts Society (Studio and workshop)	2	Good	Good
							Emerald Nobelius Museum & Toilets	1	Good	Good
							Gembrook Recreation Reserve	2	Good	Good
							Gembrook Community Centre	1	Good	Good
							Hills Hub	4	Good	Good
							Sutherland Park Recreation Reserve	2	Good	Good
						Emerald Senior Citizens	1	Good	Good	
							[PROPOSED 2027] Alma Treloar Masterplan implementation	1	-	-
							[PROPOSED 2026] Upper Beaconsfield Recreation Reserve	1	-	-

Category	Provision Standard	Year	Population	Supply	Target	Assessment	Facility Name	Number of Rooms (Places)	Building Condition	Facility FFP SCore
Community room - small <20 capacity	8,000 population per room	2023 2033	18,458 18,752	8 8	2.31 2.34	Well supplied	Alma Treloar Reserve Scout Hall Gembrook Community Centre Emerald Community House Emerald Library Hills Hub Josie Bysouth Recreation Reserve Worrell Reserve	1 1 1 1 2 1	Good Good Good Good Good Good	Average Good Good Good Good Good Good
Computer / IT training room	60,000 population per room	2023 2033	18,458 18,752	7	0.31 0.31	Over supplied	Beaconsfield Upper Community Centre Emerald Library Cockatoo Kindergarten and Community House Hills Hub	1 1 1	Good Good Good	Good Good Average Good
Consult room (includes MCH)	4,000 population per room	2023 2033	18,458 18,752	6	4.6 4.7	Well supplied	Beaconsfield Upper Community Centre Cockatoo Community Complex Emerald MCH Centre Hills Hub	1 1 2 1	Good Good Good	Good Good Good
Kindergarten	85% of population 3 - 4 year olds	2023 2033	431 425	408 408	366.35 361.25	Well supplied	Avonsleigh Kindergarten Beaconsfield Upper Kindergarten - McBride Beaconsfield Upper Kindergarten - Stoney Creek Cockatoo Community Childcare Centre (not sessional kinder) Cockatoo Kindergarten and Community House Emerald Kindergarten Gembrook Kindergarten	1 (56 places) 1 (52 places) 1 (60 places) 5 (N/A) 1 (56 places) 2 (118 places) 1 (66 places)	Good Good Good Good Good Good	Poor Poor Good Average Average
Kitchen		2023 2033	18,458 18,752	8 8			Ash Wednesday Bushfire Education Centre Beaconsfield Upper Community Centre Cockatoo Community Complex Gembrook Community Centre Hills Hub Tonimbuk Public Hall	1 1 1 2 2 1	Good Good Good Good Good	Good Good Good Good Good

Category	Provision Standard	Year	Population	Supply	Target	Assessment	Facility Name	Number of Rooms (Places)	Building Condition	Facility FFP Score
Library	100,000	2023	18,458	1.2	0.18	Over supplied	Emerald Library	1	Good	Good
	population per library	2033	18,752	1.2	0.19		Cardinia Mobile Library	0.2	Good	Good
Other		2023	18,458	11			Alma Treloar Reserve - Cockatoo Bowls Club (Pavilion)	1	-	-
		2033	18,752	11			Beaconsfield Upper Recreation Reserve (Pony Clubrooms)	1	-	_
							Emerald Lake Park	1	Good	Average
							Emerald Scout Hall	1	-	-
							Gembrook Craft Cottage (crafting room)	1	Good	Good
					Gembrook Riding Club (Social space)	1	-	Good		
					Hills Hub (Men's Shed)	1	-	Good		
						Pakenham Upper Recreation Reserve (Pavilion)	1	-	-	
							Pepi's Land - Netball Pavilion (Social Space)	1	-	-
							Puffing Billy Railway Station	1	-	Good
							The Gem Community Arts Centre (Theatre)	1	Good	Good
Public Toilets		2023	18,458	13			Beaconsfield Upper Charing Cross Public Toilet Block	1	Good	Good
		2033	18,752	13			Cockatoo Alma Treloar Reserve Exeloo	1	Good	Good
							Cockatoo Alma Treloar Reserve Public Toilet Block	1	-	-
							Cockatoo Main Street Public Toilet (McBride St walkway)	1	Good	Average
							Emerald Public Toilet - Ferres Road	1	Good	Average
							Gembrook Park Public Toilet Block	1	Good	Good
							Gembrook Regional Park Public Toilet Block	1	Good	Good
							Hills Hub Public Toilet Block (Exeloo)	1	Good	Good
							J.A.C Russell Park Public Toilet Blocks (Exeloo)	1	Good	Good
							Maryknoll Rec Res Toilet Block	1	Good	Average
							Puffing Billy Park Public Toilet Block	1	Good	Average
							Puffing Billy Lakeside Station - Emerald Lake	1	Good	-
							RJ Chambers Reserve Public Toilet Block	1	Poor	Poor



