

Community Infrastructure Plan

November 2023

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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.

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 service needs.

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.

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

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 of varying sizes	May be used for the provision of a variety of services, programs, or activities.
Computer or 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 and cultural spaces.

The core objective of the Community Infrastructure Plan is to:

- set the methodology and approach to community infrastructure planning,
- confirm this with the Cardinia community,
- identify initial findings and recommendations, and
- validate these initial findings.

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.

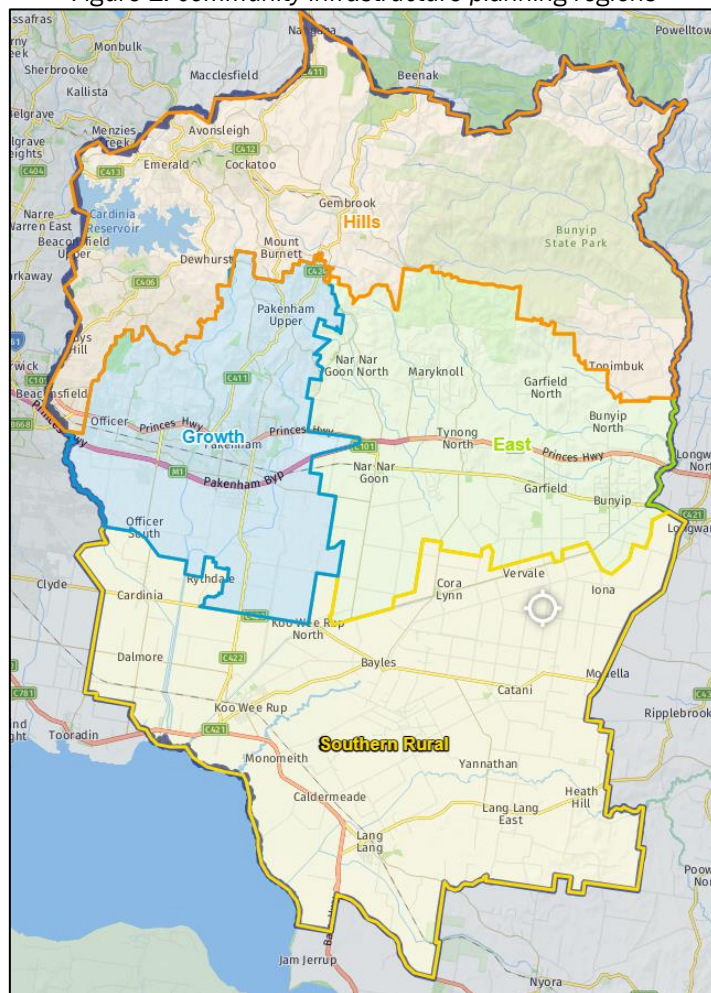
The portfolio of community infrastructure is rapidly increasing to meet the growing needs of our population. This growth is driven both by increasing population and increasing demand for services. Much of the new community infrastructure is being delivered in the urban areas of the Shire where new residential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

Figure 1: community infrastructure planning regions



Note: The community infrastructure planning regions are draft and under review as part of reviewing Council’s demographic resources portfolio. These areas are subject to change as a result of finalising the demographic resources review.

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 communities 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 2050	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	
Victoria's 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 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 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.

Table 2: Measures of community engagement by region from 2021 Liveability survey

		South	Hills	East	Growth
Participate in:	Art exhibitions	8%	23%	17%	29%
	Local library	17%	41%	31%	41%
	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%

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 2023, Cardinia Shire's estimated population is 129,896 and is expected to increase by approximately 42,361 over the next 10 years.

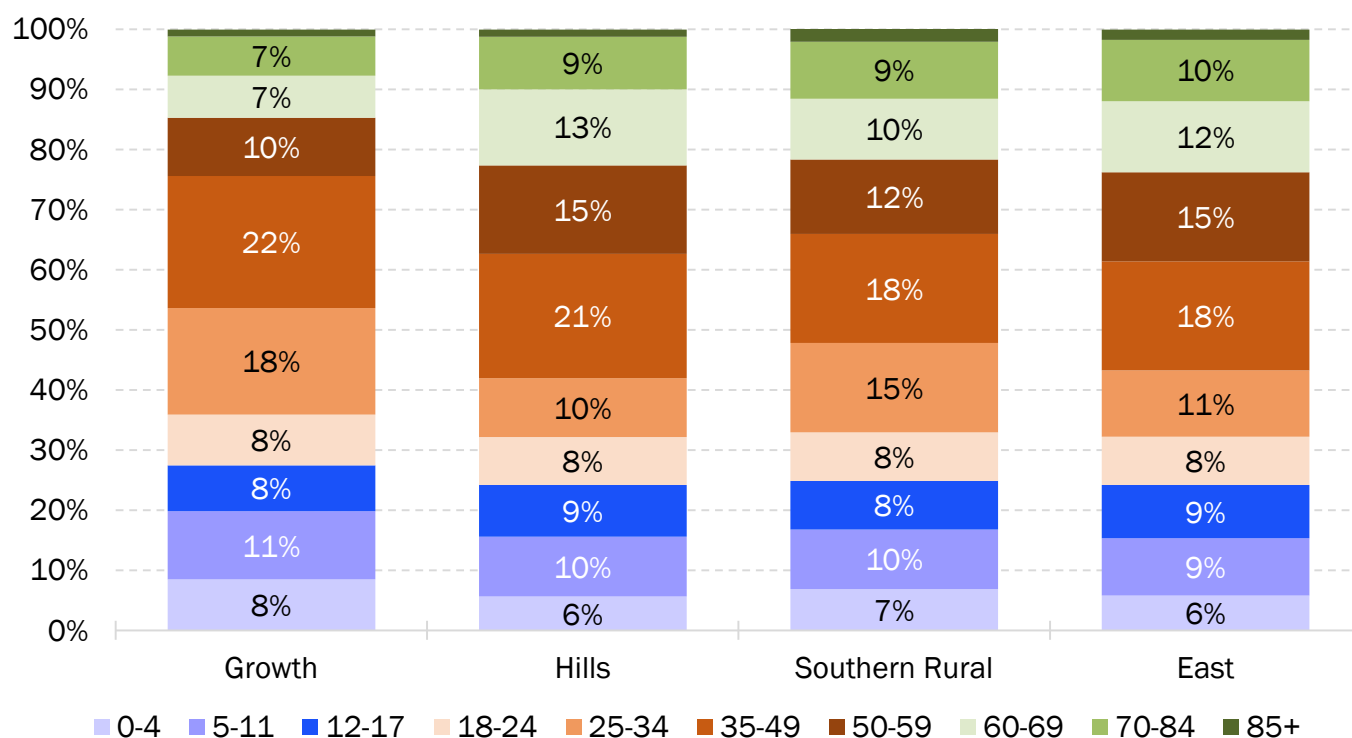
Our community can be distributed into four distinct areas: Growth, Hills, East and Southern Rural. Most of the population growth is being experienced in Officer, Pakenham and Beaconsfield. The Hills and East Region have experienced population decline due to changing demographics.

Table 3: Summary of Cardinia Shire population growth and future estimated population

Region	2011 Population	2021 Population	Change 2011-2021	% change 2011-2021	Estimated 2033 population
Growth	42,400	81,106	+38,706	91%	127,982
Hills	17,722	18,876	+1,154	7%	18,752
Southern Rural	6,448	8,901	+2,453	38%	12,578
East	7,605	9,309	+1,704	22%	12,946
Total	74,175	118,192	+44,394	60%	172,257

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.

Table 4: Key community demographic data, 2021 Census

	Growth	Hills	Southern Rural	East
Language other than English	24%	5%	4%	3%
Born overseas	29%	14%	10%	10%
Aboriginal and Torres Strait Islander	783	133	135	96
Personal income <\$500 per week	31%	29%	32%	32%
Adults educated beyond secondary school	52%	54%	42%	47%
Adults not in the labour force (unemployed, home duties, retired)	27%	28%	28%	29%
Employed residents who work in Cardinia Shire	30%	32%	41%	45%

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 5 summarises key challenges and the opportunities that can be explored.

