



Cardinia Shire Council

Proposed Budget 2021-25

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Mayor and CEO introduction

On behalf of Cardinia Shire Council, we are pleased to present the Cardinia Shire Council Budget for 2021-25, the first budget of this Council's four year term. Based on community feedback received during the Imagine Cardinia engagement process, this budget focuses on operating efficiently and effectively in a financially responsible way to meet community needs and to deliver on the commitments in the new Council Plan 2021-25.

Council engaged with the community through various channels, such as online surveys, Connect surveys, postcards and took a deliberative engagement approach. Council called upon community members to participate in the very first People's Panel, a panel that represented the diversity of Cardinia's residents, age groups and different townships. The Panel worked collaboratively with officers and deliberated on the wider community feedback to help us form Cardinia Shire's first ever Community Vision. This is a proud achievement for the organisation to help build a community, which will have intergenerational benefit through a long term vision.

Value for money remains a guiding principle in this budget and to keep rates as affordable as possible while delivering a wide range of valued services to our community within the state government's rate cap. Our focus remains the delivery of essential services our community has told us it needs and expects. These include roads, rubbish and recycling, maternal and children's services, library services, sporting ovals, street-sweeping, and community supports from school crossings to senior citizens centres. The budget details the financial and non-financial resources required to continue to deliver these services over the next four years within within the rate cap.

The budget also includes details of the proposed capital expenditure allocations to provide new, improved and renewed infrastructure, buildings, reserves, leisure spaces, footpaths, roads and drains. With our growth we continue to rely heavily on grant opportunities to support the community's needs, as well as advocacy to attract more services, infrastructure and investment into our community. Importantly, Council's commitment to sealing of unsealed roads and improved maintenance of unsealed roads will continue throughout this budget period.

Council has taken a balanced approach in this budget to provide quality, cost-effective services to our community while delivering an important and significant forward-thinking capital works program to support jobs and economy and the needs of our fast-growing shire now and into the future. Council plans to commit over \$315 million in capital infrastructure over the next four years, with a \$94 million capital program (including \$13.5 million carry-over from 2020–21) in the 2021–22 financial year. Of the total capital works program for 2021–22, \$48.1 million is dedicated for renewal and upgrade of our \$1.78 billion worth of community assets.

Rate revenue is Council's largest source of funding, which is used to maintain and upgrade local roads, buildings, footpaths, cycle trails, parks, playgrounds, libraries and sporting facilities. This revenue also provides a broad range of Council services including waste management, maternal and child health and youth services. Rate increases have been capped at 1.5% in line with the Victorian Government's Fair Go Rates System.

Mayor and CEO introduction

The budget includes a number of key initiatives and projects, for example:

- Commence delivery of the federal funded 'Sealing the Dandenong Ranges and surrounds' road construction program.
- Long-term strategic management of our water sensitive urban design assets in accordance with Council's strategic vision to cater for the community's desired levels of service.
- Coordinate health and wellbeing initiatives across the Shire in line with the priorities set in Cardinia Shire's Liveability Plan 2017-29.
- Implement the Road Development Program to seal strategic collector roads.
- Implement the Aspirational Energy Transition Plan including energy saving retrofits and solar power for Council buildings.
- Implement the Bio link Plan for future investment in conservation management works that protect threatened species (both flora and fauna) in a changing climate.
- Assist businesses and investors to create jobs by activating employment land, advocate for an airport in the South East region, and assist existing businesses to grow.

Council has worked hard with the community to develop a budget that provides value and affordability in meeting the community's service priorities and expectations, delivering innovative projects, and investing in the community and local economy for the future, while working within the constraints of limited revenue sources and the rate cap. We look forward to partnering with our community to realise the benefits the budget provides for over the next four years.

Cr. Brett Owen
Mayor

Carol Jeffs
Chief Executive Officer

Executive Summary

Council has prepared a Budget for 2021-25 which is aligned to the vision in the Council Plan. It seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the rate increase mandated by the State Government.

1. Rate rise

General rates are to increase by the Fair Go Rates System (FRGS) cap of 1.5% for the 2021-22 year and is projected to increase by 0.25% per annum to 2.25% by 2024-25. This raises total general rates revenue in 2021-22 of \$86.19m (2021-25, \$368.81m), supplementary rates revenue of \$1.1m (2021-25, \$4.40m), and cultural and recreational rates revenue of \$0.085m (2021-25, \$0.36m). The rate cap increase for the 2020-21 year was 2.00%.

This increase will fund continued delivery of ongoing services to the community, including essential services such as roads, rubbish and recycling, maternal and children's services, library services, economic development, local artists, sporting ovals, parks management, infrastructure asset management, street-sweeping and community supports from school crossings to senior citizens centres.

Refer to Section 4.1.1 for further Rates and Charges details.

2. Result

The budgeted adjusted underlying result for the 2021-22 year is a deficit of \$0.25m (2021-25, \$3.06m), which is \$2.40m lower than the 2020-21 forecast. The deficit is mainly a result of Council's response to the growing community needs, supporting council infrastructure, supporting local communities. Council's contractual obligations continue to increase at a higher pace than the rate increase, but Council continues to absorb the impact of cost shifting. Some of the contracts like building maintenance, garbage contracts, increase landfill levy imposed by State government from July 2021, and additional assets maintenance costs, continue to drive Council's expenditure, which as a result impacts the bottom line and has resulted in a temporary deficit position.

Refer to Sections 3 and 4 for further information on the operating budget.

3. Capital Works

The budgeted capital works program for 2021-22 totals \$94.028m (2021-25, \$314.94m), including \$13.53m carryover from 2020-21, compared to \$73.31m forecast for 2020-21. The program is funded by Council cash of \$47.62m (2021-25, \$160.30m), grants and contributions of \$21.74m (2021-25, \$91.96m) and \$12.53m (2021-25, \$50.57m) respectively, and \$12.11m of borrowings.

Included in the budget for 2021-22 is \$53.29m (2021-25, \$207.79m) for infrastructure works (recreation, leisure and community facilities, roads, drains, footpaths and parks, open space and streetscapes), \$35.331m (2021-25, \$90.52m) for property (land and buildings) and \$5.407m (2021-25, \$16.63m) for plant and equipment.

The budget supports Council's ongoing commitment to provide the community with key infrastructure and facilities, with some of the key projects for 2021-25 as follows:

- My Place Youth Facility - \$4.2m
- Integrated Centre (Rix Rd Facility) - \$4.1m
- Integrated Centre (Timbertop Facility) - \$4.3m
- Officer District Masterplan - Civil Works \$4.3m
- Comely Banks Sports field Works - \$6.05m (Works brought forward in current year)
- Sealing the Hills - \$72.4m
- Roads Sealing Program - Connect Cardinia - Stage 2 works - \$17.5m
- Intersection Upgrade Works - \$31.0m.

As Council continues to increase asset delivery across the shire, it is also increasing its focus to renew and upgrade existing assets, with some of the main programs for 2021-25 as follows:

- Increased focus on Building assets across the municipality, Buildings Renewal program \$7.95m
- Water Sensitive Urban Design assets Renewal Program \$2.1m
- Footpaths New and Renewal Program \$5.4m
- Sports & Recreation Courts and Skate Parks upgrade \$5.4m
- Recreation Reserve resurfacing and lighting upgrades \$3.0m
- Roads Resurfacing, Resheeting and Pavement Renewals: \$28.3m

The Statement of Capital Works can be found in Section 3, with further details on the 2021-22 capital works program in Section 4.5 and the 2021-25 program in Section 4.6. A detailed listing of the budgeted projects for 2021-22 onwards is in Appendix B, which also includes the funding sources for each project.

Executive Summary

4. Budget Influences

External Influences

In preparing the 2021-25 budget, the following external influences have been considered for their likely impact on the services delivered by Council in the budget period.

- **Lower rate environment:** The overall financial impact of the lower rate environment has lead Council to review it services and capital works program and to source alternative funding.
- **COVID-19 impact:** As the economy recovers from this pandemic, our community will continue to recover from these challenges. Council will continue to support the community and businesses where possible and provide assistance. We are learning different ways of working and making council facilities more akin to provide hybrid work environment and more services to move electronically. Our innovative ways of working and advance IT infrastructure supported us to work through the pandemic and we will need to continue to build our IT infrastructure to grow the organisation.
- **Natural Disasters:** These are occurrences of which the timing is unknown. Whilst Council does significant work on prevention and recovery, these events do have a significant impact on Council's resources. The most recent of these has been the bushfire in March 2019 at Bunyip State Park. Council continues to invest money in Climate strategy projects and increased focus for generations to come.
- **Cost Shifting:** This occurs where Local Government provides a service to the community on behalf of the State or Federal Government. Over time the funds received by Local Governments do not increase in line with real Cost increases. An example of This is Maternal & Child Health, where the level of payment received by Council from the State Government does not reflect the real Cost of providing the service to the community. Council still plays a role in maintaining crown land reserves and has some exposure to infrastructure owned by other State authorities.
- **Public infrastructure maintenance:** Councils across Australia raise approximately 3% of the total taxation collected by all levels of Government in Australia. In addition Councils are entrusted with the maintenance of more than 30% of all Australian public assets including roads, bridges, parks, footpaths and public buildings. This means that a large proportion of Council's income must be allocated to the maintenance and replacement of these valuable public assets in order to ensure the quality of public infrastructure is maintained at satisfactory levels.
- **Population growth** will continue to place significant stress on Council's resources.
- **New Superannuation Guarantee:** The compulsory Superannuation Guarantee increases to 10% from 1 July 2021, further increasing to 12% by 1 July 2025.
- **Workcover Provider:** Council is currently a member of the MAV Workcover Self Insurance Scheme. WorkSafe has refused to renew MAV's self-insurance licence, with Council to be forced to move to a different scheme provider. This is likely to result in the Scheme's \$5.9m deficit to be borne by members, including Council, as part of the Scheme wind down costs, together with Council incurring additional future ongoing costs of a new provider.
- **Recycling & Land fill levy:** Continued uncertainty within the recycling industry in regards to the processing of recyclables. The new proposed landfill levy introduction by State government from July 2021 and ongoing changes will continue to impact council operations.

Internal Influences

As well as external influences, there are also internal influences which are expected to have an impact on the preparation of the 2021-25 budget. These include:

- Continued demands on Council resources for the renewal of existing assets;
- Council negotiating it's current Enterprise Bargaining Agreement;
- New *Local Government Act 2020* requirement for Asset Management Planning will be better informed by new deliberative community engagement. A possible re-defining of service demand and service levels in respect of community assets and infrastructure may increase asset maintenance and renewal expenditure.
- Increased costs driven by Council's risk associated with Community Asset Committees and the management of the reserve surrounds.
- The value of developer contributed assets and completed capital works, together with an increase in the value of existing assets, are significantly increasing depreciation and maintenance expenditure.