Southern Rural

region audit

Southern Rural region context

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

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

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

The population of the Southern Rural region is less culturally diverse than other regions in Cardinia Shire, with 10% of the population born overseas and 4% of the population speaking a language other than English. The indigenous population is also lower than other areas of the shire with 11% of Cardinia's Aboriginal and Torres Strait Islanders living in the Southern Rural region.

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

These indicators may increase the vulnerability of people in this region to socio-economic down-turn and cost of living pressures, where adequate community services and infrastructure is required to support the community.

According to the 2021 Cardinia Liveability Survey, in the last 12 months, less than one in 10 (8%) residents in the Southern Rural region attended local art exhibitions, 17% attended a local library, and 18% attended cultural events.

While (42%) residents in the region feel no or a slight connection to local community, this score is lower than the growth region. 16% believe there is not enough connection to local community. It will be important to understand the expectations of the Southern Rural region community about what they want and need from community infrastructure to enhance opportunities for community connection, particularly in relation to access, given the distances between some communities and townships.

Southern Rural region audit



Figure 6: Community infrastructure in the Southern Rural region



Southern Rural region proposed community infrastructure

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

Council priority	Delivery
Koo Wee Rup Bowls and Community Facility	Proposed 2024-25*
Cora Lyn Reserve - pavilion design/construct	Proposed 2024-25*
Lang Lang Recreation Precinct - soccer - pavilion	Proposed 2030-31*

Table 16: Proposed Community Infrastructure in the Southern Rural Region

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

Southern Rural region analysis

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

Table 17: Supply levels of community infrastructure in the Southern Rural region

Community rooms

The quantity assessment suggests that large community rooms in integrated facilities are over supplied in the Southern Rural region, with most of these spaces being available within recreation reserve pavilions (four of a total of six).

Some recreation reserves are located outside of townships, and travel accessibility may be restricted. The condition and functionality of these spaces are also good. As many of these facilities are not managed by Council, information about utilisation and capacity for additional use is not known, and this could be explored to understand whether utilisation could be increased.

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

In particular, the community infrastructure audit suggests that three public halls are either not utilised or underutilised and not functional for use due to overall age and accessibility of the facilities, along with being relatively unknown due to their remote location.

These facilities are Catani Soldiers Memorial Hall, Modella Public Hall and Yannathan Public Hall. These facilities should be reviewed as a priority to determine the ongoing value and possible future use.

For small and medium community rooms and training rooms, the quantity assessment suggests these are over supplied in the southern rural region and utilisation for these facilities is low.

Overall, the condition and functionality of these facilities is good, and these facilities may have potential for activation or consideration of what other services they can be used for.

Consult rooms

The quantity assessment suggests that consult rooms are well supplied in the Southern Rural region. Currently consult rooms are only provided within early years facilities that house maternal and child health, parenting programs, and kindergarten services.

Further investigation is required to determine whether these rooms are suitable for all services that may be delivered from consult rooms (e.g., services not targeted to children and families).

Kindergarten

The quantity assessment suggests that there is a current and future under supply of kindergarten in the Southern Rural region.

The Koo Wee Rup Region Feasibility Study (2022) identified kindergarten shortfalls in Koo Wee Rup, Lang Lang and Bayles, in terms of supply and demand for kindergarten space, and the need to address the condition and functionality of facilities.