Table 5: Challenges and opportunities of the Community Infrastructure Plan

Theme	Challenges	Opportunities
Service	<ul style="list-style-type: none"> • 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 & 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 	<ul style="list-style-type: none"> • Explore innovative partnership opportunities to attract services needed in Cardinia. 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. • Undertaken service planning to identify best use of facilities. • Share utilisation information and make it easy for the community to access available facilities.
Facility management	<ul style="list-style-type: none"> • 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 parties 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. 	<ul style="list-style-type: none"> • 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.
Financial	<ul style="list-style-type: none"> • Increasing costs of acquiring infrastructure (including construction and land costs). • Rate capping, recession and slowing of the housing market, as contributors affecting Council's revenue. • Limited funding sources for infrastructure: rates, Developer/Infrastructure Contribution Plan (DCP/ICP) funding for new infrastructure in growth areas and reducing funding grant opportunities from other levels of government. • Unpredictability of grant funding from other levels of government. • Increased funding required for operational, maintenance and renewals of council facilities. 	<ul style="list-style-type: none"> • Partnership and delivery innovation with non-traditional partners (e.g., commercial, private/not for profit service providers, faith organisations), in line with Council's procurement requirements. • Review how services and facilities are managed, leased or hired to make sure they are financially sustainable while delivering the needed services. • Improve transparency about cost of service to Council and engage with the community when planning new infrastructure.

Theme	Challenges	Opportunities
Capital/ asset	<ul style="list-style-type: none"> • Ageing infrastructure with many buildings more than 40 years old. • Some buildings are single use facilities, not 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. 	<ul style="list-style-type: none"> • Collocated or integrated facility models that are flexible and adaptable 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.
Environmental	<ul style="list-style-type: none"> • Increasing community reliance on community infrastructure as the third place to work/education and home with increased cost of living and reduced house/apartment size. • Exposure to extreme climate and weather events, including drought, bushfire and flood, also bring considerable resilience risks, requiring greater investment to protect or maintain these assets. • Impacts of increased heating/cooling costs. • Increasing incidences of extreme weather events. 	<ul style="list-style-type: none"> • Community facilities designed to facilitate the “third place” and to promote community connection opportunities more often, e.g., spaces to meet, spaces to work or study. • Community facilities to become a place of respite for vulnerable community members during extreme weather events (e.g., where heating or cooling is not available at home). • Safe and accessible community facilities are used as emergency relief centres during times of climate emergency.

Strategy

Vision

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

Our community facilities are welcoming, vibrant and loved.

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 for present and future generations.



Amenities



Arts and Culture



Children's
Services



Community
Services



Recreation
Facilities

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 federally 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 confirmation 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.

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 operations.

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 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.

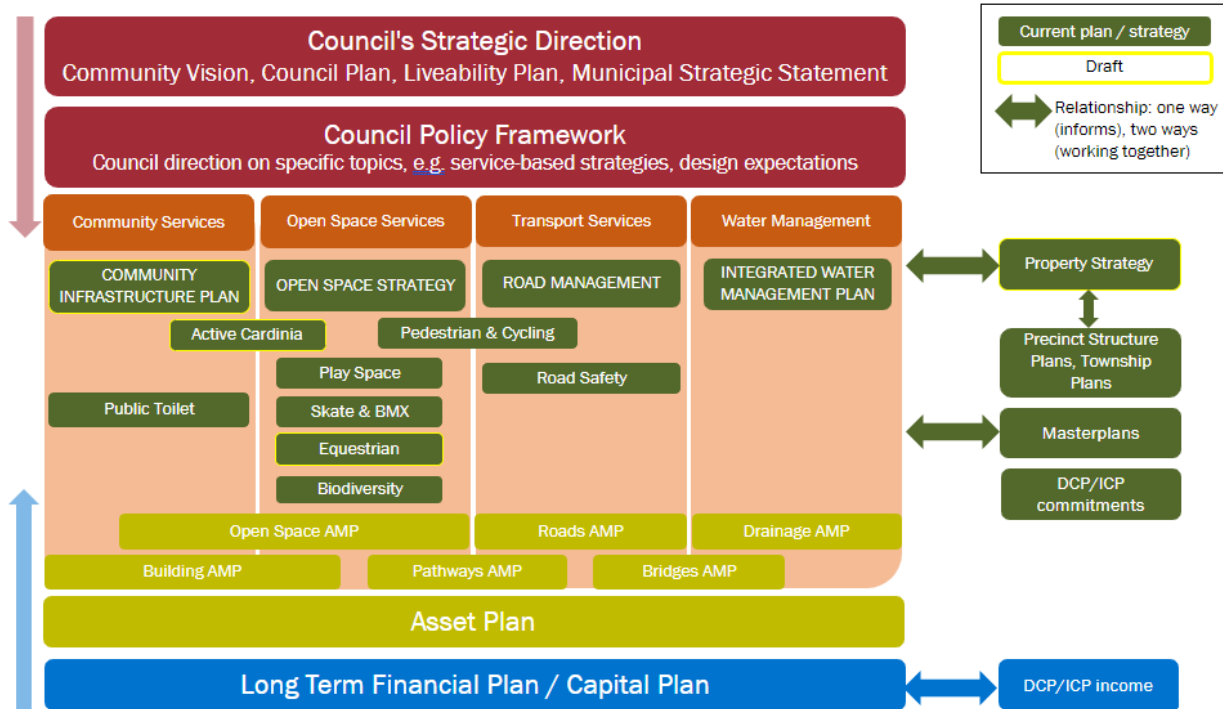
Strategic Alignment

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 3: Strategic alignment of the Community infrastructure Plan



Coordination 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:

1. 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.
2. 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.
 - c. 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.
5. Consider the impact of and opportunities for innovation in operating models based on priority of access to enhance community outcomes and user experience.

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.

Table 6: Types of roles for Council in community infrastructure planning, delivery and operations

Role type	Role description
Provide	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Advocacy is required to deliver new infrastructure not able to be funded through rates or developer contributions. No direct service delivery role
No action	<ul style="list-style-type: none"> Where infrastructure is the responsibility of another level of government or organisation council does not play a part.

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 agreement 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 services 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, etc.

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 to Determining 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 meets the functional requirements for the operator.

Recommended actions:

- Governance and operating models of new or redeveloped community infrastructure is determined at planning stage of new infrastructure.
- 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, that complements Council's 'Services for Success' approach.

Methodology

The Community Infrastructure Plan is underpinned by the community infrastructure audit, which assessed the provision and quality of infrastructure now, and projected future needs. The audit included:



Table 7: Components of the community infrastructure audit

Community Infrastructure audit component	Description
Facilities Register	Information about each facility such as location, type of facility, age of building, spaces within the facility, size of spaces, services currently provided within the facility. The facilities register also includes information about historic and future scheduled asset improvements, 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 shortfall 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 <i>Building Act 1993</i> , as well as other relevant requirements such as the <i>Disability (Access to Premises – Buildings) Standards 2010</i> , the <i>Child Safe Standards (2022)</i> , the <i>National Quality Standard</i> for Early Childhood Education and Care, etc. NB: building condition assessments were conducted in 2019 as part of Council's rolling assessment program. Revised assessments have been commissioned.
Functionality (Fit for Purpose)	Rating score based on the degree to which the service can successfully operate 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. NB: functionality assessments were conducted in late 2022/early 2023 using a newly developed assessment approach, where every building was assessed based on a suite of criteria (refer to Appendix 1).

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 of the community infrastructure audit considers available data and will be reviewed 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 information remains current, and to facilitate easy analysis of the community infrastructure audit to inform decision-making about community infrastructure.

Recommended Actions:

- **Validate data associated with the community infrastructure audit and establish a process to ensure required data can be regularly obtained.**
- **Establish tools and resources to ensure the community infrastructure audit is regularly updated and able to inform Council decision-making about community infrastructure.**
- **Seek further information about utilisation of community infrastructure, prioritising categories of over-supplied spaces, and infrastructure with poor building or functionality, followed by infrastructure with average building condition or functionality.**

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.

Table 8: Provision ratios per infrastructure category type in the community infrastructure audit

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 2023. The revised KISP will provide more accurate supply and demand requirements for kindergarten places.

Infrastructure category	Description	Provision ratio
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. Room capacity is calculated at 2m ² per person.	
	Small community/meeting spaces cater for up to 20 people (<40m ²)	1 room per 8,000 population
	Medium community/meeting spaces cater for between 20 and 50 people (41-100m ²)	1 room per 8,000 population
	Large community/meeting rooms (within an integrated facility) cater for up to 100 people (101+m ²)	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 training rooms	For the provision of a variety of services, programs or activities relating to training and skill development	1 room per 60,000 population
Library	For the provision of traditional library space and community spaces for learning, studying, accessing technology and services, and connecting with others.	
	Library (Catchment of 100,000 people)	1 per 100,000 population
	Branch Library (Catchment of 30,000 people)	1 per 30,000 population
Kitchen facilities	Commercial-grade, or training kitchen facilities to directly provide or support delivery of services, programs, and activities. Also recognises basic kitchen facilities ancillary to other spaces within a facility.	Minimum one per region.
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 and cultural spaces	N/A

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 to community, including hours of operation, number/eligibility of participants, the programs provided, etc. It also includes consideration on the requirements 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 for spaces that cater for such services.