Executive Summary

5. Snapshot of Results

	2020-21 Forecast \$'000	2021-22 Budget \$'000
Total Expenditure	127,852	134,949
Surplus/(deficit) for the year	95,665	81,991
Adjusted underlying result	2,144	(252)
Cash Balance	64,055	62,547
Capital Works Program	73,309	94,028
Funding the Capital Works Programs		
Grants	33,876	21,737
Contributions	7,186	12,528
Council cash	32,248	47,654
Borrowings	-	12,110

Budgeted expenditure by strategic objective	2021-22 Budget \$'000	2021-22 Budget %
1. We empower our communities to be healthy, connected and resilient.	40,298	29.86%
2. We support the creation of liveable spaces and places.	20,192	14.96%
3. We value our natural assets and support our biodiversity to thrive.	20,787	15.40%
4. We support our productive land and employment land to grow local industries.	984	0.73%
5. We are responsible leaders.	52,688	39.04%

6. Rounding

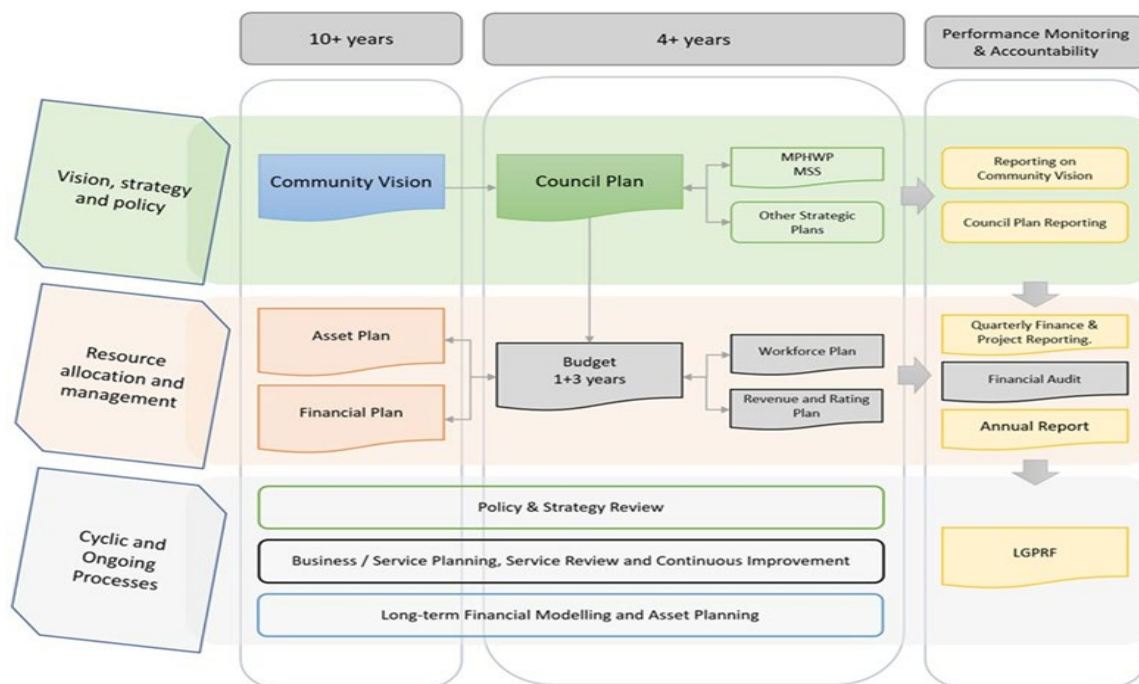
Unless otherwise stated, amounts in the budget have been entered in whole dollars and cents then rounded to the nearest thousand dollars. Total figures in the financial statements and accompanying notes and schedules reflect the true budgeted amount and may differ slightly when rounded figures are manually added due to rounding.

I. Link to the Council Plan

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

I.1.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Jobs, Precinct and Regions

I.1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services—such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with a council's adopted Community Engagement Policy.

1. Link to the Council Plan

1.2 Our purpose

Our Vision

The unique identity of our urban, hills and rural areas is strengthened. We meet the challenges we face together as a community. How we respond balances the needs of our people, businesses, our productive land and natural environments.

Our Values

Underpinning Council's Human Resources Strategy, our values framework considers how staff work as individuals, across the organisation, and with the local community.

The framework also supports Council's vision with the five key values:

- Teamwork
- Respect
- Accountability
- Communication
- Customer focus

Each of these values includes four key behaviours to demonstrate and call to account the way staff behave each day at work.

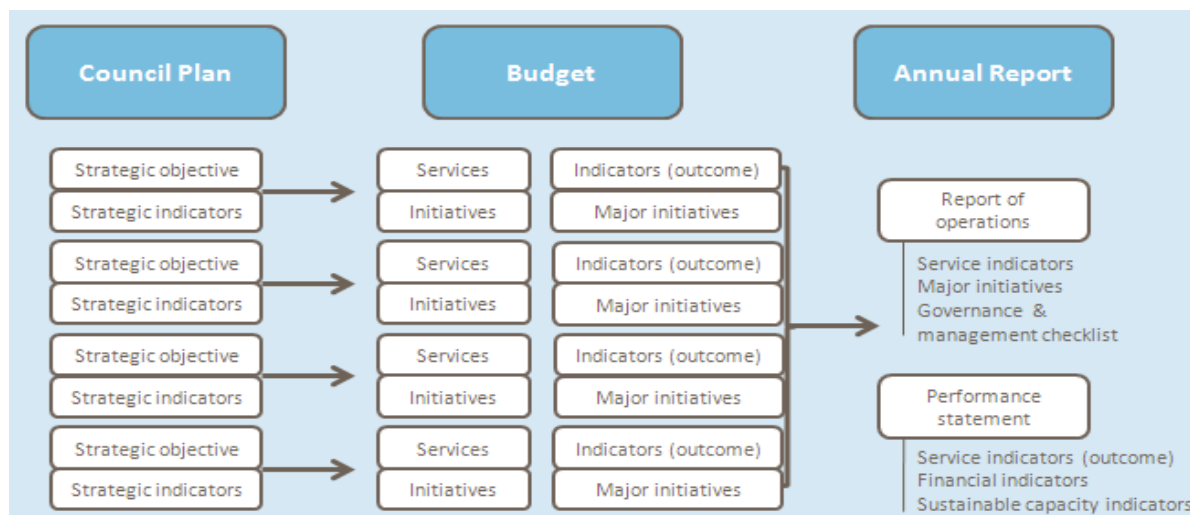
1.3 Strategic Objectives

The Council delivers activities and initiatives under 67 major service area categories. Each contributes to the achievement of the Council's Vision as set out in the Council Plan. Council has identified five Strategic Objective Areas for 2021-25, which are an integral part of achieving the Council Plan. The Annual Budget converts these activities and initiatives into financial terms to ensure that there are sufficient resources for their achievement. The following table lists the Strategic Objectives as described in the Council Plan.

Strategic Objective	Description
1. We empower our communities to be healthy, connected and resilient.	We work together to support everyone to be healthy, active and connected. Individuals feel included, safe and are valued for who they are. We have zero tolerance for all forms of discrimination. Our community services and facilities meet the diverse needs of our communities.
2. We support the creation of liveable spaces and places.	Cardinia Shire is a great place to live, work and play. How we plan and grow creates places that enhance our community's health and wellbeing and protects what we love.
3. We value our natural assets and support our biodiversity to thrive.	We place a high value on our natural assets and biodiversity. We take action to help our natural assets and biodiversity thrive and build their resilience to climate change and natural hazards. We enhance green spaces and habitat links, support our communities to live sustainably, and champion sustainable development and waste management practices.
4. We support our productive land and employment land to grow local industries.	Our rich supply of productive land, employment land, distance to markets, and education opportunities enhance Cardinia Shire as south east Melbourne's jobs capital. We work closely with farmers, businesses and industry to enhance our shire as a place to invest in the long-term, attract new industries, innovations, skill development and local job creation.
5. We are responsible leaders.	We practise good governance, meet recognised standards of excellence and ensure future generations benefit from our decisions. We make informed and responsive decisions that balance our current and future community's needs.

2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2021-22 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below.



Source: Department of Jobs, Precincts and Regions

Unless otherwise stated, amounts in the budget have been entered in whole dollars and cents then rounded to the nearest thousand dollars. Total figures in the financial statements and accompanying notes and schedules reflect the true budgeted amount and may differ slightly when rounded figures are manually added due to rounding.

2.1 Strategic Objective 1: We empower our communities to be healthy, connected and resilient.

We work together to support everyone to be healthy, active and connected. Individuals feel included, safe and are valued for who they are. We have zero tolerance for all forms of discrimination. Our community services and facilities meet the diverse needs of our communities.

Services

Services	Service Objective		2019-20	2020-21	2021-22
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Arts and Culture	Provide the Cardinia community with a high quality venue for community, civic, cultural, social, business, and entertainment events and services. Attract regional use of the venue and its services and experiences. Contribute to the cultural development of the Shire.	Income	472	154	548
		Expenses	1,261	793	1,321
		Surplus / (Deficit)	(789)	(640)	(773)
Child and Family Services	Provide support and resources for children's services in the municipality and advocate on their behalf, support the inclusion of children with additional needs and culturally and linguistically diverse backgrounds in mainstream children's services, assist with the future planning of children's services in Cardinia, and advocate for the provision of infrastructure with government departments. To implement externally funded projects, including Best Start.	Income	1,088	758	818
		Expenses	1,771	1,503	1,721
		Surplus / (Deficit)	(683)	(745)	(903)

2. Services and service performance indicators

Community Development	Provide opportunities for residents to meaningfully participate in decision making processes that affect their community, support individuals and communities through the provision of resources and fostering of partnerships between individuals and within communities, and assist with the development of strong and resilient communities that have the ability to identify and meet the communities' needs, achieve self-reliance, contribute to solutions and support their own advocacy efforts.	Income	12	0	17
		Expenses	1,341	1,444	1,613
		Surplus / (Deficit)	(1,329)	(1,444)	(1,595)
Community Resilience	Supporting communities to be resilient and more prepared to navigate the chronic stresses and acute shocks that occur during emergencies.	Income	0	0	0
		Expenses	0	0	0
		Surplus / (Deficit)	0	0	0
Community Strengthening Management	To develop and strengthen the capacity of local not-for-profit community organisations to meet community needs using an integrated community strengthening approach. To plan and advocate for adequate and appropriate services for the Aged and other socially excluded groups and the wider community within the municipality. Support and maintain effective communication channels between Cardinia Council and Cardinia's communities. Support local community organisations to contribute to the community's benefit. Involve the community in improving quality of life in Cardinia.	Income	16	3	2
		Expenses	381	338	329
		Surplus / (Deficit)	(364)	(335)	(327)
Compliance Services	Compliance Services was formed with the bringing together of the following areas: Local Laws, Health, and Planning Enforcement. Services provide to the community include animal management, enforcement of Local Laws, management of school crossing, immunisation for adults and children through public sessions and school programs, investigation of complaints about situations which can affect the health and wellbeing of the public and work with food premises business owners providing advice on food safety.	Income	1,968	1,799	2,218
		Expenses	3,299	2,856	3,495
		Surplus / (Deficit)	(1,332)	(1,056)	(1,277)
Egap	Provide internet services for the public at various community centres throughout the Shire.	Income	0	0	0
		Expenses	24	29	30
		Surplus / (Deficit)	(24)	(29)	(30)
Events	Provide support and resources for key events per year, including White Ribbon Day.	Income	0	0	0
		Expenses	5	11	10
		Surplus / (Deficit)	(5)	(11)	(10)

