Cardinia Shire Council

Community Infrastructure Implementation Plan

March 2024

Contents

Strategic actions

Following the completion of the community engagement process, a prioritised implementation plan has been developed as part of the next stage of the Community Infrastructure Plan. This outlines the short- and medium-term priorities to be addressed throughout the life of the Plan. These include, but are not limited to:

- Strategic actions identified in the Plan that are focused on strengthening Council processes and priorities around community infrastructure planning to:

    o maximise access to and use of community infrastructure for the community,

    o ensure the community has access to the most needed community services,

    o prioritise investment based on demonstrated need, and

    o ensure consistent and functional quality of facilities across the Shire.

- Strategic or operational work that will inform future decision-making on capital priorities.

Where additional financial or human resourcing is required, delivery of recommendations is subject to Council's annual budget process. In addition, it should be noted the availability of external funding will be critical for the achievement of some actions.

Objective	Strategic Actions	Priority (Immediate/Short/ Medium/Long)
To respond to increasing demand due to our changing and growing population.	1.1 Council explores a formalised approach to service planning for community services provided or facilitated by Council.	Immediate (within 2 years)
To guide Council's planning and delivery of community infrastructure.	2.1 Validate community infrastructure audit data and establish the tools and resources required to ensure required data is regularly updated. This will enable Council to more informed on decision making related to future Community Infrastructure Planning.	Immediate (within 2 years)
	2.2 Develop community infrastructure functional requirements for infrastructure spaces within each facility to optimise the planning, design, and delivery across all community facilities.	Short (within 2 – 4 years)
To focus on improving the performance of what we have while prioritising and directing new investment.	3.1 Undertake a comprehensive assessment on the performance and utilisation of community infrastructure, prioritising categories of over-supplied spaces, and infrastructure rated as having poor or average building condition or functionality.	Short (within 2 – 4 years)
	3.2 Develop a framework to determine efficiencies in governance and operating models for existing, new and redeveloped community infrastructure the Council oversees or manages.	Short (within 2 – 4 years)
To seek and secure external funding, advocacy and/or project partners.	4.1 Council develops an advocacy program to external funding bodies and partners to seek and secure the funding required to adequately invest in infrastructure and services where required.	Short (within 2 – 4 years)

Council wide recommendations

Methodology

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.

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.

Governance, future management and operating models

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.

The following are the council wide recommendations to be implemented across the Shire. These recommendations have been prioritised based on the level of required sequence.

Area	Recommendation	Priority (Immediate/Short/ Medium/Long)
Methodology	Validate data obtained via the community infrastructure audit process and establish a process to ensure this future data is updated regularly.	Immediate (within 2 years)
Methodology	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	Immediate (within 2 years)
Methodology	Collate and analyse utilisation data of community infrastructure categories to assist planning for future community needs.	Immediate (within 2 years)
Service Planning	Council explores a formalised approach to service planning for community services provided by or on behalf of Council.	Immediate (within 2 years)
Service Planning	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*	Short (within 2 – 4 years)
Governance, Future Management and Operating Models	Governance and operating models of new or redeveloped community infrastructure is determined at planning stage of the project.*	Short (within 2 – 4 years)
Governance, Future Management and Operating Models	Council undertakes further analysis of the full cost of each existing community infrastructure 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.*	Short (within 2 – 4 years)

Recommendation unable to be fully undertaken until immediate priority options completed.

Region specific recommendations

The following are the specific recommendations for each of the four regions across the Shire. These have been prioritised based on level of urgency.

Growth region

Recommendation	Priority (Immediate/Short/ Medium/Long)
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.	Short (2 – 4 years)
Identify opportunities to repurpose any underutilised spaces that may be suitable to for kindergarten spaces within the region.	Short (2 – 4 years)
Assess the overall level of functionality and utilisation of small and medium meeting rooms and training rooms to determine future community demand.	Short (2 – 4 years)
Consider the need for, and suitability of consult rooms within the growth region to attract services to meet community needs.	Medium (5 – 7 years)
Investigate level of need and utilisation of community kitchen spaces within the growth region.	Medium (5 – 7 years)
Review the community infrastructure required to be included in the scope and timing of the following proposed growth area projects: ▪ Gin Gin Bin Recreation Reserve – Sports Complex, ▪ Starling McMullen Integrated Child and Family Centre, ▪ McMullen Recreation Reserve – Pavilion, ▪ Officer Library (including meeting spaces), ▪ Community Meeting Place (Senior Centre and Performing Arts Space), ▪ Deep Creek Integrated Child and Family Centre, ▪ Hancocks Gully Integrated Child and Family Centre, and ▪ Pakenham East Community Hub – Level 2.	Medium (5 – 7 years)
Review the condition, location, and level of need for public toilet facilities within the growth region.	Long (8 – 10 Years)

Hills region

Recommendation	Priority (Immediate/Short/ Medium/Long)
Review current functionality and utilisation of Clematis Hall to determine future community need.	Short (2 – 4 years)
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.	Short (2 – 4 years)
Assess any opportunity to repurpose any underutilised spaces that may be suitable for other community services or needs within the region.	Short (2 – 4 years)
Review the scope and timing of the community infrastructure within the proposed Alma Treloar Masterplan Implementation.	Short (2 – 4 years)
Review the mix of community infrastructure in Cockatoo to consider the overall level of utilisation, functionality and accessibility.	Medium (5 – 7 years)
Review the mix of community infrastructure in Emerald to consider the overall level of utilisation, functionality and accessibility.	Medium (5 – 7 years)
Review the condition, location and level of need for public toilet facilities within the hills region.	Long (8 – 10 Years)

East region

Recommendation	Priority (Immediate/Short/ Medium/Long)
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.	Short (2 – 4 years)
Assess the opportunity to repurpose underutilised spaces that may be suitable for kindergarten spaces within the east region.	Short (2 – 4 years)
Assess the suitability and level of need for consult room and training room spaces within the east region.	Medium (5 – 7 years)
Review accessibility of library services and opportunities as the population grows.	Medium (4 – 7 years)
Investigate level of need and utilisation of community kitchen spaces within the east region	Meduim (5 – 7 Years)
Review the mix of community infrastructure in Nar Nar Goon to consider the overall level of utilisation, functionality and accessibility.	Medium (5 – 7 years)
Review the mix of community infrastructure in Garfield to consider the overall level of utilisation, functionality and accessibility.	Medium (5 – 7 years)
Review the mix of community infrastructure in Bunyip to consider the overall level of utilisation, functionality and accessibility	Medium (5 – 7 years)

Southern rural region

Recommendation	Priority (Immediate/Short/ Medium/Long)
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 demand.	Short (2 – 4 years)
Assess the opportunity to repurpose any underutilised spaces that may be suitable to for kindergarten spaces within the region.	Short (2 – 4 years)
Review accessibility of library services and opportunities as the population grows.	Medium (5 – 7 years)
Investigate level of need and utilisation of community kitchen spaces within the southern region	Medium (5 – 7 years)
Review the mix of community infrastructure in Lang Lang to consider if integration will improve utilisation and accessibility.	Medium (5 – 7 years)
Review the mix of community infrastructure in Koo Wee Rup to consider if integration will improve utilisation and accessibility.	Medium (5 – 7 years)
Review the community infrastructure to be included in the scope and timing of the proposed Lang Lang Recreation Facility Soccer Pavilion.	Long (8 – 10 Years)

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