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

Concentrations of community infrastructure

There are several different community infrastructure assets within individual townships in the Southern Rural region, particularly Koo Wee Rup and Lang Lang.

Consideration should be given to whether infrastructure could be integrated, in line with the principles of the Community Infrastructure Plan, to move towards community hub models.

Kitchen facilities

There are 12 facilities that have kitchen spaces available within the Southern Rural region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses.

It is recommended that further investigation is carried out to understand the need for, and suitability of, these spaces for community kitchen uses.

Library

There is no permanent library facility in the southern rural region, however the Cardinia Mobile Library services both the Koo Wee Rup and Lang Lang townships on a weekly basis.

It is recommended that further investigation is carried out to understand whether population growth will drive demand for future permanent facilities.

Public toilets

There are 3 public toilets in the Southern Rural region. The community infrastructure audit suggests that the condition and functionality of these facilities are generally good.

Recommendations for the Southern Rural region

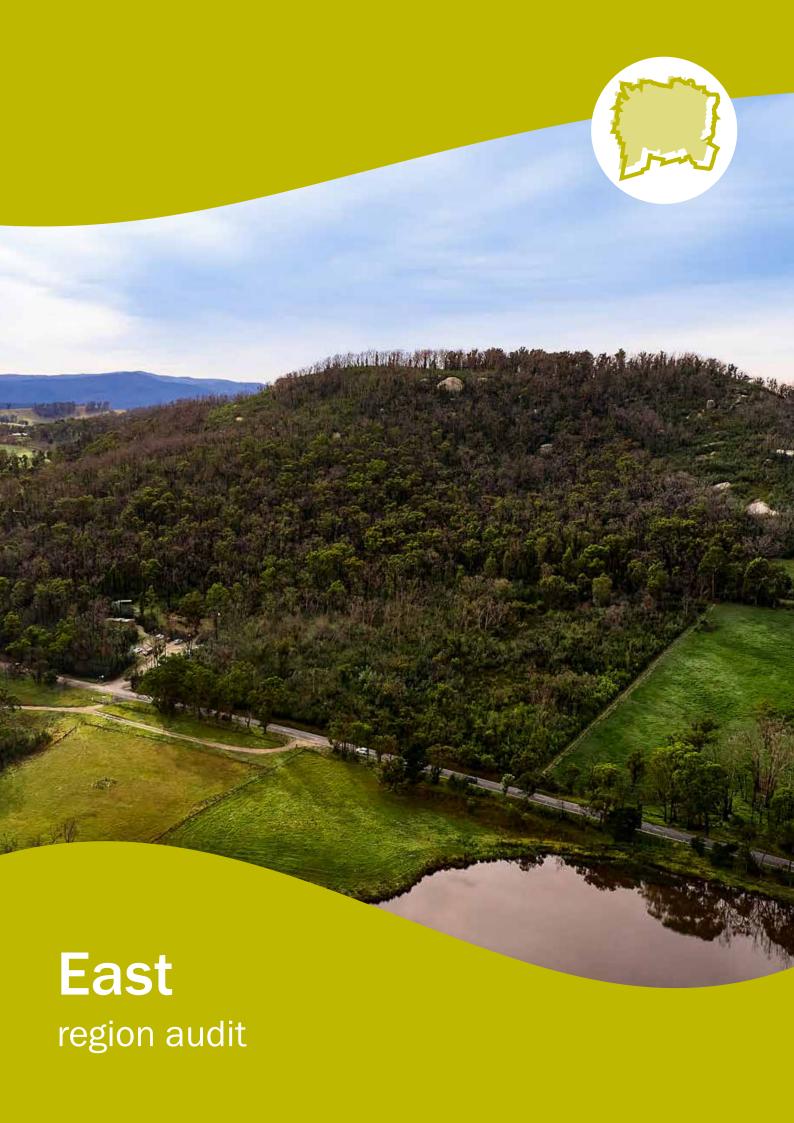
- Seek further information about the overall level of need, functionality and utilisation of the Catani Soldiers Memorial Hall, Modella Public Hall, and Yannathan Public Hall to determine future need and demand.
- 2. Assess the opportunity to repurpose any under-utilised spaces that may be suitable for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