Recommended Actions:

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

Regional Analysis

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 data and analysis based on these regions.

Figure 4: Community infrastructure planning regions including locations of existing infrastructure

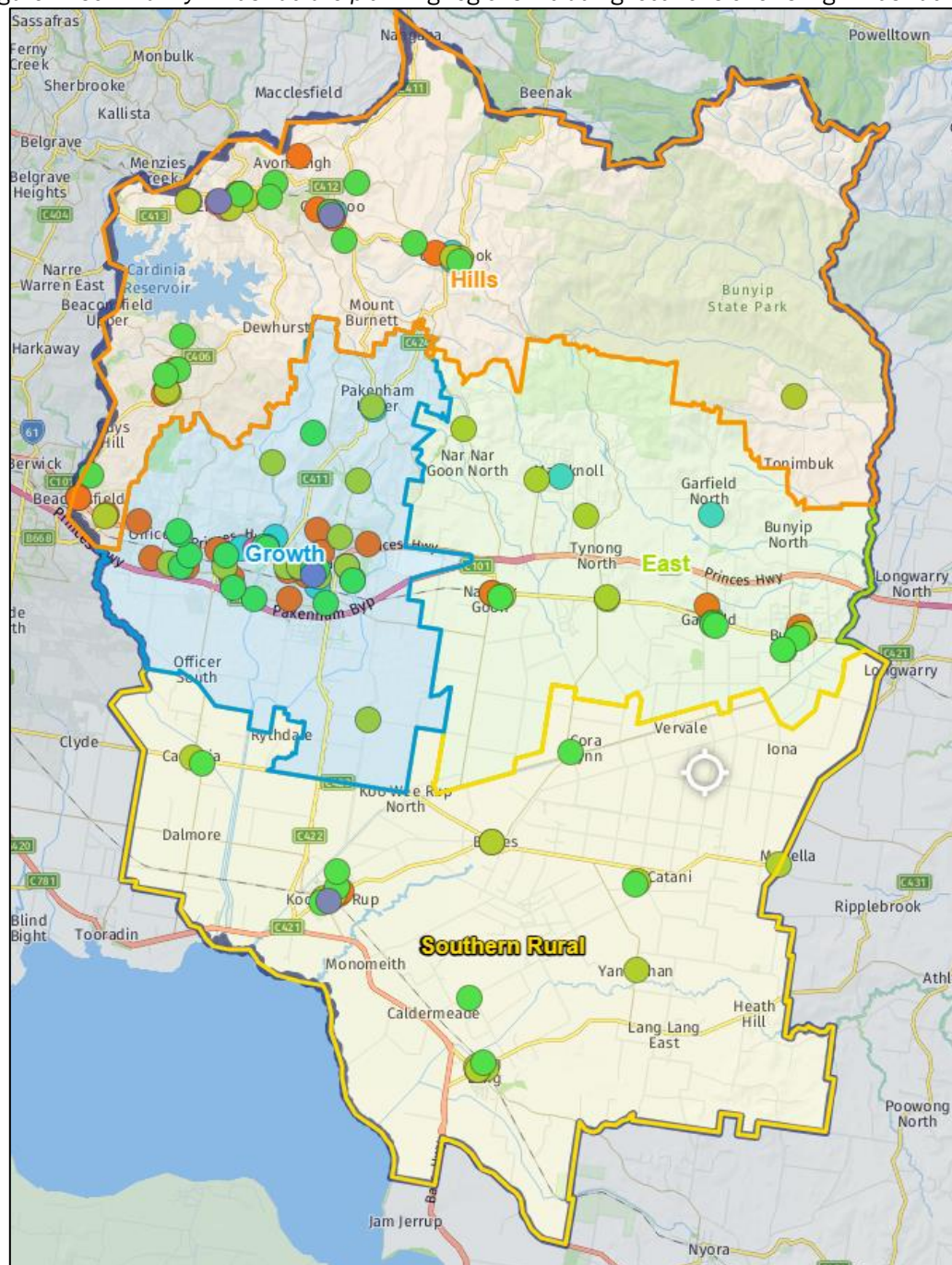


Table 9: List of localities for each of the community infrastructure planning regions

	Growth	Hills	South	East
Localities covered	Cardinia, Officer, Officer South, Pakenham, Pakenham East, Pakenham South, Pakenham Upper.	Avonsleigh, Beaconsfield, Beaconsfield Upper, Clematis, Cockatoo, Dewhurst, Emerald, Gembrook, Guys Hill, Menzies Creek, Mount Burnett, Nangana.	Bayles, Caldermeade, Catani, Cora Lynn, Dalmore, Heath Hill, Iona, Koo Wee Rup, Koo Wee Rup North, Lang Lang, Lang Lang East, Modella, Monomeith, Nyora, Rythdale, Tooradin, Vervale, Yannathan.	Bunyip, Bunyip North, Garfield, Garfield North, Longwarry, Maryknoll, Nar Nar Goon, Nar Nar Goon North, Tonimbuk, Tynong, Tynong North.
Forecasting				
2023 Population	89,952	18,458	10,254	11,231
2033 population	127,982	18,752	12,578	12,946

Community Engagement

The Community Infrastructure Plan establishes the strategic direction and methodology that will inform community infrastructure planning for Cardinia Shire Council. The community is invited to provide feedback on the draft Plan to strengthen 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 refines the Community Infrastructure Plan over time. This first stage of engagement will assist in informing the purpose of future engagement opportunities.

Community Infrastructure Audit

Assessment categories

Quantity Assessment

	Description
Well supplied	Supply is higher than provision target for both 2023 and 2033
Well supplied currently becoming inadequate 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 & 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

Growth region context

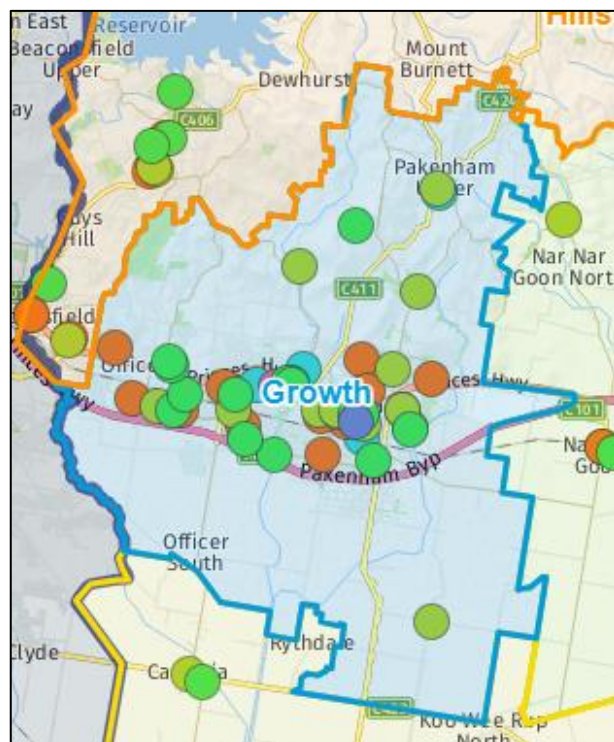
The growth region is characterised by urban development, including the established suburb of Pakenham, as well as emerging growth to the north, east and south of Pakenham and through Officer and Officer South.

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. Eight per cent of the population is aged over 70 years.

The population of the growth region is very culturally diverse and community services and infrastructure must facilitate inclusion, connection and wellbeing. Almost one third (29 per cent) of the population were born overseas, and one quarter (24 per cent) 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.

Figure 5: Community infrastructure in the growth region



Over two-thirds (70 per cent) 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 per cent) of residents in the growth region attended local art exhibitions, four in ten (41 per cent) attended a local library, and more than one third (38 per cent) attended cultural events. More than half (581 per cent) of residents in the region feel no or a slight connection to their local community, and 28 per cent believe there is not enough connection to local community. It will be important to understand the expectations of the growth 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.

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:

- Cardinia Youth Facility – Building

Proposed 2023/24

Officer PSP

- Gin Gin Bin Recreation Reserve – Sports Complex
- Starling McMullen Integrated Child and Family Centre
- McMullen Recreation Reserve – Pavilion
- Officer Library (including meeting spaces)

Proposed 2029/30

Proposed 2029/30

Proposed 2030/31

Proposed 2031/32

- Community Meeting Place (Senior Centre and Performing Arts Space) Proposed 2031/32

Cardinia Road PSP:

- Thewlis Road Integrated Child and Family Centre Proposed 2024/25

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

*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 60-100 capacity Community room – small <60 capacity Consult room Computer/training room

Community rooms

The functionality assessment suggests that many large community rooms (five of a total of eight) 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 collocate 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 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 kindergarten requirements is assessed as part of the review of Cardinia's Kindergarten Infrastructure and Service Plan (KISP).