2. Services and service performance indicators

Family and Community Services Management	To provide leadership and community partnerships that create, sustain and enhance connected, inclusive and engaged communities that value diversity and healthy lifestyles. To manage and support community services business unit in the effective and efficient delivery of programs across the municipality. To provide evidenced based best practice in community services delivery in Cardinia.	Income	51	64	61
		Expenses	310	412	430
		Surplus / (Deficit)	(260)	(348)	(369)
Health	To minimise environmental problems within the community and as far as practicable to ensure food safety within the community.	Income	395	412	450
		Expenses	1,150	1,169	1,193
		Surplus / (Deficit)	(756)	(758)	(743)
Infectious Diseases Control	To increase the community's immunity to preventable infectious diseases and to increase the rate of immunisation against vaccine preventable diseases.	Income	51	85	87
		Expenses	197	213	217
		Surplus / (Deficit)	(146)	(128)	(130)
Library	Council's Library program services the Pakenham and Emerald Libraries, and provides for a mobile library service to other townships within the Shire.	Income	0	0	0
		Expenses	2,204	2,274	2,308
		Surplus / (Deficit)	(2,204)	(2,274)	(2,308)
Maternal and Child Health	Promote healthy outcomes for children from birth to school age and their families, by providing a comprehensive and focused approach to managing physical, emotional and or social factors affecting them in their community.	Income	1,342	2,474	2,215
		Expenses	3,203	3,277	3,806
		Surplus / (Deficit)	(1,861)	(803)	(1,592)
Safe and Inclusive Communities	To work in collaboration with relevant agencies to continuously improve the Municipal Emergency Management Plan. To facilitate planning to ensure Cardinia Shire Council remains at the forefront of Emergency Management. Develop Council's capacity and capability to undertake its mandated Emergency Management roles and responsibilities.	Income	286	226	213
		Expenses	1,224	1,053	1,352
		Surplus / (Deficit)	(938)	(827)	(1,139)
Social and Community Planning	Deliver wellbeing and liveability outcomes for our community through an evidence based, planned, integrated and preventative approach.	Income	10	30	0
		Expenses	838	1,009	1,170
		Surplus / (Deficit)	(828)	(979)	(1,170)
Youth Services	Provide quality services, events and programs for young people and their families. Seek the opinions of Cardinia's young people in relation to personal and community issues and aspirations. Encourage community leadership and volunteer initiatives that strengthen youth support networks and individuals.	Income	147	157	122
		Expenses	1,200	1,133	1,197
		Surplus / (Deficit)	(1,053)	(976)	(1,075)

2. Services and service performance indicators

Initiatives

1	Develop the next phase of the Together We Can initiative, with an increased focus on gender equality and financial literacy.
2	Update the Safer Communities Strategy to incorporate Crime Prevention Through Environmental Design (CPTED).
3	Implement the Safer Communities Strategy.
4	Support the delivery of an annual calendar of events and programs that celebrate our diverse community, it's arts and culture.
5	Review the Liveability Plan in line with the Public Health and Wellbeing Act 2008 to address climate change impacts on health.
6	Continue to drive the Services for Success initiative to attract health and social services including mental health services.
7	Advocate for funding to construct a multicultural centre in Cardinia Shire.

Service Performance Outcome Indicators

Libraries	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100
Maternal and Child Health	Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x100
Maternal and Child Health	Participation	Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the financial year) / Number of Aboriginal children enrolled in the MCH service] x100
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100

2. Services and service performance indicators

2.2 Strategic Objective 2: We support the creation of liveable spaces and places.

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

Services

Service area	Service Objective		2019-20	2020-21	2021-22
			Actual \$'000	Forecast \$'000	Budget \$'000
Active Communities Management	Provide co-ordinated and strategic leadership to the Active Communities business unit, including co-ordination of strategy development in each area of operation, and ensure effective management and operation of the business unit.	Income	0	0	0
		Expenses	275	393	329
		Surplus / (Deficit)	(275)	(393)	(329)
Aquatic and Recreation Facilities	Develop and maintain high quality aquatic and dry recreation venues to encourage high level of participation at all facilities, and work in partnership with service providers to ensure the provision of high quality, well managed facilities and services.	Income	668	539	567
		Expenses	2,035	2,481	1,605
		Surplus / (Deficit)	(1,367)	(1,943)	(1,038)
Asset Management	To ensure that council's strategic and corporate objectives in relation to assets and infrastructure are effectively implemented.	Income	0	0	0
		Expenses	793	909	1,062
		Surplus / (Deficit)	(793)	(909)	(1,062)
Bridges	To maintain the bridge network in order to provide the safe travel of vehicles and pedestrians. To enable the preservation of the network at an acceptable standard.	Income	3	0	0
		Expenses	267	278	267
		Surplus / (Deficit)	(264)	(278)	(267)
Building Management	To administer and enforce building legislation within the Shire.	Income	454	19	172
		Expenses	5,086	4,783	5,052
		Surplus / (Deficit)	(4,632)	(4,765)	(4,880)
Capital Works, Community Capital Works Grants and Priority Works	Expenditure on projects which is recorded as an expense in Council's financial statements, and not recorded as an asset.	Income	1,027	0	0
		Expenses	9,549	0	215
		Surplus / (Deficit)	(8,522)	0	(215)
Community Infrastructure	To effectively manage council's community infrastructure, as well as open space and traffic related technical services.	Income	417	550	544
		Expenses	1,667	1,105	1,185
		Surplus / (Deficit)	(1,250)	(555)	(641)
Community Infrastructure Delivery Management	To effectively manage the areas of major roads projects and community infrastructure.	Income	0	0	0
		Expenses	0	0	243
		Surplus / (Deficit)	0	0	(243)

2. Services and service performance indicators

Community Recreation	Maximise opportunities for local residents to participate in recreation by ensuring people with special needs are included in the planning and delivery of community recreation facilities and services, supporting reserve committees of management in managing and improving facilities, supporting sport-recreation clubs to provide-improve recreational opportunities, and promote healthy lifestyles and participation in sport and recreation activities.	Income	603	108	108
		Expenses	1,605	1,343	1,169
		Surplus / (Deficit)	(1,002)	(1,236)	(1,060)
Development	To ensure that council's strategic and corporate objectives in relation to assets and infrastructure are effectively implemented.	Income	1,064	1,577	2,381
		Expenses	1,503	1,530	1,855
		Surplus / (Deficit)	(439)	48	526
Development Services	To administer and enforce the aims and objectives of the Cardinia Planning Scheme.	Income	1,820	2,088	2,138
		Expenses	2,415	2,480	2,696
		Surplus / (Deficit)	(594)	(393)	(558)
Developer Contribution Plans	To record the operating income and expenditure of Developer Contribution Plans (DCPs), which is primarily interest earned on investments.	Income	578	100	556
		Expenses	0	0	0
		Surplus / (Deficit)	578	100	556
Drainage Maintenance	To maintain the drainage infrastructure in order to protect both the road asset and private property and ensure a safe road network in all weather conditions.	Income	0	0	0
		Expenses	2,049	2,061	2,296
		Surplus / (Deficit)	(2,049)	(2,061)	(2,296)
Emerald Lake Park	Support the value of the park to the community of Cardinia and Victoria by effectively managing the park's commercial and recreational visitor services, coordinating the park's marketing and promotion, increasing park usage, optimising park revenues, and attracting funding for park improvements.	Income	103	184	238
		Expenses	119	84	127
		Surplus / (Deficit)	(16)	100	111
Emerald Lake Park Maintenance and Operations	To provide a safe, enjoyable environment for users of the park, while improving facilities and service levels and reducing ratepayer subsidy.	Income	0	0	0
		Expenses	147	126	159
		Surplus / (Deficit)	(147)	(126)	(159)
Fleet and Workshop	Maintain a plant fleet in an efficient manner, whilst minimising Council's costs, to deliver the standards agreed to by Council. NB - this is an internally generated revenue. Throughout each program's expenses, is the offsetting fleet expenditure.	Income	131	133	135
		Expenses	(1,273)	(1,445)	(1,282)
		Surplus / (Deficit)	1,404	1,577	1,417
Footpaths and Street Furniture - Operations	To maintain the street furniture, footpaths and shared path network while ensuring safety and accessibility to residents and visitors.	Income	125	34	1
		Expenses	543	614	578
		Surplus / (Deficit)	(418)	(580)	(577)

2. Services and service performance indicators

Growth Area Planning	Prepare and implement Precinct Structure Plans, Infrastructure Contributions Plans and Urban Design Frameworks.	Income	40	13	13
		Expenses	377	324	634
		Surplus / (Deficit)	(337)	(311)	(621)
Infrastructure Services Management	To ensure that council's strategic and corporate objectives in relation to assets and infrastructure are effectively implemented.	Income	0	0	0
		Expenses	1,534	1,685	1,625
		Surplus / (Deficit)	(1,534)	(1,685)	(1,625)
Major Roads Projects	Deliver major roads capital projects, including Sealing the Hills project.	Income	0	0	0
		Expenses	35	45	58
		Surplus / (Deficit)	(35)	(45)	(58)
Operations Management	To efficiently and effectively manage Cardinia Council's operational activities whilst ensuring compliance with the road management act and other relevant legislation.	Income	4	0	0
		Expenses	994	1,288	1,285
		Surplus / (Deficit)	(990)	(1,288)	(1,285)
Parks and Gardens Operations	Maintain Council's parks, wet lands, garden beds, street and road-side trees and playgrounds to an aesthetically pleasing and safe standard to enable maximum utilisation by the community.	Income	81	0	0
		Expenses	8,472	8,577	9,821
		Surplus / (Deficit)	(8,391)	(8,577)	(9,821)
Passive Reserves	Development of strategic direction and activation of Council's passive reserves and open spaces.	Income	10	10	10
		Expenses	444	474	467
		Surplus / (Deficit)	(434)	(464)	(456)
Priority Precincts	Plan for (and provide advice) to Council on long-term community outcomes and the various land use planning, policy, advocacy, funding and partnerships that may be required to deliver those outcomes as they relate to Council's priority precincts.	Income	0	0	132
		Expenses	0	110	323
		Surplus / (Deficit)	0	(110)	(191)
Recreation Planning	Provide assets and infrastructure that improve the quality of life and are sustainable, and ensure young people of the Shire are provided with access to a range of support services, and social, cultural, and recreational opportunities.	Income	0	0	0
		Expenses	411	373	404
		Surplus / (Deficit)	(411)	(373)	(404)
Rental Properties	Provide access to affordable housing for the aged and disabled.	Income	292	256	261
		Expenses	115	64	162
		Surplus / (Deficit)	177	192	99
Sealed Roads	To maintain the sealed road network in order to provide safe travel for vehicles and pedestrians and to enable the preservation of the network at an acceptable standard.	Income	0	2	2
		Expenses	1,105	1,083	1,226
		Surplus / (Deficit)	(1,105)	(1,080)	(1,224)
Strategic Planning	Develop and maintain a sound planning policy framework to provide for the sustainable development of the natural and built environment in the Shire.	Income	68	23	23
		Expenses	1,961	2,006	2,142
		Surplus / (Deficit)	(1,893)	(1,983)	(2,119)
Unsealed Roads	To maintain the unsealed road network in order to provide safe travel of vehicles - pedestrians and to enable the preservation of the network at an acceptable standard.	Income	1,745	1,673	1,664
		Expenses	4,606	4,228	4,594
		Surplus / (Deficit)	(2,861)	(2,555)	(2,930)

2. Services and service performance indicators

Initiatives

8	Develop a municipal-wide community infrastructure plan.
9	Advocate for improved public transport within the shire and greater south east region.
10	Plan and deliver infrastructure upgrades to our road network to meet the needs of the current and future population.
11	Develop and upgrade shared pathways and walking tracks across the shire.
12	Plan and deliver accessible and inclusive recreation and community facilities.
13	Work with the Victorian Government and relevant stakeholders to encourage sustainable supply of social and affordable housing across the shire.

Service Performance Outcome Indicators

Service	Indicator	Performance	Computation
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Statutory planning	Decision making	Council planning decisions upheld at VCAT. (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads. (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

2. Services and service performance indicators

2.3 Strategic Objective 3: We value our natural assets and support our biodiversity to thrive.

We place a high value on our natural assets and biodiversity. We take action to help our natural assets and biodiversity thrive and build their resilience to climate change and natural hazards. We enhance green spaces and habitat links, support our communities to live sustainably, and champion sustainable development and waste management practices.