Community infrastructure audit - Southern Rural region

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

Category	Provision Standard	Year	Population	Supply	Target	Assessment	Facility Name	Number of Rooms (Places)	Building Condition	Facility FFP Score
Consult room (includes MCH)	4,000 population per room	2023 2033	10,254 12,578	4	2.56 3.14	Well supplied	Koo Wee Rup Kindergarten and MCH Centre Lang Lang Community Complex (4 rooms leased to medical complex) Lang Lang Elderly Citizens Club and Memorial Hall	1 6 (2) 1	Good Good	Average Good Good
Kindergarten	85% of population of 3-4 year olds	2023 2033	283 371	172 172	241 315	Undersupplied	Bayles Kindergarten Koo Wee Rup Kindergarten and MCH Centre Lang Lang Kindergarten	1 (56 places) 1 (56 places) 1 (60 places)	Good Good Good	Poor Average Poor
Library	100,000 population per library	2023 2033	10,254 12,578	0.2 0.2	0.102 0.126	Well supplied	Cardinia Mobile Library	0.2	Good	Good
Kitchen		2023 2033	10,254 12,578	12 12			Bayles Public Hall Cardinia Public Hall Cardinia Recreation Reserve Catani Soldiers Memorial Hall Koo Wee Rup Community Centre Koo Wee Rup Secondary College Pavilion Koo Wee Rup Senior Citizens Club Lang Lang Community Recreation Precinct Lang Lang Elderly Citizens Club and Memorial Hall Modella Public Hall Yannathan Public Hall	1 1 1 1 1 1 1 2 1 1	Good Good Good Good Good Good Good Good	Good Average Good Poor Good Good Good Good Good Average Poor
Other		2023 2033	10,254 12,578	7 7			Lang Lang Historical Society (Historical room) Lang Lang Showgrounds (Social Space) Lang Lang Tennis Club (Pavilion) Koo Wee Rup Historical Society Lang Lang Men's Shed Lang Lang Community Complex (medical centre) Rythdale Recreation Reserve (Pavilion)	1 1 1 1 1 1	Good Good	Good Good Good -
Public toilets		2023 2033	10,254 12,578	3			Koo Wee Rup Bus Interchange Public Toilet Block Koo Wee Rup Toilet Block Lang Lang Public Toilet Block	1 1 1	Good Good	Good Good Average



East region context

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

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

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

The population of East region is less culturally diverse than other regions in Cardinia Shire with 10% of the population born overseas and 3% of the population speaking a language other than English.

The indigenous population is slightly higher as a proportion of total population in the east region, with 8.4% of Aboriginal and Torres Strait Islanders in the shire living in the East region.

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

According to the 2021 Cardinia Liveability Survey, there were lower proportions of residents in the East region attending art exhibitions (17%) and just under one third visited their local library (31%). 29% of residents attended cultural events.

In the East region, residents are more likely to feel connected to local community. 34% of residents feel no or a slight connection to local community, and 11% of residents believe there is not enough connection to local community.

It will be important to maintain the sense of connection to community and ensuring adequate services and facilities are available to meet the community's needs and expectations.

East region audit Tonimbuk **Tynong North** Nar Nar Goon North Maryknoll **Garfield North** Garfield North Rd **Bunyip North Tynong** Nar Nar Goon Bunyip Nine Mile Rd Bald Hill Rd **Community Early Years** Library **Public Seniors** Facility **Facility Facility Type Facilities** Recreation **Amenity** (Kindergarten or MCH) **Facility**

Figure 7: Community infrastructure in the East region



East region proposed community infrastructure

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

Council priority	Delivery
Garfield North Cannibal Creek Reserve Building	Proposed 2024-25*
Community House	Proposed 2028-29*

Table 18: Proposed community infrastructure in the East region

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



East region analysis

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

Table 19: Supply levels of community infrastructure in the East region

Community rooms

The quantity assessment suggests that large community rooms in standalone facilities, and medium community rooms are over supplied in the East region, with these spaces being available within either public halls or recreation reserves.

The condition and functionality of these spaces is generally good. As many of these facilities are not managed by Council, information about utilisation and capacity for additional use is not known, and this could be explored to understand whether utilisation could be increased.