Kitchen facilities

There are 13 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. A feasibility study for the Officer Library is being commissioned by Council in 2023/2024.

Public toilets

There are six public toilet facilities in the growth region, with many being in Pakenham. The community infrastructure audit suggests that the Purton Road, Pakenham toilets and the Former CFA Shed toilets in Pakenham Upper are underperforming 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. Consider the need for, and suitability of, large community rooms that cater for 100 or more people in the growth region.
2. Seek community feedback about the utilisation of small and medium meeting rooms and training rooms, recognising these spaces are over supplied for the region.
3. Consider the need for, and suitability of consult rooms within the growth region to attract services to meet community needs.
4. Seek further information about the utilisation and community sentiment of Andrews Child and Family Centre and Pakenham Heights Kindergarten as part of the Kindergarten Infrastructure and Services Plan (KISP) review.
5. Consider the need for, and suitability of, community kitchen spaces within the growth region.
6. Review the community infrastructure required to be included in the scope and timing of the following projects:
 - a. the proposed Gin Gin Bin Recreation Reserve – Sports Complex,
 - b. the proposed Starling McMullen Integrated Child and Family Centre,
 - c. the proposed McMullen Recreation Reserve – Pavilion,
 - d. the proposed Officer Library (including meeting spaces),
 - e. the proposed Community Meeting Place (Senior Centre and Performing Arts Space),
 - f. the proposed Deep Creek Integrated Child and Family Centre,
 - g. the proposed Hancocks Gully Integrated Child and Family Centre, and
 - h. the proposed Pakenham East Community Hub – Level 2.
7. Consider the need for, and suitability of public toilet facilities within the growth region.

Community Infrastructure Audit – Growth Region

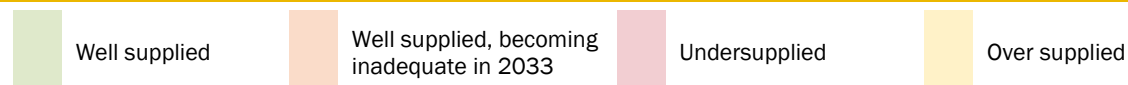
Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Community room - large (integrated) 50-100 capacity	8,000 population per room	2023	89,952	18	11.24	Well supplied	Arena Child and Family Care Centre	1	Good	Good
		2033	127,982	20	16.00		Bridgewood Primary School and Integrated Family Centre	1	Good	Good
							Cardinia Cultural Centre	2	(blank)	Good
							Comely Recreation Reserve	1	(blank)	Good
							Deep Creek Community Nursery Hub	1	(blank)	Good
							Heatherbrae Recreation Reserve	1	Good	Good
							Henry Family Childrens Centre	1	Good	Good
							Hollins Childrens Centre	1	Good	Good
							James Bathe Community and Sports Hub	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		(blank)	Good
							Pakenham Golf Club		(blank)	Good
							Pakenham Library/ Public Hall / U3A	1	Good	Good
							Pakenham Regional Tennis Centre		(blank)	Good
							Pakenham Senior Citizens Centre	1	Good	Good
							Toomuc Recreation Reserve	1	Good	Good
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	1	(blank)	(blank)
							[PROPOSED 2032] Community Meeting Place (Senior Centre and Performing Arts Space	1	(blank)	(blank)
Community room - large (standalone) 100+ capacity	20,000 population per room	2023	89,952	8	4.50	Well supplied	Cardinia LIFE	1	(blank)	Good
		2033	127,982	8	6.40		Officer Scout Hall	1	Good	Good
							Pakenham South Public Hall	1	Good	Average
							Pakenham Upper – Cardinia Civic Concert Band Hall	1	Good	Average
							Pakenham Upper Huxtable Pony Club	1	Good	Average
							Pakenham Upper Public Hall	1	Good	Poor
							The Point	1	Good	Good
							Toomuc Valley Hall	1	Good	Average
Community room – medium 20-50 capacity	8,000 population per room	2023	89,952	30	11.24	Over supplied	Andrews Child and Family Centre	1	Good	Average
							Comely Recreation Reserve	1	(blank)	Good
		2033	127,982	40	16.00		Heatherbrae Recreation Reserve	1	Good	Good
							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	(blank)	Good
							Pakenham Senior Citizens Centre	2	Good	Good
							Pakenham - Living Learning Centre	9	Good	Good

Well supplied
 Well supplied, becoming inadequate in 2033
 Undersupplied
 Over supplied

Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
							Pakenham Springs Children's Centre	1	Good	Good
							Toomah Community Centre	5	Good	Good
							Toomuc Recreation Reserve	1	Good	Good
							[PROPOSED 2025] Thewlis Road Integrated Child and Family Centre	1	(blank)	(blank)
							[PROPOSED 2032] Officer Library	1	(blank)	(blank)
							[PROPOSED 2028] Deep Creek Integrated Child and Family Centre	1	(blank)	(blank)
							[PROPOSED 2030] Starling McMullen Integrated Child and Family Centre	1	(blank)	(blank)
							[PROPOSED 2030] Hancocks Gully Integrated Child and Family Centre (2030)	1	(blank)	(blank)
							[PROPOSED 2032] Pakenham East Community Hub - Level 2 (2032)	1	(blank)	(blank)
							[PROPOSED 2032] Community Meeting Place (Senior Centre and Performing Arts Space (2032)	1	(blank)	(blank)
							[PROPOSED 2031] McMullen Recreation Reserve - Pavilion	1	(blank)	(blank)
							[PROPOSED 2030] Gin Gin Bin Recreation Reserve - Sports Complex	1	(blank)	(blank)
							[PROPOSED 2024] Cardinia Youth Facility - Building	1	(blank)	(blank)

Community room – small <20 capacity	8,000 population per room	2023	89,952	30	11.24	Over supplied	Bridgewood Primary School and Integrated Family Centre	1	Good	Good
		2033	127,982	33	16.00		Cardinia Cultural Centre	2	(blank)	Good
							Cardinia LIFE	1	(blank)	Good
							Heatherbrae Recreation Reserve	1	Good	Good
							James Bathe Recreation Reserve	3	Good	Good
							Konewark Child and Family Centre	1	(blank)	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 Centre	7	Good	Good
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	1	(blank)	(blank)
							[PROPOSED 2032] Community Meeting Place (Senior Centre and Performing Arts Space	1	(blank)	(blank)
							[PROPOSED 2024] Cardinia Youth Facility - Building	1	(blank)	(blank)

Consult room (Includes MCH)	4,000 population per room	2023	89,952	46	22.49	Over supplied	Andrews Child and Family Centre	1	Good	Poor
		2033	127,982	65	32.00		Arena Child and Family Care Centre	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	(blank)	Good
							Kurmboon Child and Family Centre	3	(blank)	Good
							Lakeside Children's Centre	3	Good	Average
							My Place Youth Facility	4	Good	Good



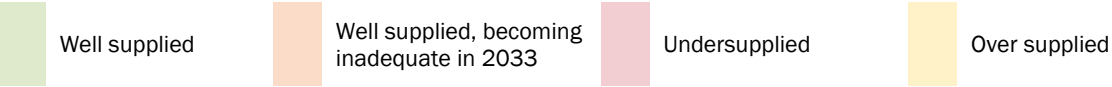
Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
							Pakenham Hills Primary School	4	(blank)	Good
							Pakenham Library/ Public Hall / U3A	2	Good	Good
							Pakenham – Living Learning Centre	1	Good	Good
							Pakenham Springs Children's Centre	3	Good	Good
							The Point	4	Good	Good
							Toomah Community Centre	5	Good	Good
							[PROPOSED 2025] Thewlis Road Integrated Child and Family Centre	3	(blank)	(blank)
							[PROPOSED 2028] Deep Creek Integrated Child and Family Centre	3	(blank)	(blank)
							[PROPOSED 2030] Starling McMullen Integrated Child and Family Centre	3	(blank)	(blank)
							[PROPOSED 2030] Hancocks Gully Integrated Child and Family Centre	3	(blank)	(blank)
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	3	(blank)	(blank)
							[PROPOSED 2024] Cardinia Youth Facility	4	(blank)	(blank)