Services

Services	Service Objective		2019-20 Actual \$'000	2020-21 Forecast \$'000	2021-22 Budget \$'000
Cleansing	To ensure that parks, reserves and roads are maintained free of litter and to maintain public conveniences in a hygienic condition.	Income	0	0	0
		Expenses	342	363	421
		Surplus / (Deficit)	(342)	(363)	(421)
Domestic Waste Water	To ensure that domestic water is disposed of in accordance with the State Environment Protection Policy, Environment Protection Act and Cardinia Council policy.	Income	42	40	40
		Expenses	301	297	323
		Surplus / (Deficit)	(258)	(258)	(283)
Environment Maintenance and Programs	Facilitate the on-going maintenance of natural and cultural resources in the Shire.	Income	249	301	6
		Expenses	678	650	654
		Surplus / (Deficit)	(428)	(349)	(648)
Environment Management	To facilitate sound environmental management of natural and cultural resources within the Cardinia shire. To lead Council and the community towards an environmentally sustainable future.	Income	158	0	0
		Expenses	923	836	1,110
		Surplus / (Deficit)	(766)	(836)	(1,110)
General Garbage Charge	To deliver efficient and cost effective waste disposal to the community.	Income	12,706	13,232	14,439
		Expenses	12,454	13,549	14,814
		Surplus / (Deficit)	253	(317)	(374)
Green Waste	To ensure the efficient and effective collection, removal and disposal of waste within the Municipality. To provide services that encourage diversion of waste from landfill and resource recovery.	Income	2,833	3,091	3,464
		Expenses	2,723	2,676	3,156
		Surplus / (Deficit)	110	415	308
Weed Management	To manage current weed populations in an effective manner across the Shire's open space and road reserve network, with a long term aim to reach eradication.	Income	166	138	30
		Expenses	456	383	310
		Surplus / (Deficit)	(290)	(245)	(281)

2. Services and service performance indicators

Initiatives

14	Develop the next five-year action plan for the Waste and Resource Recovery Strategy.
15	Implement the five-year action plan for the Waste and Resource Recovery Strategy.
16	Implement initiatives in the Aspirational Energy Strategy.
17	Implement target and action plan in the Integrated Water Management Plan.
18	Implement initiatives in the Biodiversity Conservation Strategy.
19	Develop an Environmentally Sustainable Design Policy.
20	Incorporate the Environmentally Sustainable Design Policy into the planning scheme.
21	Provide the community with tools to assist in the management of natural threats and emergencies.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	$\left[\frac{\text{Weight of recyclables and green organics collected from kerbside bins}}{\text{Weight of garbage, recyclables and green organics collected from kerbside bins}} \right] \times 100$

2. Services and service performance indicators

2.4 Strategic Objective 4: We support our productive land and employment land to grow local industries.

Our rich supply of productive land, employment land, distance to markets, and education opportunities enhance Cardinia Shire as south east Melbourne's jobs capital. We work closely with farmers, businesses and industry to enhance our shire as a place to invest in the long-term, attract new industries, innovations, skill development and local job creation.

Services

Services	Service Objective		2019-20	2020-21	2021-22
			Actual \$'000	Forecast \$'000	Budget \$'000
Economic Development	Increase local employment opportunity, economic prosperity, and community amenity through encouragement and support for sustainable business development and sustainable new investment.	Income	12	0	0
		Expenses	494	810	984
		Surplus / (Deficit)	(483)	(810)	(984)

Initiatives

22	Advocate for the development of green wedge management plans.
23	Advocate for a South East Melbourne Airport.
24	Develop an Investment Attraction Plan for Cardinia Shire employment precincts.
25	Develop and deliver initiatives within the Economic Development Strategy, including the visitor economy and tourism.
26	Facilitate investment in our townships to support businesses and vibrant communities.
27	Advocate for the growth of local education opportunities that improve skills and employment pathways.
28	Implement the Cardinia Community Food Strategy and Action Plan.
29	Develop a Business Innovation Strategy.
30	Implement the Business Innovation Strategy.
31	Actively protect key heritage sites within the shire.

2.5 Strategic Objective 5: We are responsible leaders.

We practise good governance, meet recognised standards of excellence and ensure future generations benefit from our decisions. We are accountable and make informed and responsive decisions that balance our current and future community's needs.

Services

Services	Service Objective		2019-20	2020-21	2021-22
			Actual \$'000	Forecast \$'000	Budget \$'000
Chief Executive Officer	Capture all income and expenditure specifically relating to the Chief Executive Officer and Executive Assistant.	Income	0	0	0
		Expenses	487	523	494
		Surplus / (Deficit)	(487)	(523)	(494)
Communications	Facilitate effective communication between Cardinia Council, the community and other stakeholders.	Income	0	0	0
		Expenses	920	1,149	1,252
		Surplus / (Deficit)	(920)	(1,149)	(1,252)

2. Services and service performance indicators

Corporate Financials and Rates & Revenue Services	Manage the financial aspects of asset sales and also depreciation, being the value of wear and tear of Council's non-currents assets over their useful life. Manage Cardinia's rateable properties and provide a responsive, solution focused service to rate queries.	Income	81,445	85,004	88,619
		Expenses	26,855	28,533	30,295
		Surplus / (Deficit)	54,590	56,472	58,323
Corporate Management	Provide leadership and direction to Council staff to ensure Council's vision and Council plans and decisions are achieved.	Income	1	0	0
		Expenses	2,165	2,433	2,163
		Surplus / (Deficit)	(2,164)	(2,433)	(2,163)
Customer Communications	Provide management of the Customer Service and Communications services to ensure they meet their service objectives.	Income	0	0	0
		Expenses	0	0	0
		Surplus / (Deficit)	0	0	0
Customer Service	Provide customer service that is responsive to residents and is solution focused.	Income	0	0	0
		Expenses	1,461	1,359	1,191
		Surplus / (Deficit)	(1,461)	(1,359)	(1,191)
Emergency Events and Pandemic Response and Emergency Response	Capture all income and expenditure relating to Emergency Events (floods, bushfires) and the COVID-19 pandemic.	Income	2,581	2,174	30
		Expenses	1,510	4,270	157
		Surplus / (Deficit)	1,072	(2,096)	(127)
Finance Management and Purchasing	Ensure balanced budget outcomes and prudent management of debt and asset management, for a sustainable financial environment recognising inter-generational responsibility. Ensure councils procurement is managed in a sustainable manner to achieve the best outcome for Cardinia Shire.	Income	10,599	10,384	10,180
		Expenses	4,565	4,766	4,998
		Surplus / (Deficit)	6,034	5,618	5,182
Governance & Property and Property & Valuation	Promote Council activities in a positive way, develop policy as required, and monitor compliance with legislative requirements. Manage the Council's property portfolio and to ensure that the revaluation processes are conducted efficiently.	Income	18	1	1
		Expenses	491	630	692
		Surplus / (Deficit)	(473)	(630)	(691)
HR & Payroll and Learning & Organisation Development	Provide services that are responsive to organisational needs, ensure legislative compliance, and support the development of a competent, flexible, and focused workforce committed to our shared values.	Income	4	0	0
		Expenses	1,369	1,759	2,308
		Surplus / (Deficit)	(1,365)	(1,759)	(2,308)
Information Services	Provide the technological support to Council business units to improve their efficiency in delivery of Council services. Ensure Council's permanent and temporary corporate information is properly classified and stored to enable ease of access by staff, and to minimise Council's risk in the event of any litigation or fire.	Income	54	0	0
		Expenses	4,574	5,163	5,601
		Surplus / (Deficit)	(4,520)	(5,163)	(5,601)
Mayor and Councillors	Effectively resource the operations of the elected Council, including an allocation for the cost of Council elections every four years.	Income	1	0	10
		Expenses	903	1,087	979
		Surplus / (Deficit)	(902)	(1,087)	(969)

2. Services and service performance indicators

Risk, Health and Safety	Minimise Council's exposure to risk and ensure Council staff have received the appropriate training and are operating in a safe workplace.	<i>Income</i>	1	2	2
		<i>Expenses</i>	1,333	1,400	1,817
		<i>Surplus / (Deficit)</i>	(1,331)	(1,398)	(1,815)
Performance & Improvement and Customer & Service Improvement	Provide consistent integrated business planning processes ensuring actions align to the key directions of Council, monitor the effectiveness of these plans and associated service delivery through corporate performance and business activity monitoring, and build a culture of innovation through a continued focus on analysis, improvement and change implementation.	<i>Income</i>	0	0	0
		<i>Expenses</i>	528	702	739
		<i>Surplus / (Deficit)</i>	(528)	(702)	(739)

Initiatives

32	Implement the Community Engagement Policy, exceeding legislative requirements for community engagement.
33	Publicly report on Council decisions made and their implementation to demonstrate transparent decision making.
34	Develop a long-term financial plan that ensures financial sustainability.
35	Investigate and implement a strategy for alternative revenue streams.
36	Publicly report the organisation's performance on a quarterly basis, including customer service outcomes.
37	Implement the Cardinia Shire Advocacy Plan and work with strategic partners on shared advocacy initiatives.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions. (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community)	Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community

2.6 Reconciliation with adjusted underlying result

	Net (Cost) Revenue \$'000	Expenditure \$'000	Revenue \$'000
1. We empower our communities to be healthy, connected and resilient.	(31,350)	40,298	8,948
2. We support the creation of liveable spaces and places.	(13,441)	20,192	6,752
3. We value our natural assets and support our biodiversity to thrive.	(2,809)	20,787	17,978
4. We support our productive land and employment land to grow local industries.	(984)	984	0
5. We are responsible leaders.	46,154	52,688	98,842
Surplus/(deficit) for the year (excluding capital income and other abnormals)	(2,430)	134,949	132,519
add back: Recurrent capital grants	2,178		
Adjusted underlying result	(252)		

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2021-22 has been supplemented with projections to 2024-25.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Comprehensive Income Statement
Balance Sheet
Statement of Changes in Equity
Statement of Cash Flows
Statement of Capital Works
Statement of Human Resources

Unless otherwise stated, amounts in the budget have been entered in whole dollars and cents then rounded to the nearest thousand dollars. Total figures in the financial statements and accompanying notes and schedules reflect the true budgeted amount and may differ slightly when rounded figures are manually added due to rounding.

3.1 Comprehensive Income Statement

For the four years ending 30 June 2025

		Forecast	Budget	Projections		
	Notes	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Income						
Rates and charges	4.1.1	100,404	105,915	109,977	114,386	119,170
Statutory fees and fines	4.1.2	4,270	5,847	5,174	5,277	5,389
User fees	4.1.3	1,969	2,797	2,834	2,876	2,925
Grants - Operating	4.1.4	18,813	14,738	14,770	15,065	15,404
Grants - Capital	4.1.4	34,616	21,736	18,694	27,211	26,380
Contributions - monetary	4.1.5	550	345	350	350	350
Capital contributions - monetary	4.1.5	3	3	3	3	3
Development levies - monetary	4.1.5	16,063	17,681	20,465	24,681	24,191
Contributions - non-monetary	4.1.5	45,000	45,000	45,000	45,000	45,000
Other income	4.1.7	1,829	2,876	2,925	2,981	3,044
Total income		223,517	216,940	220,192	237,831	241,857
Expenses						
Employee costs	4.1.8	42,087	45,273	46,453	48,011	49,927
Materials and services	4.1.9	53,692	57,124	58,123	59,628	61,361
Bad & doubtful debts	4.1.10	125	210	182	182	182
Depreciation	4.1.11	27,616	28,246	29,241	30,273	31,328
Amortisation - intangible assets	4.1.11	244	255	265	275	285
Amortisation - right of use assets	4.1.11	180	179	171	171	171
Borrowing costs	4.1.12	1,560	1,604	1,394	1,315	1,228
Finance costs - leases	4.1.12	58	53	49	44	39
Net loss on disposal of property, infrastructure, plant & equipment	4.1.6	156	0	0	0	0
Other expenses	4.1.13	2,134	2,005	1,980	2,011	2,447
Total expenses		127,852	134,949	137,858	141,911	146,968
Total comprehensive result		95,665	81,991	82,334	95,920	94,889
less: Capital income & other abnormals		(95,682)	(84,420)	(84,162)	(96,895)	(95,575)
add back: Recurrent capital grants		2,161	2,178	2,221	2,266	2,311
Adjusted underlying result *		2,144	(252)	392	1,290	1,625

*As per VAGO adjusted underlying result calculation definition.