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

The community infrastructure audit suggests the Nar Nar Goon Community Centre and Scout Hall is under-utilised and has limited functionality for varying ranges of use in the local community.

The Nar Nar Goon Scout Hall should be considered in combination with the community centre due to being located in close proximity.

These facilities should be reviewed as a priority to determine the ongoing value and possible future use.

Consult rooms and kindergarten

The quantity assessment suggests that both consult rooms and kindergarten rooms will be under supplied in 2033.

Currently consult rooms are only provided within early years facilities that house maternal and child health, parenting programs, and kindergarten services.

Further investigation is required to determine whether these rooms are suitable for all services that may be delivered from consult rooms (i.e. services not targeted to children and families).

Consideration should be given to whether over supplied community room spaces can be repurposed for kindergarten spaces into the future to implement the Best Start Best Life reform.

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



Concentrations of community infrastructure

There are several different community infrastructure assets within individual townships in the east region, particularly Nar Nar Goon, Garfield and Bunyip.

Consideration should be given to whether infrastructure could be integrated, in line with the principles of the Community Infrastructure Plan, to move towards integrated facilities such as community hub models.

Kitchen facilities

There are 8 facilities that have kitchen spaces available within the East region, which may be ancillary to other uses within the facility, or for the provision of community kitchen uses.

It is recommended that further investigation is carried out to understand the need for, and suitability of, these spaces for community kitchen uses.

Library

There are no permanent library spaces operating within the East region, however the Cardinia Mobile Library services many townships in the region.

It is recommended that further investigation is carried out to understand whether population demand will drive demand for future permanent facilities.

Public toilets

There are 4 public toilets in the East region in various localities.

The community infrastructure audit suggests the condition and functionality of these facilities are generally good.

Recommendations for the East region

- 1. Seek further information about the overall level of need, functionality and utilisation of Nar Nar Goon Community Centre and Scout Hall to determine future demand.
- 2. Assess the opportunity to repurpose under-utilised spaces that may be suitable for kindergarten spaces within the East region.
- Assess the suitability and level of need for consult room and training room spaces within the East region. Review accessibility of library services and opportunities as the population grows.
- 4. Investigate level of need and utilisation of community kitchen spaces within the East region.

- Review the mix of community infrastructure in Nar Nar Goon to consider the overall level of utilisation, functionality and accessibility.
- 6. Review the mix of community infrastructure in Garfield to consider the overall level of utilisation, functionality and accessibility.
- 7. Review the mix of community infrastructure in Bunyip to consider the overall level of utilisation, functionality and accessibility.
- 8. Review access and opportunities for library services as the population increases.

Community infrastructure audit - East region

Category	Provision Standard	Year	Population	Supply	Target	Assessment	Facility Name	Number of Rooms (Places)	Building Condition	Facility FFP score
Community	8,000	2023	11,231	4	1.404	Well supplied	Bunyip and District Community House	1	Good	Good
room - large	population	2033	12,946	4	1.618		Nar Nar Goon Community Centre and Scout Hall	1	Good	Poor
(integrated) 50-100	per room					Garfield Recreation Reserve and Community Centre	1	Good	Good	
capacity							Nar Nar Goon Recreation Reserve Pavilion	1	Good	Good
Community	20,000	2023	11,231	6	0.56	Oversupplied	Bunyip Hall	1	Good	Good
room - large	population	2033	12,946	6	0.51		Bunyip and District Pony Clubrooms	1	-	-
(standalone)	per room						Garfield Bowling Club	1	Good	Good
100+ capacity							Garfield Recreation Reserve and Community Centre	1	Good	Good
							Nar Nar Goon North Public Hall	1	Good	Average
							Tynong Public Hall	1	Good	Good
Company units	0.000	2022	44.004	0	1.404	Overeventied	Dunin Hall	2	Cood	Cood
Community room - medium	8,000 population	2023	11,231 12,946	9 12	1.404	Oversupplied	Bunyip Hall Bunyip Recreation Reserve	2	Good Good	Good
20-50 capacity	per room	2033	12,940	12	1.010		Nar Nar Goon Community Centre and Scout Hall	1	Good	Good
20-30 capacity	per room						Bunyip and District Pony Clubrooms	1	Good	Good
							Tynong North Hall (Tynong North Recreation Reserve)	2	Good	Average
							Tynong Public Hall Annexe	1	-	Average
							Yarrabubba Recreation Reserve	1	Good	Average
							[PROPOSED 2024] Garfield North Cannibal Creek Reserve Building	1	-	-
							[PROPOSED 2029] Community House	1	+	-
Community	8,000	2023	11,231	6	1.404	Well supplied	Nar Nar Goon Community Centre and Scout Hall	1	Good	Poor
room - small	population	2033	12,946	6	1.618		Nar Nar Goon Recreation Reserve Pavilion	2	Good	Good
<20 capacity	per room						Bunyip and District Pony Clubrooms	1	Good	Good
							Bunyip Kindergarten and MCH	1	Good	Good
							Garfield Bowling Club	1	Good	Good
Computer / I.T training room	60,000 population	2023 2033	11,231 12,946	0	0.187 0.216	Undersupplied	N/A	-	-	-
	per room									