Kindergarten	Covers 85% of population of 3-4 year olds	2023	3,053	1,488	2,595	Undersupplied	Andrews Child and Family Centre	1	Good	Poor
		2033	4,497	2,332	3,822		Arena Child and Family Care Centre	2	Good	Good
							Bridgewood Primary School and Integrated Family Centre	2	Good	Good
							Henry Family Childrens Centre	2	Good	Good
							Hollins Childrens Centre	2	Good	Good
							Homegarth Community Centre	1	Good	Average
							Konewark Child and Family Centre	3	Good	Good
							Kurmboon Child and Family Centre	3	Good	Good
							Lakeside Children's Centre	2	Good	Average
							Pakenham Heights Kindergarten	1	Good	Poor
							Pakenham Main Street Kindergarten	1	Good	Good
							Pakenham Springs Children's Centre	2	Good	Good
							[PROPOSED 2025] Thewlis Road Integrated Child and Family Centre	3	(blank)	(blank)
							[PROPOSED 2028] Deep Creek Integrated Child and Family Centre	4	(blank)	(blank)
							[PROPOSED 2030] Starling McMullen Integrated Child and Family Centre	3	(blank)	(blank)
							[PROPOSED 2030] Hancocks Gully Integrated Child and Family Centre	4	(blank)	(blank)
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	2	(blank)	(blank)

Kitchen		2023	89,952	13		Well supplied	Comely Recreation Reserve	2	(blank)	Good
		2033	127,982	14			Henry Family Childrens Centre	1	Good	Good
							James Bathe Recreation Reserve	3	(blank)	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 and Learning Centre	1	Good	Good
							Pakenham Library/Public Hall / U3A	1	Good	Good
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	1	(blank)	(blank)

Well supplied
 Well supplied, becoming inadequate in 2033
 Undersupplied
 Over supplied

Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Library	100,000 population per library	2023	89,952	1	0.90	Well supplied	Pakenham Library Public Hall / U3A (Branch)	1	Good	Good
		2033	127,982	2	1.28		[PROPOSED 2032] Officer Library	1	(blank)	(blank)
Computer / Training room	60,000 population per room	2023	89,952	10	1.50	Over supplied	Bridgewood Primary School and Integrated Family Centre	1	Good	Good
		2033	127,982	12	2.13		Cardinia Cultural Centre	6	Good	Good
							Deep Creek Community Nursery Hub	1	(blank)	Good
							Henry Family Childrens Centre	2	Good	Good
							[PROPOSED 2032] Pakenham East Community Hub - Level 2	1	(blank)	(blank)
							[PROPOSED 2024] Cardinia Youth Facility	1	(blank)	(blank)
Other		2023	89,952	14			ECG College - Pakenham Children's Services Building	1	Good	Good
		2033	127,982	14			Pakenham Men's Shed	1	Good	Good
							Toomah Community Centre – office space	2	Good	Good
							Cardinia Life (creche)	1	Good	Good
							Pakenham – Living and Learning Centre (Occasional Care)	1	Good	Good
		2023	127,982	5			Pakenham Upper Public Toilet – RJ Chambers Reserve	1	(blank)	Poor
							Lakeside Dragon Park Exeloo	1	Good	Average
							PB Ronald Reserve Public Toilet Block	1	Good	(blank)
							Toomuc Recreation Reserve Public Toilet	1	(blank)	Good
							Bourke Park Public Toilet Exeloo	1	(blank)	Good



Hills Region

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 per cent) 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. Fourteen per cent of the population were born overseas and five per cent of the population speak a language other than English. 11.6 per cent of Cardinia's Aboriginal and Torres Strait Islander population lives in the hills region.

Over two-thirds (68 per cent) 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 per cent) of residents in the hills region attended local art exhibitions, 41 per cent of residents attended a local library, and almost one third (30 per cent) 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 per cent of residents in the region feel no or a slight connection to their local community, and 19 per cent 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.

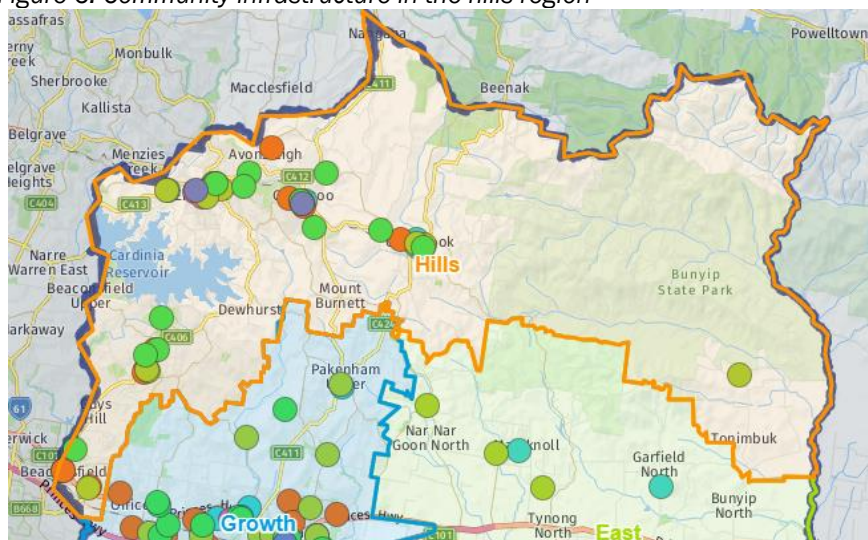
Proposed community infrastructure

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:

- Upper Beaconsfield Recreation Reserve Pavilion Proposed 2025/26
- Alma Treloar Masterplan Implementation Proposed 2026/27

*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.

Figure 6: Community infrastructure in the hills region



Hills region community infrastructure

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
		Community room – large (integrated) Community room – large (standalone) Community room – medium Computer/training room Library

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.

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 kindergarten demand and requirements further, particularly relating to the implementation of the Best Start, Best Life reform and review of the Cardinia Kindergarten Infrastructure and Service Plan, commencing in 2023.

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.

Kitchen facilities

There are five 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.

Public toilets

There are eight public toilets in the hills region in various localities. The community infrastructure audit suggests that the condition and functionality of these facilities are generally good.

Recommendations for the hills region

1. Seek community feedback about the utilisation and community sentiment of Clematis Hall.

2. Review the mix of community infrastructure in Cockatoo to consider if integration will improve utilisation and accessibility.
3. Review the mix of community infrastructure in Emerald to consider if integration will improve utilisation and accessibility.
4. Review the community infrastructure required to be included in the scope and timing of the the proposed Alma Treloar Masterplan Implementation.

Community Infrastructure Audit – Hills Region

Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Community room - large (integrated) 50-100 capacity	8,000 population per room	2023	18458	15	2.31	Over supplied	Beaconsfield Community Complex	2	Good	Good
		2033	18752	15	2.34		Beaconsfield Upper Community Centre	1	Good	Good
							Chandler Reserve	1	Good	Good
							Cockatoo Community Complex	1	Good	Good
							Cockatoo Senior Citizens Centre	1	Good	Good
							Emerald Nobelius Museum & Toilets	1	Good	Good
							Emerald Senior Citizens	1	Good	Good
							Gembrook Community Centre	2	Good	Good
							Hills Hub	1	(blank)	Good
							Cockatoo Kindergarten and Community House	1	Good	Average
							Cockatoo Mtn Rd Res Netball Pavilion	1	Good	Good
							Worrell Reserve	1	Good	Good
							Holm Park Recreation Reserve	1	Good	Good
Community room - large (standalone) 100+ capacity	20,000 population per room	2023	18458	7	0.92	Over supplied	Ash Wednesday Bushfire Education Centre	1	Good	Good
		2033	18752	7	0.94		Beaconhills Country Golf Club	1	Good	Good
							Beaconsfield Upper Conservation Group Nursery	1	(blank)	(blank)
							Beaconsfield Upper Recreation Reserve	1	Good	(blank)
							Clematis Hall	1	Good	Poor
							Emerald Community House	1	Good	Good
							Tonimbuk Public Hall	1	Good	Good
Community room – medium 20-50 capacity	8,000 population per room	2023	18458	18	2.31	Over supplied	Beaconsfield Community Complex	1	Good	Good
		2033	18752	20	2.34		Beaconsfield Upper Community Centre	1	Good	Good
							Beaconsfield Upper Recreation Reserve	2	Good	(blank)
							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	(blank)	Good
							Sutherland Park Recreation Reserve	2	Good	Good
							Emerald Senior Citizens	1	Good	Good
							[PROPOSED 2027] Alma Treloar Masterplan implementation	1	(blank)	(blank)
							[PROPOSED 2026] Upper Beaconsfield Recreation Reserve Pav	1	(blank)	(blank)
Community room – small <20 capacity	8,000 population per room	2023	18458	11	2.31	Well supplied	Alma Treloar Reserve – Scout Hall	1	Good	(blank)
		2033	18752	11	2.34		Beaconsfield Community Complex	3	Good	Good
							Gembrook Community Centre	1	Good	Good
							Emerald Community House	1	Good	Good
							Emerald Library	1	Good	Good
							Hills Hub	2	(blank)	Good
							Holm Park Recreation Reserve	1	Good	Good
							Josie Bysouth Recreation Reserve	1	Good	Good
							Worrell Reserve	1	Good	Good