3. Financial Statements

3.2 Balance Sheet

For the four years ending 30 June 2025

		Forecast 2020-21	Budget 2021-22	Projections		
	Notes	\$'000	\$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Current assets						
Cash and cash equivalents		64,055	62,547	51,103	50,101	58,037
Trade and other receivables		21,812	25,572	25,661	26,493	27,401
Other financial assets		37,000	37,000	37,000	37,000	37,000
Inventories		11	11	11	11	11
Non-current assets classified as held for sale		3,019	3,019	3,019	3,019	3,019
Other assets		2,875	2,875	2,875	2,875	2,875
Total current assets	4.2.1	128,772	131,024	119,669	119,499	128,344
Non-current assets						
Trade and other receivables		12,658	10,091	10,091	10,091	10,091
Investments in associates and joint ventures		1,366	1,366	1,366	1,366	1,366
Property, infrastructure, plant and equipment		1,872,210	1,981,837	2,067,206	2,163,785	2,243,338
Right of use assets	4.2.4	1,787	1,611	1,462	1,291	1,120
Intangible assets		377	377	377	377	377
Total non-current assets	4.2.1	1,888,398	1,995,283	2,080,502	2,176,911	2,256,293
Total assets		2,017,171	2,126,306	2,200,171	2,296,410	2,384,636
Current liabilities						
Trade and other payables		19,050	37,323	31,828	35,225	31,723
Trust funds and deposits		12,467	12,467	12,467	12,467	12,467
Provisions		8,426	8,477	8,528	8,579	8,630
Interest bearing liabilities	4.2.3	3,678	3,161	2,933	3,012	3,100
Lease liabilities	4.2.4	158	156	161	166	172
Total current liabilities	4.2.2	43,780	61,584	55,917	59,450	56,092
Non-current liabilities						
Trade and other payables		19,908	19,911	19,933	19,933	19,933
Provisions		1,186	1,213	1,255	1,299	1,354
Interest bearing liabilities	4.2.3	27,286	36,752	34,047	30,955	27,767
Lease liabilities	4.2.4	1,666	1,510	1,350	1,183	1,012
Total non-current liabilities	4.2.2	50,046	59,387	56,584	53,371	50,066
Total liabilities		93,826	120,970	112,501	112,821	106,158
Net assets		1,923,345	2,005,336	2,087,670	2,183,590	2,278,479
Equity						
Accumulated Surplus		1,177,319	1,264,377	1,341,243	1,428,513	1,514,531
Reserves		746,026	740,960	746,427	755,076	763,948
Total equity		1,923,345	2,005,336	2,087,670	2,183,590	2,278,479

3. Financial Statements

3.3 Statement of Changes in Equity

For the four years ending 30 June 2025

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020-21 Forecast Actual					
Balance at beginning of the financial year		1,827,680	1,086,072	672,382	69,226
Surplus/(deficit) for the year		95,665	95,665	-	-
Transfer from reserves		-	13,391	-	(13,391)
Transfer to reserves		-	(17,810)	-	17,810
Balance at end of the financial year		1,923,345	1,177,319	672,382	73,644
2021-22 Budget					
Balance at beginning of the financial year		1,923,345	1,177,319	672,382	73,644
Surplus/(deficit) for the year		81,991	81,991	-	-
Transfer from reserves	4.3.1	-	24,901	-	(24,901)
Transfer to reserves	4.3.1	-	(19,834)	-	19,834
Balance at end of the financial year	4.3.2	2,005,336	1,264,377	672,382	68,578
2022-23					
Balance at beginning of the financial year		2,005,336	1,264,377	672,382	68,578
Surplus/(deficit) for the year		82,334	82,334	-	-
Transfer from reserves		-	17,110	-	(17,110)
Transfer to reserves		-	(22,578)	-	22,578
Balance at end of the financial year		2,087,670	1,341,243	672,382	74,045
2023-24					
Balance at beginning of the financial year		2,087,670	1,341,243	672,382	74,045
Surplus/(deficit) for the year		95,920	95,920	-	-
Transfer from reserves		-	18,130	-	(18,130)
Transfer to reserves		-	(26,779)	-	26,779
Balance at end of the financial year		2,183,590	1,428,513	672,382	82,694
2024-25					
Balance at beginning of the financial year		2,183,590	1,428,513	672,382	82,694
Surplus/(deficit) for the year		94,889	94,889	-	-
Transfer from reserves		-	17,471	-	(17,471)
Transfer to reserves		-	(26,342)	-	26,342
Balance at end of the financial year		2,278,479	1,514,531	672,382	91,566

3. Financial Statements

3.4 Statement of Cash Flows

For the four years ending 30 June 2025

	Notes	Forecast	Budget	Projections		
		2020-21	2021-22	2022-23	2023-24	2024-25
		\$'000	\$'000	\$'000	\$'000	\$'000
		Inflows	Inflows	Inflows	Inflows	Inflows
		(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities						
Rates and charges		99,627	105,089	109,368	113,725	118,452
Statutory Fees and fines		4,270	5,847	5,174	5,277	5,389
User Fees		4,885	2,431	3,354	2,705	2,735
Grants - operating		18,813	14,738	14,770	15,065	15,404
Grants - capital		34,616	21,736	18,694	27,211	26,380
Contributions - monetary		550	345	350	350	350
Capital Contributions (Cash)		3	3	3	3	3
Development Levies (Cash)		16,063	17,681	20,465	24,681	24,191
Interest received		350	450	456	463	469
Trust funds and deposits taken/repaid		1,292	-	-	-	-
Other receipts		1,479	2,426	2,469	2,518	2,575
Employee costs		(42,030)	(45,195)	(46,361)	(47,916)	(49,820)
Materials and services		(66,499)	(41,067)	(65,780)	(58,424)	(67,493)
Short-term, low value, variable lease payments		(275)	0	0	0	0
Net cash provided by operating activities	4.4.1	73,144	84,486	62,962	85,659	78,636
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(73,309)	(94,028)	(70,774)	(83,028)	(67,110)
Proceeds from sale of property, infrastructure, plant and equipment		900	900	900	900	944
Payments for investments		(25,000)	0	0	0	0
Net cash used in investing activities	4.4.2	(97,409)	(93,128)	(69,874)	(82,128)	(66,166)
Cash flows from financing activities						
Finance costs		(1,560)	(1,604)	(1,394)	(1,315)	(1,228)
Proceeds from borrowings		2,083	12,110	-	-	-
Repayment of borrowings		(3,678)	(3,161)	(2,933)	(3,012)	(3,100)
Interest paid - lease liabilities		(58)	(53)	(49)	(44)	(39)
Repayment of lease liabilities		(214)	(158)	(156)	(161)	(166)
Net cash provided by/(used in) financing activities	4.4.3	(3,427)	7,134	(4,532)	(4,532)	(4,533)
Net change in cash & cash equivalents		(27,692)	(1,509)	(11,444)	(1,002)	7,936
Cash & cash equivalents at start of year		91,748	64,055	62,547	51,103	50,101
Cash & cash equivalents at end of year		64,055	62,547	51,103	50,101	58,037

3. Financial Statements

3.5 Statement of Capital Works

For the four years ending 30 June 2025

		Forecast 2020-21	Budget 2021-22	Projections		
	Notes	\$'000	\$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Property						
Land		9,079	9,558	2,735	1,459	1,439
Buildings		18,004	25,773	11,133	25,544	12,880
Total Property		27,083	35,331	13,868	27,004	14,319
Plant and equipment						
Plant, machinery and equipment		2,251	3,665	2,792	3,045	2,916
Fixtures, fittings and furniture		35	132	144	139	145
Computers and telecommunications		775	1,610	1,006	516	519
Total Plant and equipment		3,061	5,407	3,942	3,701	3,581
Infrastructure						
Roads		24,279	38,278	39,215	45,638	36,486
Bridges		609	430	400	406	415
Footpaths and cycleways		1,386	1,470	1,432	1,585	1,654
Drainage		450	952	963	974	985
Recreational, leisure and community facilities		13,298	8,433	8,456	1,816	7,385
Parks, open space and streetscapes		859	2,412	1,922	1,440	1,717
Off street car parks		699	959	125	128	131
Other infrastructure		1,585	356	450	335	437
Total Infrastructure		43,165	53,290	52,964	52,323	49,211
Total capital works expenditure	4.5.1	73,309	94,028	70,774	83,028	67,110
Represented by:						
New asset expenditure		19,959	23,998	9,760	11,863	5,864
Asset renewal expenditure		16,527	22,573	24,925	25,027	23,347
Asset expansion expenditure		23,728	25,537	13,802	20,077	15,825
Asset upgrade expenditure		13,095	21,920	22,287	26,061	22,074
Total capital works expenditure	4.5.1	73,309	94,028	70,774	83,028	67,110
Funding sources represented by:						
Grants	4.1.4	33,876	21,737	18,438	26,470	25,310
Contributions		7,186	12,528	13,530	20,024	4,490
Council cash		32,248	47,654	38,807	36,534	37,310
Borrowings		0	12,110	0	0	0
Total capital works expenditure	4.5.1	73,309	94,028	70,774	83,028	67,110

3. Financial Statements

3.6 Statement of Human Resources

For the four years ending 30 June 2025

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Projections		
			2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Staff expenditure					
Employee costs - operating	41,082	43,324	44,217	45,436	47,049
Employee costs - capital	1,005	1,949	2,236	2,575	2,876
Total staff expenditure	42,087	45,273	46,453	48,011	49,925
Staff numbers	EFT	EFT	EFT	EFT	EFT
Employees	407.0	427.2	431.2	435.2	439.2
Total staff numbers	407.0	427.2	431.2	435.2	439.2

Summaries of human resources expenditure and Equivalent Full Time (EFT) counts, categorised according to the organisational structure of Council, are included below.