Category	Provision Standard	Year	Population	Supply	Target	Assessment	Facility Name	Number of Rooms (Places)	Building Condition	Facility FFP SCore
Consult room (Includes MCH)	4,000 population per room	2023 2033	11,231 12,946	2 2	2.808 3.237	Well supplied currently, becoming undersupplied by 2023	Bunyip Kindergarten and MCH Centre Nar Nar Goon Kindergarten and MCH Centre	1	Good Good	Good Poor
Kindergarten	85% of population of 3-4 year olds	2023 2033	275 334	234 284	238 238	Well supplied currently, becoming undersupplied by 2023	Bunyip Kindergarten and MCH Centre Garfield Kindergarten Nar Nar Goon Kindergarten and MCH Centre	2 (114 places) 1 (60 places) 1 (64 places)	Good Good	Good Poor Poor
Kitchen		2023 2033	11,231 12,946	8			Bunyip Hall Nar Nar Goon Community Centre and Scout Hall Bunyip and District Pony Clubrooms Garfield Recreation Reserve and Community Centre Tynong North Hall (Tynong North Recreation Reserve) Tynong Public Hall Nar Nar Goon North Public Hall	1 1 1 1 2 1	Good Good Good Good Good Good	Good Poor Good Good Average Good Average
Library	100,000 population per library	2023 2033	11,231 12,946	0.5 0.5	0.112 0.129	Well supplied	Cardinia Mobile Library	0.5	Good	Good
Other		2023 2033	11,231 12,946	2 2			Maryknoll Recreation Reserve Pavilion Tynong Recreation Reserve Pavilion	1	-	-
Public Toilets		2023 2033	11,231 12,946	4 4			Bunyip Public Toilet Block Garfield North Mount Cannibal Public Toilet Block Garfield Public Toilet Block Nar Nar Goon Public Toilet Block	1 1 1	Good Good Good	Good Average Good Good