Well supplied

Well supplied, becoming inadequate in 2033

Undersupplied

Over supplied

Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Computer / training room	60,000 population per room	2023	18458	7	0.31	Over supplied	Beaconsfield Community Complex	3	Good	Good
		2033	18752	7	0.31		Beaconsfield Upper Community Centre	1	Good	Good
							Emerald Library	1	Good	Good
							Cockatoo Kindergarten and Community House	1	Good	Average
							Hills Hub	1	(blank)	Good
Consult room (Includes MCH)	4,000 population per room	2023	18458	6	4.6	Well supplied	Beaconsfield Community Complex	1	Good	Good
		2033	18752	6	4.7		Beaconsfield Upper Community Centre	1	Good	Good
							Cockatoo Community Complex and senior citizens	1	Good	Good
							Hills Hub	1	(blank)	Good
							Emerald Maternal and Child Health Centre	2	Good	Good
Kindergarten	Covers 85% of population of 3-4 year olds	2023	431	503	366.35	Well supplied	Avonsleigh Kindergarten	1	Good	Poor
		2033	425	503	361.25		Beaconsfield Kindergarten - O'Neil Road	2	Good	Good
							Beaconsfield Kindergarten - Wood Street	1	Good	Average
							Beaconsfield Upper Kindergarten - McBride	1	Good	Poor
							Beaconsfield Upper Kindergarten - Stoney Creek	1	Good	Poor
							Cockatoo Community Childcare Centre	2	Good	Good
							Cockatoo Kindergarten and Community House	1	Good	Average
							Emerald Kindergarten	2	Good	Average
							Gembrook Kindergarten	1	Good	Average
		Kitchen		2023	18458		13			Beaconsfield Community Complex
2033	18752			13		Beaconsfield Upper Community Centre	1	Good		Good
						Ash Wednesday Bushfire Education Centre	1	Good		Good
						Beaconhills Country Golf Club	1	Good		Good
						Holm Park Recreation Reserve	3	Good		Good
						Tonimbuk Public Hall	1	Good		Good
						Cockatoo Community Complex and senior citizens	1	Good		Good
						Gembrook Community Centre	2	Good		Good
						Hills Hub	2	(blank)		Good
Library	100,000 population per library	2023	18458	1	0.18	Over supplied	Emerald Library	1	Good	Good
		2033	18752	1	0.19					
Other		2023	18458	6			Emerald Lake Park (Café, paddleboats, model railway)	1	Good	Average
		2033	18752	6			Gembrook Craft Cottage (Crafting room)	1	Good	Good
							Gembrook Riding Club (Social space)	1	(blank)	Good
							Hills Hub (Men’s Shed)	1	(blank)	Good
							Puffing Billy Railway Station	1	(blank)	Good
							The Gem Community Arts Centre (Theatre)	1	Good	Good
Public toilets		2023	18458	11			Beaconsfield Public Toilet Block (Exeloo)	1	Good	Good
		2033	18752	11			Beaconsfield Upper Charing Cross Public Toilet Block	1	Good	Good
							Clematis CFA Depot Public Toilet	1	Good	(blank)
							Cockatoo Main Street Public Toilet	1	Good	Average
							Emerald Public Toilet (next to Hills Hub)	1	Good	Good
	Well supplied		Well supplied, becoming inadequate in 2033		Undersupplied		Over supplied			

Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
							Gembrook Park Public Toilet Block	1	Good	Good
							Gembrook Skate Park Public Toilet Block	1	Good	Good
							J.A.C Russell Park Public Toilet (Exeloo)	1	Good	Good
							Maryknoll Recreation Reserve Toilet Block	1	Good	Average
							Puffing Billy Railway Station Public Toilet Block	1	Good	Good
							Emerald Public Toilet Block (Ferres Rd)	1	Good	Average



Well supplied



Well supplied, becoming inadequate in 2033



Undersupplied



Over supplied

Southern Rural Region

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 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 per cent 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 per cent of the population born overseas and four per cent of the population speaking a language other than English. The indigenous population is also lower than other areas of the Shire with 11 per cent of Cardinia's Aboriginal and Torres Strait Islanders living in the southern rural region.

Two fifths (41 per cent) 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 per cent of adults earning less than \$500 per week), and lower proportions of adults with higher or tertiary education (42 per cent 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 ten (8 per cent) residents in the southern rural region attended local art exhibitions, 17 per cent attended a local library, and 18 per cent attended cultural events. While over one in four (42 per cent) residents in the region feel no or a slight connection to local community, this score is lower than the growth region. One in five (16 per cent) 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.

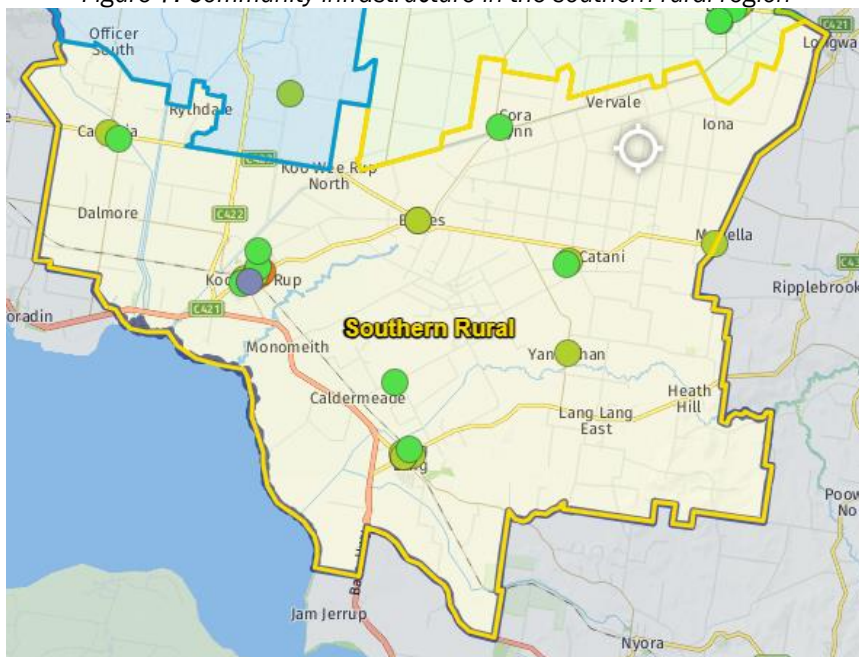
Proposed community infrastructure

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:

- Koo Wee Rup Bowls & Community Facility Proposed 2023/24
- Cora Lynn Reserve – Pavilion Design/Construct Proposed 2024/25
- Lang Lang Recreation Facility – Soccer – Pavilion Proposed 2030/31

*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.

Figure 7: Community infrastructure in the southern rural region



Southern rural region analysis

Undersupplied in 2023	Undersupplied in 2033	Over supplied in 2033
Kindergarten Library		Community room - large (integrated) Community room – large (standalone) Community room – medium Community room – small Computer/training room

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 under-utilised 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 of these facilities.

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) is already seeking to address kindergarten shortfalls in Koo Wee Rup, Lang Lang and Bayles, in terms of supply and demand for kindergarten space, and the condition and functionality of the facilities (including consult rooms). The Koo Wee Rup Region Feasibility Study considers the implementation of the Best Start, Best Life reform and will also align to the review of the Cardinia Kindergarten Infrastructure and Service Plan (KISP), commencing in 2023.

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 library space available in the southern rural 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 growth will drive demand for future permanent facilities.

Public toilets

There are three 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

1. Seek community feedback about the utilisation and community sentiment of the Catani Soldiers Memorial Hall, Modella Public Hall, and Yannathan Public Hall.
2. Review accessibility of library services and opportunities as the population grows.
3. Consider the need for, and suitability of, community kitchen spaces within the southern rural region.
4. Review the mix of community infrastructure in Lang Lang to consider if integration will improve utilisation and accessibility.
5. Review the mix of community infrastructure in Koo Wee Rup to consider if integration will improve utilisation and accessibility.
6. Review of community infrastructure to be included in the scope and timing of the proposed Lang Lang Recreation Facility - Soccer – Pavilion.