Division	Budget 2021-22 \$'000	Comprises			
		Permanent		Casual \$'000	Temporary \$'000
		Full Time \$'000	Part Time \$'000		
Customer, People and Performance	6,646	5,059	1,456	132	
Infrastructure and Environment	20,407	17,715	1,545	1,147	
Liveable Communities	13,200	8,606	3,914	679	
Office of the CEO	5,344	5,171	173		
Total permanent, casual and temporary staff	45,597	36,551	7,087	1,959	-
Other staff	-				
Total expenditure	45,597				

Reconciliation to 3.1 Comprehensive Income Statement

Total expenditure as above	45,597
Fringe Benefits Tax, overtime, trainees, uniform and impact from salary capitalisation	(325)
Employee costs per Income Statement	45,273

Division	Budget 2021-22 EFT	Comprises			
		Permanent		Casual EFT	Temporary EFT
		Full Time EFT	Part Time EFT		
Customer, People and Performance	60.4	43.0	16.4	1.0	-
Infrastructure and Environment	208.6	178.0	18.5	12.1	-
Liveable Communities	114.5	72.0	34.9	7.6	-
Office of the CEO	43.7	42.0	1.7	-	-
Total permanent, casual and temporary staff	427.2	335.0	71.5	20.7	-
Other staff	-				
Total EFT	427.2				

3. Financial Statements

Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2025

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Customer, People and Performance				
Permanent - Full time	5,059	5,261	5,524	5,754
Female	3,098	3,223	3,384	3,523
Male	1,961	2,038	2,140	2,231
Self-described gender				
Permanent - Part time	1,456	1,521	1,598	1,667
Female	1,430	1,494	1,569	1,637
Male	26	27	29	31
Self-described gender				
Total Customer, People and Performance	6,514	6,781	7,122	7,422
Infrastructure & Environment				
Permanent - Full time	17,715	18,500	19,326	20,126
Female	4,995	5,247	5,511	5,753
Male	12,720	13,253	13,814	14,373
Self-described gender				
Permanent - Part time	1,545	1,602	1,677	1,745
Female	1,145	1,186	1,239	1,289
Male	400	416	437	456
Self-described gender				
Total Infrastructure & Environment	19,260	20,102	21,003	21,871
Liveable Communities				
Permanent - Full time	8,606	8,909	9,175	9,574
Female	5,929	6,135	6,283	6,546
Male	2,677	2,773	2,892	3,027
Self-described gender				
Permanent - Part time	3,914	4,065	4,257	4,430
Female	3,843	3,990	4,177	4,344
Male	71	75	81	86
Self-described gender				
Total Liveable Communities	12,520	12,974	13,432	14,004
Office of the CEO				
Permanent - Full time	5,171	5,361	5,613	5,840
Female	3,123	3,241	3,395	3,534
Male	2,047	2,120	2,219	2,305
Self-described gender				
Permanent - Part time	173	178	185	192
Female	173	178	185	192
Male				
Self-described gender				
Total Office of the CEO	5,344	5,538	5,798	6,031
Casuals, temporary and other expenditure	3,584	3,294	3,231	3,473
Capitalised labour costs	(1,949)	(2,236)	(2,575)	(2,876)
Total staff expenditure	45,273	46,453	48,011	49,925

3. Financial Statements

Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2025

	2021/22 FTE	2022/23 FTE	2023/24 FTE	2024/25 FTE
Customer, People and Performance				
Permanent - Full time	43.0	43.0	43.0	43.0
Female	27.0	27.0	27.0	27.0
Male	16.0	16.0	16.0	16.0
Self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	16.4	16.4	16.4	16.4
Female	16.1	16.1	16.1	16.1
Male	0.3	0.3	0.3	0.3
Self-described gender	0.0	0.0	0.0	0.0
Total Customer, People and Performance	59.4	59.4	59.4	59.4
Infrastructure & Environment				
Permanent - Full time	178.0	182.0	186.0	190.0
Female	50.0	52.0	54.0	56.0
Male	128.0	130.0	132.0	134.0
Self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	18.5	18.5	18.5	18.5
Female	14.1	14.1	14.1	14.1
Male	4.4	4.4	4.4	4.4
Self-described gender	0.0	0.0	0.0	0.0
Total Infrastructure & Environment	196.5	200.5	204.5	208.5
Liveable Communities				
Permanent - Full time	72.0	72.0	72.0	72.0
Female	51.0	51.0	51.0	51.0
Male	21.0	21.0	21.0	21.0
Self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	34.9	34.9	34.9	34.9
Female	34.1	34.1	34.1	34.1
Male	0.8	0.8	0.8	0.8
Self-described gender	0.0	0.0	0.0	0.0
Total Liveable Communities	106.9	106.9	106.9	106.9
Office of the CEO				
Permanent - Full time	42.0	42.0	42.0	42.0
Female	26.0	26.0	26.0	26.0
Male	16.0	16.0	16.0	16.0
Self-described gender	0.0	0.0	0.0	0.0
Permanent - Part time	1.7	1.7	1.7	1.7
Female	1.7	1.7	1.7	1.7
Male	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0
Total Office of the CEO	43.7	43.7	43.7	43.7
Casuals and temporary staff	20.7	20.7	20.7	20.7
Capitalised labour	0.0	0.0	0.0	0.0
Total staff numbers	427.2	431.2	435.2	439.2

4. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

Unless otherwise stated, amounts in the budget have been entered in whole dollars and cents then rounded to the nearest thousand dollars. Total figures in the financial statements and accompanying notes and schedules reflect the true budgeted amount and may differ slightly when rounded figures are manually added due to rounding.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the *Local Government Act 2020*, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2021-22 the FGRS cap has been set at 1.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 1.5% in line with the rate cap.

The garbage charge for 2021-22 is budgeted to increase by \$17.50 (or 6.0%) from \$289.75 to \$307.25. The charge for the optional green waste service is budgeted to increase by \$3.40 (or 2.8%) from \$123.20 to \$126.60.

This will raise total rates and charges for 2021-22 of \$105.915m, which also includes interest on rates and charges, compared to a forecast of \$100.404m in 2020-21.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change \$'000 %	
General rates*	82,878	86,193	3,316	4.0%
Waste management charge	16,210	17,903	1,693	10.4%
Supplementary rates and rate adjustments	1,100	1,100	0	0.0%
Cultural and recreational	79	85	6	7.8%
Interest on rates and charges	188	634	447	238.1%
COVID-19 provision for partial rate rebate	(50)	0	50	0.0%
Total rates and charges	100,404	105,915	5,512	5.5%

*This item is subject to the rate cap established under the FGRS.

4. Notes to the financial statements

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	Budget 2020-21 \$/CIV	Budget 2021-22 \$/CIV	Change %
Base Rate	0.002812	0.002704	(3.8%)
Farm Land	0.002108	0.002028	(3.8%)
Urban Residential	0.002982	0.002893	(3.0%)
Urban Vacant Land	0.006441	0.006193	(3.9%)
Urban Commercial and Industrial	0.004079	0.003921	(3.9%)
Urban Farm Land	0.002390	0.002299	(3.8%)
Lakeside Residential **	0.003039	-	(100.0%)
Lakeside Vacant Land **	0.006563	-	(100.0%)
Rate concession for cultural and recreational land	25%	25%	0.0%

** Lakeside Residential and Lakeside Vacant Land rates in the dollar have been reduced and are now the same as the Urban Residential and Urban Vacant Land rates in the dollar respectively, and are included in those categories in 2021-22. This change is also reflected in other notes below where marked.

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	Budget 2020-21 \$'000	Budget 2021-22 \$'000	Change \$'000	%
Base Rate	28,893	30,030	1,138	3.9%
Farm Land	3,181	3,161	(20)	(0.6%)
Urban Residential	35,687	41,390	5,702	16.0%
Urban Vacant Land	4,922	5,106	184	3.7%
Urban Commercial and Industrial	5,898	5,549	(349)	(5.9%)
Urban Farm Land	662	957	295	44.6%
Lakeside Residential **	3,622	-	(3,622)	(100.0%)
Lakeside Vacant Land **	12	-	(12)	(100.0%)
Cultural and Recreational Land	79	85	6	7.5%
Supplementary	1,000	1,100	100	10.0%
Total amount to be raised by general rates	83,957	87,378	3,422	4.1%

** Lakeside Residential and Lakeside Vacant Land rates in the dollar have been reduced and are now the same as the Urban Residential and Urban Vacant Land rates in the dollar respectively, and are included in those categories in 2021-22. This change is also reflected in other notes below where marked.

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	Budget 2020-21 Number	Budget 2021-22 Number	Change \$'000	%
Base Rate	16,376	16,728	352	2.1%
Farm Land	1,128	1,120	(8)	(0.7%)
Urban Residential	23,839	27,235	3,396	14.2%
Urban Vacant Land	1,733	1,849	116	6.7%
Urban Commercial and Industrial	1,489	1,528	39	2.6%
Urban Farm Land	41	49	8	19.5%
Lakeside Residential **	2,402	-	(2,402)	(100.0%)
Lakeside Vacant Land **	4	-	(4)	(100.0%)
Cultural and Recreational Land	5	6	1	20.0%
Total number of assessments	47,017	48,515	1,498	3.2%

** Lakeside Residential and Lakeside Vacant Land rates in the dollar have been reduced and are now the same as the Urban Residential and Urban Vacant Land rates in the dollar respectively, and are included in those categories in 2021-22. This change is also reflected in other notes below where marked.

4. Notes to the financial statements

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV).

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	Budget 2020-21 \$'000	Budget 2021-22 \$'000	Change \$'000	%
Base Rate	10,274,832	11,105,908	831,076	8.1%
Farm Land	1,508,875	1,558,450	49,575	3.3%
Urban Residential	11,967,615	14,306,895	2,339,280	19.5%
Urban Vacant Land	764,140	824,475	60,335	7.9%
Urban Commercial and Industrial	1,445,949	1,415,230	(30,719)	(2.1%)
Urban Farm Land	277,060	416,485	139,425	50.3%
Lakeside Residential **	1,191,920	-	(1,191,920)	(100.0%)
Lakeside Vacant Land **	1,840	-	(1,840)	(100.0%)
Cultural and Recreational Land	37,570	41,980	4,410	11.7%
Total value of land	27,469,801	29,669,423	2,199,622	8.0%

** Lakeside Residential and Lakeside Vacant Land rates in the dollar have been reduced and are now the same as the Urban Residential and Urban Vacant Land rates in the dollar respectively, and are included in those categories in 2021-22. This change is also reflected in other notes below where marked.

4.1.1(g) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property Budget 2020-21 \$	Per Rateable Property Budget 2021-22 \$	Change \$	%
Garbage Charge	289.75	307.25	17.50	6.0%
Green Waste Charge	123.20	126.60	3.40	2.8%
Total	412.95	433.85	20.90	5.1%

4.1.1(h) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	Budget 2020-21 \$'000	Budget 2021-22 \$'000	Change \$'000	%
Garbage Charge	13,202	14,439	1,238	9.4%
Green Waste Charge	3,091	3,464	373	12.1%
Total	16,293	17,903	1,610	9.9%

4.1.1(i) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	Budget 2020-21 \$'000	Budget 2021-22 \$'000	Change \$'000	%
General Rates	83,957	87,378	3,422	4.1%
Garbage Charge	13,202	14,439	1,238	9.4%
Green Waste Charge	3,091	3,464	373	12.1%
Total Rates and charges	100,249	105,281	5,032	5.0%

4. Notes to the financial statements

4.1.1(j) Fair Go Rates System Compliance

Cardinia Shire Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2020-21	2021-22
Total Rates (\$'000)	\$ 81,254	\$ 84,923
Number of rateable properties	47,012	48,509
Base Average Rate	\$ 1,728	\$ 1,751
Maximum Rate Increase (set by the State Government)	2.00%	1.50%
Maximum Allowable Capped Average Rate	\$ 1,763	\$ 1,777
Maximum General Rates Revenue (\$'000)	\$ 82,880	\$ 86,197
Budgeted General Rates Revenue (\$'000)*	\$ 82,877	\$ 86,193
Budgeted Supplementary Rates Revenue (\$'000)	\$ 1,000	\$ 1,100
Budgeted Cultural and Recreational Land Rates Revenue (\$'000)	\$ 79	\$ 85
Budgeted Total Rates Revenue (\$'000)	\$ 83,957	\$ 87,378

*This item is subject to the rate cap established under the FGRS.