Appendix 1

Glossary

Term	Definition
Council	Cardinia Shire Council, as constituted under the Local Government Act 2020.
Councillors	A person / people who hold the office of a member of Cardinia Shire Council under the Local Government Act 2020.
Council Plan 2021-25	Establishes the strategic direction of the Council and the objectives, strategies and indicators for monitoring achievement of the objectives for a period of 4 years after a general election, which is developed in accordance with section 90 of the Local Government Act 2020.
Community Vision 2040	Describes the aspirations for the future of Cardinia Shire, covering a period of at least 10 years, which is developed with the community and in accordance with section 88 of the Local Government Act 2020.
Liveability Plan 2017-29	Cardinia's Liveability Plan, setting the broad mission, goals and priorities to improve health and wellbeing outcomes for Cardinia residents, which satisfies Council's requirement to prepare a Municipal Public Health and Wellbeing Plan within the period of 12 months after each general election of the Council.
Long Term Financial Plan	Cardinia's long term financial plan, outlining Council's resources and assumptions underpinning forecasts, covering a period of at least 10 years, which is developed and adopted in accordance with section 91 of the Local Government Act 2020.
Cardinia Asset Plan	Cardinia's Asset Plan, outlining the maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of infrastructure assets, covering a period of at least 10 years, which is developed and adopted in accordance with section 92 of the Local Government Act 2020.
Municipal Strategic Statement (MSS)	Municipal Strategic Statement, forming part of Cardinia's Planning Scheme to outline the strategic planning objectives of Cardinia Shire Council, prepared and adopted in accordance with the Planning and Environment Act 1987.
Active Cardinia Strategy	Cardinia's Active Cardinia Strategy, providing an evidence-based approach to planning for the future sport and active recreation needs of Cardinia Shire.
Open Space Strategy 2022-31	Cardinia's Open Space Strategy, providing the framework for the planning, delivery, and management of open spaces within Cardinia Shire for the next 10 years.
Community Infrastructure	Public buildings across Cardinia Shire that provide community services to residents.
Governance model	How community infrastructure is managed and by who.
Operating Model	The day to day running of community infrastructure, including hours of operation, types of uses, fees and charges for use (pricing models), cleaning and maintenance scheduling, etc.
Quantity assessment	Assessment of current and future supply and demand, considering current provision and benchmark provision ratios which may indicate where there is a shortfall or oversupply of a service.
Utilisation	Capacity and use of community infrastructure or spaces within community infrastructure based on comparing operating hours with use and purpose of use.

Term	Definition
Provision Ratio (PR)	Benchmark provision ratios, to assess the supply and demand for each type of space.
Condition	Building condition rating score in accordance with Council's compliance requirements under the Building Act 1993, as well as other relevant requirements such as the Disability (Access to Premises – Buildings) Standards 2010, the Child Safe Standards (2022), the National Quality Standard for kindergarten, etc.
Functionality / Fit for Purpose (FFP)	Functionality, or fit for purpose rating score based on the degree to which the service can successfully operating from the building or space within the building. This includes existing agreed Council standards for the size and layout of spaces and other inclusions beyond building compliance
Population / population forecast	Projected information about Cardinia's population after the ABS Census 2021, sourced from forecast.id.
ABS Census	Five-yearly Australia-wide survey conducted by the Australian Bureau of Statistics, collecting information about population and housing. The last Census was conducted in 2021 with 96 per cent of Australian dwellings completing the Census. Cardinia's Census results can be found within profile.id.
Liveability Survey	Cardinia's bi-annual survey to measure outcomes of the Liveability Plan 2017-29, where survey questions are sent to a selected representative sample of Cardinia residents.
Rate capping	A cap set by the Minister for Local Government that limits the maximum amount a Council can increase general rates and municipal charges each year.
Crown Land	Land that is owned by the State or Commonwealth Government and governed under the Crown Land (Reserves) Act 1978. In Victoria, many crown land reserves are managed directly by local government, or by voluntary committees of management with support and oversight from the State Department of Energy, Environment and Climate Action (DEECA).
Place-based planning	Describes an approach to target the specific circumstances of a place and engage local people as active participants in development and implementation. In the context of Cardinia's Community Infrastructure Plan, this means ensuring community infrastructure is planned with community and responds to community needs now and into the future.
Interface Council	Describes the 10 municipalities that form a ring around metropolitan Melbourne, including Cardinia, Casey, Hume, Melton, Mitchell, Mornington Peninsula, Nillumbik, Whittlesea, Wyndham and Yarra Ranges councils.
Growth Council	Describes the 7 municipalities that are identified by the State Government at 'Victorian Growth Area Councils', where land within the councils is identified for future development. The Victorian growth area councils include Cardinia, Casey, Hume, Melton, Mitchell, Whittlesea and Wyndham Councils.
Precinct Structure Plan (PSP)	A land use and infrastructure plan to guide the development of an area over time.
Development Contribution Plan (DCP)	A development contributions plan outlines the levies landowners and developments must pay to the State Government and council to fund infrastructure and facilities for a new community. In Cardinia, DCPs are often aligned to a Precinct Structure Plan.
Infrastructure Contribution Plan (ICP)	An infrastructure contributions plan is a system for funding basic and essential local infrastructure required by a new community, paid for by the property developer to the State Government, where the PSP provides the strategic justification for the ICP items. In Cardinia, an ICP is prepared alongside new Precinct Structure Plans.