Community infrastructure audit – southern rural region

Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Community room - large (integrated) 50-100 capacity	8,000 population per room	2023	10,254	6	1.28	Over supplied	Catani Recreation Reserve	1	Good	Good
		2033	12,578	6	1.57		Koo Wee Rup Recreation Reserve - Community Space	1	Good	(blank)
							Cora Lynn Recreation Reserve	1	Good	Good
							Lang Lang Recreation Reserve – Community Space	1	(blank)	Good
							Lang Lang Elderly Citizens Club and Memorial Hall	2	Good	Good
Community room - large (standalone) 100+ capacity	20,000 population per room	2023	10,254	10	0.51	Over supplied	Bayles Public Hall	1	Good	Good
		2033	12,578	10	0.62		Cardinia Public Hall	1	Good	Good
							Catani Soldiers Memorial Hall	1	Good	Poor
							Koo Wee Rup Community Centre	1	Good	Good
							Koo Wee Rup Primary School – Community Space	1	(blank)	(blank)
							Koo Wee Rup Secondary College - Pavilion	1	(blank)	Good
							Koo Wee Rup Senior Citizens Club	1	(blank)	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	8,000 population per room	2023	10,254	5	1.28	Over supplied	Cardinia Recreation Reserve	1	Good	Good
		2033	12,578	8	1.57		Yannathan Public Hall	1	Good	Poor
							Lang Lang Community Complex	1	Good	Good
							Lang Lang Bowling Club	1	Good	Good
							Koo Wee Rup Recreation Reserve – Community Space	1	Good	(blank)
							[PROPOSED 2031] Lang Lang Recreation Facility - Soccer Pavilion	1	(blank)	(blank)
							[PROPOSED 2024] Koo Wee Rup Bowls & Community Facility	1	(blank)	(blank)
							[PROPOSED 2025] Cora Lynn Reserve - Pavilion Design/Construct	1	(blank)	(blank)
Community room – small <20 capacity	8,000 population per room	2023	10,254	8	1.28	Over supplied	Catani Recreation Reserve	1	Good	Good
		2033	12,578	8	1.57		Koo Wee Rup Community Centre	4	Good	Good
							Koo Wee Rup Senior Citizens Club	1	(blank)	Good
							Lang Lang Recreation Reserve – Community Space	1	(blank)	(blank)
							Yannathan Public Hall	1	Good	Poor
Computer / training room	60,000 population per room	2023	10,254	1	0.17	Over supplied	Lang Lang Community Complex	1	Good	Good
		2033	12,578	1	0.21					
Consult room (Includes MCH)	4,000 population per room	2023	10,254	8	2.56	Well supplied	Koo Wee Rup Kindergarten and MCH Centre	1	Good	Average
		2033	12,578	8	3.14		Lang Lang Community Complex	2	Good	Good
							Lang Lang Medical Centre (treatment rooms)	4	(blank)	Good

Well supplied

Well supplied, becoming inadequate in 2033

Undersupplied

Over supplied

Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
							Lang Lang Elderly Citizens Club and Memorial Hall	1	Good	Good
Kindergarten	Covers 85% of population of 3-4 year olds	2023	283	170	241	Undersupplied	Bayles Kindergarten	1	Good	Poor
		2033	371	170	315		Koo Wee Rup Kindergarten and MCH	1	Good	Average
							Lang Lang Kindergarten	1	Good	Poor
Library	100,000 population per library	2023	10,254	0	0.102	Undersupplied				
		2033	12,578	0	0.126					
Kitchen		2023		12			Bayles Public Hall	1	Good	Good
		2033		12			Cardinia Public Hall	1	Good	Average
							Cardinia Recreation Reserve	1	Good	Good
							Catani Soldiers Memorial Hall	1	Good	Poor
							Koo Wee Rup Community Centre	1	Good	Good
							Koo Wee Rup Secondary College - Pavilion	1	(blank)	Good
							Koo Wee Rup Senior Citizens Club	1	(blank)	Good
							Lang Lang Community Recreation Reserve	2	(blank)	Good
							Lang Lang Elderly Citizens Club and Memorial Hall	1	Good	Good
							Modella Public Hall	1	Good	Average
							Yannathan Public Hall	1	Good	Poor
Other		2023	10,254	4			Lang Lang Historical Society (Historical room)	1	Good	Good
		2033	12,578	4			Koo Wee Rup Historical Society	1	(blank)	(blank)
							Lang Lang Men's Shed	1	Good	Good
							Lang Lang Medical Centre (treatment room)	1	(blank)	Good
Public toilets		2023	10,254	3			Koo Wee Rup Bus Interchange Public Toilet Block	1	Good	Good
		2033	12,578	3			Koo Wee Rup Public Toilet Block – Rossiter Road	1	Good	Good
							Lang Lang Public Toilet Block	1	Good	Average

Well supplied

Well supplied, becoming inadequate in 2033

Undersupplied

Over supplied

East Region

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 per cent) 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 per cent of the population born overseas and three per cent 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 per cent of Aboriginal and Torres Strait Islanders in the Shire living in the east region.

45 per cent of working residents work within Cardinia Shire. However, there are slightly higher proportions of low-income earners in the east region (32 per cent of adults earning less than \$500 per week), and slightly lower proportions of adults with higher or tertiary education (47 per cent 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 per cent) and just under one third visited their local library (31 per cent). 29 per cent of residents attended cultural events. In the east region, residents are more likely to feel connected to local community. 34 per cent of residents feel no or a slight connection to local community, and 11 per cent 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.

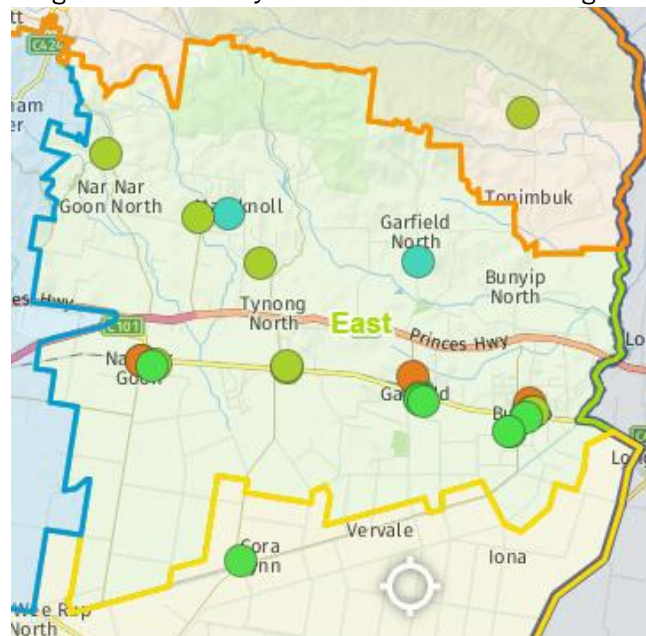
Proposed community infrastructure

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:

- Garfield North Cannibal Creek Reserve Building Proposed 2023/24
- Community House Proposed 2028/29

*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.

Figure 8: Community infrastructure in the east region



East region analysis

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

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), commencing in 2023.

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 eight 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 library spaces available 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 four public toilets in the east region in various localities. The community infrastructure audit suggests the condition and functionality of these facilities are generally good.

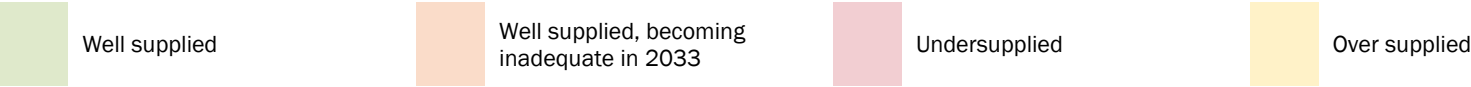
Recommendations for the east region

1. Seek community feedback about the utilisation and community sentiment of Nar Nar Goon Community Centre and Scout Hall. Consider alongside the Scout Hall which is also on the same site.
2. Assess the opportunity to repurpose underutilised spaces that may be suitable to repurpose for kindergarten spaces within the east region.
3. Consider the requirements for consult room spaces and training room spaces within the east region.
4. Review accessibility of library services and opportunities as the population grows.
5. Consider the need for, and suitability of, community kitchen spaces within the east region.