4.1.1(k) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations;
- The variation of returned levels of value (e.g. valuation appeals);
- Changes of use of land such that rateable land becomes non-rateable land and vice versa; and
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(l) Differential rates

Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

Type or class of land	Budget 2020-21 cents/\$CIV	Budget 2021-22 cents/\$CIV
Base Rate	0.2812	0.2704
Farm Land	0.2108	0.2028
Urban Residential	0.2982	0.2893
Urban Vacant Land	0.6441	0.6193
Urban Commercial and Industrial	0.4079	0.3921
Urban Farm Land	0.2390	0.2299
Lakeside Residential **	0.3039	0.0000
Lakeside Vacant Land **	0.6563	0.0000
Cultural and Recreational Land	0.2108	0.2028

** Lakeside Residential and Lakeside Vacant Land rates in the dollar have been reduced and are now the same as the Urban Residential and Urban Vacant Land rates in the dollar respectively, and are included in those categories in 2021-22. This change is also reflected in other notes below where marked.

Council considers that each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate, are set out below.

4. Notes to the financial statements

Base Rate

Base Rate land is any rateable land which has the characteristics outlined below and does not have the characteristics of any other specified rate:

- used for retirement village units; or
- any land that is not in the Urban Growth Corridor and is not defined as Farm Land.

Objectives:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Base Rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

Use and Level of Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

100% of the Base Rate.

Geographic Location:

Rateable land in the geographic areas outlined below:

- Retirement villages wherever located within the municipal district;
- Properties other than retirement villages outside the Urban Growth Corridor of the municipal district

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

Farm Land

Any land outside the Urban Growth Corridor which is "Farm Land" within the meaning of Section 2(1) of the *Valuation of Land Act 1960*.

- Farm Land means any rateable land that is 2 or more hectares in area;
- used primarily for primary producing purposes from its activities on the land; used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; and

That is used by a business:

- That has a significant and substantial commercial purpose of character;
- That seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
- That is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

Objective:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Farm land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services with considerations to maintain agriculture as a major industry in the municipal district, to facilitate the longevity of the farm sector and achieve a balance between providing for municipal growth and retaining the important agricultural economic base.

4. Notes to the financial statements

Use and Level of Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives

75% of the Base Rate

Geographic Location:

Outside the Urban Growth Corridor of the municipal district.

Use of Land:

Farm Land use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

Urban Residential

Urban Residential land is any rateable land which is in the Urban Growth Corridor and does not have the characteristics of Urban Farm land, Urban Vacant Land, or Urban Commercial and Industrial Land and is not used for retirement village units.

Objective:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Urban Rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services with consideration given to the greater and easier access properties in the Urban Growth Corridor have to services and infrastructure.

Use and Level of Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

107% of Base Rate

Geographic Location:

Within the Urban Growth Corridor of the municipal district.

Use of Land:

Any use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

4. Notes to the financial statements

Urban Vacant Land

Urban Vacant Land is any rateable land:

- on which no dwelling or other building designed or adapted for occupation is constructed;
- which is located within the Urban Growth Corridor; and
- does not have the characteristics of Urban Commercial and Industrial Land.

Objective:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Urban Vacant land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services and to encourage development of residential land in the Urban Growth Corridor.

Use and Level of Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

229% of the Base Rate

Geographic Location:

Within the Urban Growth Corridor or the municipal district.

Use of Land:

Any land in the urban growth corridor zoned as Residential or Urban Growth under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Urban Commercial and Industrial Land

Urban Commercial and Industrial Land is any rateable land, which is:

- In the Urban Growth Corridor; and
- Used primarily for carrying out the manufacture or production of, or trade in goods or services (including tourist facilities and in the case of a business providing accommodation for tourists, is prescribed accommodation under the Public Health and Wellbeing Act (Vic) 2008; or
- Unoccupied building erected which is zoned Commercial or Industrial under the relevant Cardinia Shire Council Planning Scheme; or
- Unoccupied land which is zoned Commercial or Industrial under the relevant Cardinia Shire Council Planning Scheme.

Objective:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Urban Commercial and Industrial Rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

The commercial businesses of Cardinia Shire Council benefit from ongoing investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for commercial properties which is not available to the residential sector, and the income generating capability of commercial based properties.

4. Notes to the financial statements

The Commercial differential rate is applied to recognise the additional demands placed on public infrastructure due to commerce attracting non-residents to the shire, the higher demands of commercial and industrial properties on the natural environment and to promote the economic development objectives for the Cardinia Shire Council as outlined in the Council Plan. These objectives include an ongoing investment to create a vibrant economy and includes the maintenance and improvement of tourism infrastructure. Construction and maintenance of public infrastructure, development and provision of health and community services and the general provision of support services and promotion of business in the municipality.

Use and Level of Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

145% of the Base Rate

Geographic Location:

Within the Urban Growth Corridor of the municipal district.

Use of Land:

Any commercial or industrial use permitted under the relevant Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

Urban Farm Land

Any land within the Urban Growth Corridor which is "Farm Land" within the meaning of Section 2(1) of the *Valuation*

- a) Farm Land means any rateable land that is 2 or more hectares in area;
- b) used primarily for primary producing purposes from its activities on the land; used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; and

That is used by a business:

- That has a significant and substantial commercial purpose of character;
- That seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
- That is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

Objective:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Farm land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services with considerations to encourage commerce, to maintain agriculture as a major industry in the municipal district, to facilitate the longevity of the farm sector and achieve a balance between providing for municipal growth and retaining the important agricultural economic base.

4. Notes to the financial statements

Use and Level of Rate:

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives

85% of the Base Rate

Geographic Location:

Within the Urban Growth Corridor of the municipal district.

Use of Land:

Farm Land use permitted under the relevant Cardinia Shire Council Planning Scheme.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Cardinia Shire Council Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

4. Notes to the financial statements

4.1.2 Statutory fees and fines

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Infringements and costs	1,016	1,427	412	40.5%
Town planning fees	1,453	2,372	919	63.2%
Land information certificates	128	129	2	1.5%
Permits	1,873	1,918	45	2.4%
COVID-19 impact on Statutory fees and fines	(200)	0	200	(100.0%)
Total statutory fees and fines	4,270	5,847	1,577	36.9%

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include animal registrations, Health Act registrations and parking fines. Increases in statutory fees and fines are made in accordance with legislative requirements.

Revenue from statutory fees and fines are forecast to increase by \$1.577m or 36.9% over 2020-21. Most of this is attributable to increased development, landscape development and animal registration fees and local laws fines.

The expected impact of COVID-19 on statutory fees and fines in the 2020-21 forecast is a reduction of \$200k, including animal control and local laws fines and food premises registrations.

4.1.3 User fees

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Aged and health services	5	2	(2)	(49.2%)
Leisure centre and recreation	895	1,129	234	26.1%
Child care/children's programs	428	577	149	34.9%
Parking	30	72	42	140.4%
Registration and other permits	362	384	23	6.3%
Building services	591	573	(17)	(2.9%)
Other fees and charges	88	58	(30)	(34.2%)
COVID-19 impact on User fees	(429)	0	429	(100.0%)
Total user fees	1,969	2,797	828	42.0%

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include income from Community Asset Committees, the use of leisure, entertainment and other community facilities. One of three pricing strategies is applied to determine the level of budgeted user charges; Market price; Full cost recovery price; or Subsidised price.

Revenue from user fees is projected to increase by \$828k or 42.0% over 2020-21. The main areas contributing to this increase are event and room hire revenue at Cardinia Cultural Centre, Emerald Lake Park user fees, and children and family centres, including new centres at Rix Road and Timbertop.

The user fees 2020-21 forecast is expected to reduce by \$429k due to COVID-19 due to the temporary closure of community and recreation facilities.

4. Notes to the financial statements

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change \$'000 %	
Summary of grants				
Commonwealth funded grants	35,117	32,950	(2,167)	(6.2%)
State funded grants	14,670	3,261	(11,409)	(77.8%)
Total Grants	49,787	36,211	(13,576)	(27.3%)
(a) Operating Grants				
Recurrent - Commonwealth Government				
Victoria Grants Commission	11,236	11,414	178	1.6%
Community health	84	85	2	2.0%
Recurrent - State Government				
Best Start program	172	124	(48)	(27.6%)
Community health	146	133	(13)	(8.9%)
Emergency management	109	90	(19)	(17.8%)
Environment and heritage	29	30	1	2.0%
Families and children	260	265	5	2.0%
Maternal and child health	2,235	1,943	(292)	(13.1%)
Recreation	87	35	(52)	(59.4%)
School crossing supervisors	447	441	(6)	(1.4%)
Total recurrent grants	14,805	14,560	(245)	(1.7%)
Non-recurrent - Commonwealth Government				
Community health	5	-	(5)	(100.0%)
Emergency management	450	-	(450)	(100.0%)
Non-recurrent - State Government				
Community health	30	-	(30)	(100.0%)
Emergency management	386	-	(386)	(100.0%)
Environment and heritage	339	-	(339)	(100.0%)
Families and children	99	46	(53)	(53.3%)
Local infrastructure	-	132	132	0.0%
Working for Victoria	2,700	-	(2,700)	(100.0%)
Total non-recurrent grants	4,008	178	(3,830)	(95.6%)
Total operating grants	18,813	14,738	(4,075)	(21.7%)
(b) Capital Grants				
Recurrent - Commonwealth Government				
Victoria Grants Commission	808	825	16	2.0%
Roads to Recovery	1,353	1,353	0	0.0%
Total recurrent grants	2,161	2,178	16	0.7%
Non-recurrent - Commonwealth Government				
Local infrastructure	14,497	19,359	4,862	33.5%
Recreation	6,773	-	(6,773)	(100.0%)
Non-recurrent - State Government				
Families and children	4,747	200	(4,547)	(95.8%)
Local infrastructure	1,580	-	(1,580)	(100.0%)
Recreation	4,857	-	(4,857)	(100.0%)
Total non-recurrent grants	32,455	19,559	(12,896)	(39.7%)
Total capital grants	34,616	21,736	(12,880)	(37.2%)
Total Grants	53,429	36,474	(16,955)	(31.7%)

4. Notes to the financial statements

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services to ratepayers. Overall, the level of operating grants is expected to decrease by 21.7% or \$4.075m over 2020-21. The major variances relate to the non-recurrent funding for the Working for Victoria State Government initiative, and non-recurrent funding of rehabilitation works required as a result of the March 2019 bushfire event from the Commonwealth Government.

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Budgeted capital grants have decreased by \$12.880m compared to the 2020-21 forecast. In total, \$21.736m of capital grants are budgeted. The more significant budgeted grants for 2021-22 are \$9.3m for Princes Hwy intersections construction, \$6.709m for the sealing of roads in the hills area, \$3.350m for My Place Youth Facility, and a total of \$2.178m from Roads to Recovery and Victoria Grants Commission for local roads.

Due to the implementation of *AASB1058 Income for Not-for-Profit Entities* from 1 July 2019, capital grant income is recognised on the fulfilment of performance obligation on the funding agreement rather than cash receipt. Therefore, some grant cash payment would be deferred to be recognised as income across financial years until Council achieves the project milestones.

4.1.5 Contributions

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Monetary	16,617	18,029	1,412	8.5%
Non-monetary	45,000	45,000	0	0.0%
Total contributions	61,617	63,029	1,412	2.3%

Contributions relate to monies paid by non-government third parties for the purpose of funding the delivery of Council's services to ratepayers.

Revenue from contributions is projected to increase by \$1.412m or 2.3% compared to 2020-21. This is primarily due to an increase in the value of cash contributions from developers, including public open space and community infrastructure levies.