Tables and figures

Tables

Table 1:	List of infrastructure categories in the Community Infrastructure Plan
Гable 2:	List of state policies that relate to the Community Infrastructure Plan
Table 3:	Measures of community engagement by region from 2021 Liveability Survey
Гable 4:	Summary of Cardinia Shire population growth and future estimated population
Table 5:	Key community demographic data: 2021 Census
Table 6:	Challenges and opportunities of the Community Infrastructure Plan
Гable 7:	Objectives of the Community Infrastructure Plan
Table 8:	Council's role in planning, management and delivery of community services and infrastructure
Table 9:	Forecasted population of Cardinia Shire's wards
Table 10:	Components of the community infrastructure audit
Table 11:	Provision ratios per infrastructure category type in the community infrastructure audit
Table 12:	Proposed community infrastructure in the Growth Region
Table 13:	Supply levels of community infrastructure in the Growth Region
Table 14:	Proposed community infrastructure in the Hills Region
Table 15:	Supply levels of community infrastructure in the Hills Region
Гable 16:	Proposed Community Infrastructure in the Southern Rural Region
Гable 17:	Supply levels of community infrastructure in the Southern Rural Region
Table 18:	Proposed community infrastructure in the East Region
Table 19:	Supply levels of community infrastructure in the East Region

Figures

Figure 1: Strategic alignment of the Community Infrastructure Plan

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

Figure 3: Map of Cardinia Shire Council illustrating the 4 community infrastructure planning regions

Figure 4: Community infrastructure in the Growth region.

Figure 5: Community infrastructure in the Hills region

Figure 6: Community infrastructure in the Southern Rural region

Figure 7: Community infrastructure in the East region



Functionality Assessment (Fit for Purpose) Criteria

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

Car parking (sufficient / suitable number, configuration, surface material, condition, entry and exit, bus access, wheelchair parking)

Access for staff and users of all physical and cognitive (mental) abilities (include eyesight, hearing, dementia, mobility)

Exterior appearance (finish, feel, colours, design, access, welcomeness)

Fair access for all ethnicities / cultures

Fair access for all genders

Fair access for all ages

Kitchen - Appearance (age, location, design, lighting, colour)

Kitchen - Configuration (height, location of storage)

Kitchen - Fit-out (food preparation space, appliances, safety, materials)

Kitchen - Size

Outdoor areas (gardens, paths, planting, shade, lighting, fencing, BBQ, seating, safety, separation of spaces, scale)

Overall layout (interconnectedness, ease of circulation within the space, access within facility)

Personal safety of users (in emergency - hazards, risks to users, staff movement, fire exits, extinguishers, alarms, lockdown points)

Reception / customer service area (location, shelving / storage, furniture, equipment, heating, cooling, lighting, power points, noise, welcomeness, colours)

Safety for users travelling to the facility (lighting, paths, neighbourhood issues, lone users)

Security (contents, surroundings, locks, alarms, points of entry, surveillance, CCTV)

Space for expansion (expand or reconfigure to increase service capacity)

Space to escape family violence

Staff offices - layout (desks / planning areas, seating)

Staff offices - number

Staff offices - size

Storage (enough, size)

Surfaces (floors, windows, doors, materials, wear, structure, colour)

Technology (AV, IT, ease of use, Wi-Fi, Intercom)

Toilet appearance and fit-out (age, design, appliances, access, size, layout, temperature, colour, location)

Toilets - layout

Toilets - number

Toilets - size

Utilities and services (plumbing, electrical, gas, lighting, heating, cooling, IT, usage, safety, reliability)

Cardinia Shire Council

Customer Service Centre

20 Siding Avenue, Officer

Postal Address

PO Box 7 Pakenham 3810 Phone: 1300 787 624

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

TTY users: 1300 677 (ask for 1300 787 624)

Speak and Listen users:

1300 555 727 (ask for 1300 787 624)

Translating and Interpreting Service (TIS):

131 450 (ask for 1300 787 624)