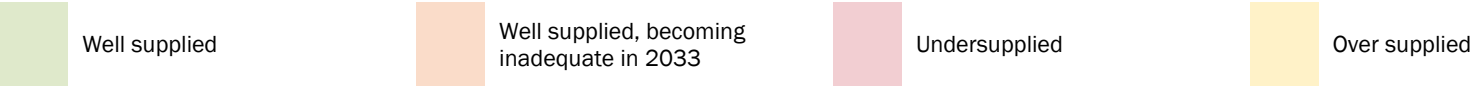
6. Review the mix of community infrastructure in Nar Nar Goon to consider if integration will improve utilisation and accessibility.
7. Review the mix of community infrastructure in Garfield to consider if integration will improve utilisation and accessibility.
8. Review the mix of community infrastructure in Bunyip to consider if integration will improve utilisation and accessibility.

Community Infrastructure Audit – East Region

Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Community room - large (integrated) 50-100 capacity	8,000 population per room	2023	11,231	4	1.404	Well supplied	Bunyip and District Community House	1	(blank)	(blank)
		2033	12,946	4	1.618		Nar Nar Goon Community Centre and Scout Hall	1	Good	Poor
							Garfield Recreation Reserve and Community Centre	1	Good	Good
							Nar Nar Goon Recreation Reserve Pavilion	1	Good	(blank)
Community room - large (standalone) 100+ capacity	20,000 population per room	2023	11,231	6	0.56	Oversupply	Bunyip Hall	1	Good	Good
		2033	12,946	6	0.51		Bunyip Pound Road Pony Clubrooms	1	Good	Good
							Garfield Bowling Club	1	Good	Good
							Garfield Recreation Reserve and Community Centre)	1	Good	Good
							Nar Nar Goon North Public Hall	1	Good	Average
							Tynong Public Hall	1	Good	Good
Community room – medium 20-50 capacity	8,000 population per room	2023	11,231	10	1.404	Oversupply	Bunyip Hall	2	Good	Good
		2033	12,946	12	1.618		Bunyip Recreation Reserve	1	Good	(blank)
							Nar Nar Goon Scout Hall	1	Good	Good
							Bunyip and District Pony Clubrooms	1	Good	Good
							Tynong North Hall (Tynong North Recreation Reserve)	2	Good	Average
							Tynong Public Hall Annexe	1	(blank)	Average
							Yarrabubba Recreation Reserve	1	Good	Average
							[PROPOSED 2029] Community House	1	(blank)	(blank)
							[PROPOSED 2024] Garfield North Cannibal Creek Reserve Building	1	(blank)	(blank)
Community room – small <20 capacity	8,000 population per room	2023	11,231	6	1.404	Well supplied	Nar Nar Goon Community Centre and Scout Hall	1	Good	Poor
		2033	12,946	6	1.618		Nar Nar Goon Recreation Reserve Pavilion	2	Good	(blank)
							Bunyip and District Pony Clubrooms	1	Good	Good
							Bunyip Kindergarten and MCH Centre	1	Good	Good
							Garfield Bowling Club	1	Good	Good
Computer / training room	60,000 population per room	2023	11,231	0	0.187	Undersupplied			(blank)	(blank)
		2033	12,946	0	0.216				(blank)	(blank)
Consult room (Includes MCH)	4,000 population per room	2023	11,231	3	2.808	Well supplied currently becoming inadequate by 2033	Bunyip Kindergarten and MCH Centre	2	Good	Good
		2033	12,946	3	3.237		Nar Nar Goon Kindergarten and MCH Centre	1	Good	Poor
Kindergarten	Covers 85% of population of 3-4 year olds	2023	275	234	238	Well supplied currently becoming inadequate by 2033	Bunyip Kindergarten and MCH Centre	2	Good	Good
		2033	334	284	238		Garfield Kindergarten	1	Good	Poor
							Nar Nar Goon Kindergarten and MCH Centre	1	Good	Poor
Kitchen		2023	11,231	8			Bunyip Hall	1	Good	Good
		2033	12,946	8			Nar Nar Goon Community Centre and Scout Hall	1	Good	Poor
							Bunyip Pound Road Pony Clubrooms	1	Good	Good
							Garfield Recreation Reserve and Community Centre	1	Good	Good
							Tynong North Hall (Tynong North Recreation Reserve)	2	Good	Average
							Tynong Public Hall	1	Good	Good
							Nar Nar Goon North Public Hall	1	Good	Average



Category	Provision standard	Year	Population	Supply	Target	Assessment	Facility name	Number of rooms	Building condition	Facility FFP score
Library	100,000 population per library	2023	11,231	0	0.112	Undersupplied			(blank)	(blank)
		2033	12,946	0	0.129				(blank)	(blank)
Public toilets		2023	11,231	4			Bunyip Public Toilet Block	1	Good	Good
		2033	12,946	4			Garfield North Mount Cannibal Public Toilet Block	1	(blank)	Average
							Garfield Public Toilet Block	1	Good	Good
							Nar Nar Goon Public Toilet Block	1	Good	Good



Implementation

The Community Infrastructure Plan will be finalised and adopted by Council following community engagement.

A prioritised implementation plan will be developed as part of the finalised Plan, which will outline short-, medium- and long-term priorities relating to:

- strategic actions identified in the draft Plan that are focused on strengthening Council processes and priorities around community infrastructure planning to:
 - maximise access to and use of community infrastructure for the community,
 - ensure the community has access to the most needed community services,
 - prioritise investment based on demonstrated need, and
 - ensure consistent and functional quality of facilities across the Shire.
- strategic or operational work that will inform future decision-making on capital priorities.

In this version of the Community Infrastructure Plan, more information is required before any capital project priorities are identified for consideration in Council's Long Term Financial Plan. If capital projects are identified through community engagement and finalising this Plan, potential items will also be outlined in the implementation plan.

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

Table 10: Implementation of the Community Infrastructure Plan

Objective	Strategic Actions
1. To guide Council's planning and delivery of community infrastructure.	1.1 Validate data associated with the community infrastructure audit and establish a process to ensure required data can be regularly obtained.
	1.2 Establish tools and resources to ensure the community infrastructure audit is regularly updated and able to inform Council decision-making about community infrastructure.
	1.3 Develop community infrastructure functional requirements to identify a suite of consistent requirements for various types of spaces that enables delivery of community services, in line with the scope of the Community Infrastructure Plan.
2. To focus on improving the performance of what we have while prioritising and directing new investment.	2.1 Governance and operating models of new or redeveloped community infrastructure is determined at planning stage of new infrastructure.
	2.2 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, that complements Council's 'Services for Success' approach.
	2.3 Seek further information about utilisation of community infrastructure, prioritising categories of over-supplied spaces, and infrastructure with poor building or functionality, followed by infrastructure with average building condition or functionality.
3. To respond to increasing demand due to our changing and growing population.	3.1 Council explores a formalised approach to service planning for community services provided by Council.
4. To seek and secure external funding, advocacy and/or project partners.	

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 21-25	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 2022-2031	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.
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 seven 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

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Figure 5: Community infrastructure in the growth region
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 Figure 7: Community infrastructure in the southern rural region
 Figure 8: Community infrastructure in the east region

Functionality Assessment (Fit for Purpose)

A functionality assessment (Fit for Purpose, or FFP) was undertaken for identified community facilities in Mid-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)
Safety for users travelling to the facility (lighting, paths, neighbourhood issues, lone users)
Exterior appearance (finish, feel, colours, design, access, welcomeness)
Reception / customer service area (location, shelving / storage, furniture, equipment, heating, cooling, lighting, power points, noise, welcomeness, colours)
Surfaces (floors, windows, doors, materials, wear, structure, colour)
Utilities and services (plumbing, electrical, gas, lighting, heating, cooling, IT, usage, safety, reliability)
Outdoor areas (gardens, paths, planting, shade, lighting, fencing, BBQ, seating, safety, separation of spaces, scale)
Security (contents, surroundings, locks, alarms, points of entry, surveillance, CCTV)
Personal safety of users (in emergency - hazards, risks to users, staff movement, fire exits, extinguishers, alarms, lockdown points)
Technology (AV, ease of use, Wi-Fi, Intercom)
Toilet appearance and fit-out (age, design, appliances, access, size, layout, temperature, colour, location)
Toilets - number
Toilets - size
Toilets - layout
Staff offices - size
Staff offices - number
Staff offices - layout (desks / planning areas, seating etc)
Storage (enough, size)
Overall layout (interconnectedness, ease of circulation within the space, access within facility)
Space for expansion (expand or reconfigure to increase service capacity)
Access for staff and users of all physical and cognitive (mental) abilities (include eyesight, hearing, dementia, wheelchair)
Fair access for all genders
Fair access for all ethnicities / cultures
Far access for all ages
Space to escape family violence
Kitchen - Appearance (age, location, design, lighting, colour)
Kitchen - Fit-out (food preparation space, appliances, safety, materials)
Kitchen - Size
Kitchen - Configuration (height, location of storage)