4.1.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Net proceeds received by Council	900	900	0	0.0%
Written down value of assets disposed	(1,056)	(900)	156	(14.8%)
Total contributions	(156)	0	156	(100.0%)

Net gain/(loss) on disposal of property, infrastructure, plant and equipment relates to income received by Council from the sale of assets, in particular land and plant, and the recognition of the written down value of assets disposed.

The 2020-21 forecast is a deficit due to the recognition of the written down value of drain, land and road assets disposed. In the 2021-22 budget, proceeds from the sale of plant are expected to equal their written down value.

4. Notes to the financial statements

4.1.7 Other income

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Interest	350	450	100	28.6%
Other recoveries	1,001	1,435	434	43.4%
Rent/lease income	480	578	98	20.5%
Other	255	413	158	62.2%
COVID-19 impact on Other income	(256)	0	256	(100.0%)
Total other income	1,829	2,876	1,048	57.3%

Other income relates to a range of items such as cost recoveries and other miscellaneous income items, and also includes interest revenue on investments, including DCP investments.

Other income is budgeted to increase by \$1.048m or 57.3% from 2020-21, primarily due to an increase in cost recovery income, mainly in rate revenue and Cardinia Cultural Centre, and other income also primarily from Cardinia Cultural Centre.

2020-21 forecast other income is expected to decrease by \$256k due to the impact of COVID-19, also mainly in cost recovery income.

4.1.8 Employee costs

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Wages and salaries	37,827	39,559	(1,732)	(4.6%)
WorkCover	683	1,025	(342)	(50.1%)
Casual staff	229	285	(56)	(24.4%)
Superannuation	3,499	3,921	(422)	(12.1%)
Fringe benefits tax	427	444	(17)	(4.0%)
Other	36	38	(2)	(4.8%)
COVID-19 impact on Employee Benefits	(614)	0	(614)	100.0%
Total employee costs	42,087	45,273	(3,185)	(7.6%)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, and work cover premiums. It also includes Fringe Benefits Tax (FBT).

Employee costs overall are expected to increase by \$3.185m or 7.6% compared to 2020-21. This increase is primarily due to a combination of:

- Full year effect of new staff appointed during 2020-21,
- New staff appointments in 2021-22,
- Increase workcover premium,
- Staff increment movements.

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances,

The employee costs 2020-21 forecast is expected to reduce by \$614k due to COVID-19 due to a combination of factors, including delayed recruitment of new and vacant positions, a freeze on overtime, and reduced staffing at temporarily closed facilities.

A summary of human resources expenditure categorised according to the organisational structure of Council is included in Section 3.6 (Statement of Human Resources) and Summary of Planned Human Resources Expenditure.

4. Notes to the financial statements

4.1.9 Materials and services

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Building maintenance	262	266	(5)	(1.8%)
General maintenance	2,533	2,471	61	2.4%
Office administration	133	158	(25)	(19.0%)
Information technology	1,992	2,101	(109)	(5.5%)
Materials and services	12,601	14,640	(2,040)	(16.2%)
Contract payments				
- Waste and Garbage contracts	15,277	17,004	(1,727)	(11.3%)
- Parks and Gardens contracts	4,491	5,236	(745)	(16.6%)
- Library contract	2,227	2,261	(33)	(1.5%)
- Other Contracts	7,358	6,782	576	7.8%
Utilities	2,250	2,681	(431)	(19.2%)
Consultants	2,631	2,420	211	8.0%
Insurance	985	1,105	(120)	(12.2%)
COVID-19 impact on Materials & services	953	0	953	100.0%
Total materials and services	53,692	57,124	(3,433)	(6.4%)

Materials and services include the purchases of consumables, contractor payments for the provision of services, and utility costs. Materials and services are forecast to increase by \$3.433m or 6.4% compared to 2020-21. This is as a result of a general CPI increase, increases in costs due to the increase in population of the Shire, and the resultant increase in the number of facilities provided and services required by the additional population.

Contracts are forecast to increase by \$1.929m or 6.6% over 2020-21. The main contracts contributing to this increase are the waste and garbage contracts, primarily as a result of an increase in the volume of services and disposal costs, and have been offset by an increase in garbage charge income. Materials and services natural accounts are budgeted to increase by \$2.040m or 16.2% over 2020-21, the major areas being rates debt collection, roads resheeting materials, and diesel fuel.

The anticipated impact of COVID-19 on materials and services expenditure in the 2020-21 forecast is an increase of \$953k.

4.1.10 Bad & doubtful debts

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Local laws	60	140	(80)	(133.3%)
Other	65	70	(6)	(8.5%)
Total Bad & Doubtful debts	125	210	(86)	(68.5%)

Bad and doubtful debts are projected to increase by \$86k or 68.5% from 2020-21 mainly due to higher local laws bad and doubtful debts.

4. Notes to the financial statements

4.1.11 Depreciation and amortisation

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Property	6,354	6,515	(161)	(2.5%)
Plant & equipment	1,963	1,927	36	1.8%
Infrastructure	19,299	19,805	(506)	(2.6%)
Intangible assets	244	255	(11)	(4.3%)
Right of use assets	180	179	1	0.8%
Total depreciation and amortisation	28,040	28,680	(640)	(2.3%)

Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads, bridges, footpaths, and drains.

The increase of \$640k or 2.3% over 2020-21 is mainly due to an increase in the value of Council's assets from significant developer contributed assets, completed capital works projects and an increase in the valuation of existing assets.

4.1.12 Borrowing costs

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Interest - borrowings	1,365	1,379	(15)	(1.1%)
Interest - right of use asset	58	53	5	8.7%
Bank charges	195	226	(31)	(15.9%)
Total Borrowing costs	1,618	1,657	(39)	(2.4%)

Borrowing costs relate to interest charged by financial institutions on funds borrowed, and bank charges.

Borrowing costs are budgeted to increase by \$39k or 2.4% from 2020-21. Interest on loans are budgeted to increase due to the interest on new loans totalling \$12.110m being drawn down to part fund the capital works program.

4.1.13 Other expenses

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000	Change	
			\$'000	%
Auditors' remuneration - VAGO	109	111	(2)	(2.0%)
Auditors' remuneration - internal	179	130	49	27.3%
Councillors' allowances	338	400	(62)	(18.4%)
Operating lease rentals	473	559	(87)	(18.3%)
Other expenses	1,035	805	230	22.2%
Total other expenses	2,134	2,005	129	6.1%

Other expenses relate to a range of unclassified items including audit fees, rent and lease expenditure, government fees & charges and other miscellaneous expenditure items.

Other expenses in total are budgeted to decrease by \$129k or 6.1% from 2020-21, with the major decrease being funding for the 2020 Council election.

4. Notes to the financial statements

4.2 Balance Sheet

4.2.1 Assets

Current assets are those assets which are able to be converted to cash within twelve months. These current assets are forecast to increase by \$2.252m during 2021-22, due to an increase in trade and other receivables, partly offset by a decrease in cash and cash equivalents of \$1.508m as detailed in 3.4 Statement of Cash Flows.

Conversely, non-current assets are those assets that are not expected to be converted to cash within twelve months. Non-current assets are expected to increase by \$106.885m during the 2021-22 year, mainly in property, infrastructure, plant and equipment due to the addition of new assets from completed projects and the recognition of contributed assets.

4.2.2 Liabilities

Current liabilities are those obligations Council must pay within the next year. These liabilities are budgeted to increase by \$17.804m, mainly due to an increase in trade and other payables (creditors).

Non-current liabilities (that is, obligations Council must pay beyond the next year) are expected to increase by \$9.341m. This is mainly attributable to an increase in interest-bearing liabilities, with new loans to partly fund capital works being greater than the repayment of existing loans.

4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000
Amount borrowed as at 30 June of the prior year	32,559	30,964
Amount budgeted to be borrowed	2,083	12,110
Amount budgeted to be redeemed	(3,678)	(3,161)
Amount of borrowings as at 30 June	30,964	39,913

4.2.4 Leases by category

As a result of the introduction of *AASB 16 Leases*, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast 2020-21 \$'000	Budget 2021-22 \$'000
Right-of-use assets		
Property & Vehicles	1,787	1,611
Total right-of-use assets	1,787	1,611
Lease Liabilities		
Current lease liabilities		
Property & Vehicles	158	156
Total current lease liabilities	158	156
Non-current lease liabilities		
Property & Vehicles	1,666	1,510
Total non-current lease liabilities	1,666	1,510
Total Lease Liabilities	1,824	1,666

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 5.05%.

4. Notes to the financial statements

4.3 Statement of Changes in Equity

4.3.1 Reserves

Transfers from reserves is the movement of developer infrastructure levies collected in previous years to partly fund the Developer Contribution Plan (DCP) projects in the current year capital works program. Transfer to reserves is the movement of developer levies collected this financial year to reserves to fund DCP projects in future years.

4.3.2 Equity

Total equity always equals net assets and is made up of the following components:

- Asset revaluation reserve which represents the difference between the previously recorded value of assets and their current valuations.
- Other reserves, which are funds that Council wishes to separately identify as being set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council to be separately disclosed.
- Accumulated surplus which is the value of all net assets less Reserves that have accumulated over time.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

Operating activities refer to the cash generated or used in the normal service delivery functions of Council.

Net cash inflow of operating activities is forecast to increase by \$11.342m from 2020-21 primarily due to a decrease in payments to suppliers, partly offset by decreased income from capital grants.

4.4.2 Net cash flows provided by/used in investing activities

Investing activities refer to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, equipment, etc.

Net cash outflow of investing activities is expected to decrease by \$4.281m due to a decrease in payments for investments, partly offset by an increase in payments for the capital works program.

4.4.3 Net cash flows provided by/used in financing activities

Financing activities refer to cash generated or used in the financing of Council functions and includes borrowings from financial institutions. These activities also include repayment of the principal and interest components of loan repayments for the year.

Net cash inflow from financing activities is forecast to increase by \$10.561m mainly as a result of the drawdown of the budgeted new loans totalling \$12.110m.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2021-22 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
Property	27,083	35,331	8,248	30.45%
Plant and equipment	3,061	5,407	2,346	76.61%
Infrastructure	43,165	53,290	10,125	23.46%
Total	73,309	94,028	20,719	28.26%

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	35,331	18,713	3,489	4,359	8,770	3,550	20,878	8,393	2,510
Plant and equipment	5,407	448	3,442	1,518	-	-	265	5,142	-
Infrastructure	53,290	4,838	15,642	16,043	16,767	18,187	2,555	22,949	9,600
Total	94,028	23,998	22,573	21,920	25,537	21,737	23,697	36,484	12,110

4.5.2 Current Budget

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land									
<i>Land Acquisition</i>	9,558	9,558	-	-	-	-	9,558	-	-
Buildings									
<i>Emerald Netball Pavilion/Courts - Building</i>	15	15	-	-	-	-	-	15	-
<i>Public Toilets</i>	185		185					185	
<i>Design/Construct Stage 2 of Bunyip Stadium</i>	250		50	200				250	
<i>Koo Wee Rup Bowls & Community Facility</i>	560		448	112		-		560	
<i>Koo Wee Rup Pavilion - football/cricket</i>	25		13	13				25	
<i>Koo Wee Rup Pavilion - netball</i>	25		13	13				25	
<i>Cora Lynn Reserve - Pavilion Design/Construct</i>	150	150							150
<i>Gembrook Reserve - Pavilion Upgrade</i>	835		84	752				835	
<i>My Place Youth Facility - Building</i>	4,200	4,200				3,350		850	
<i>Biodiversity and Environment strategy implementation</i>	306	275	31					306	
<i>Purton Road Depot Development</i>	453		91	362				453	
<i>Electronic Access Control and Master Key Systems</i>	200	200						200	
<i>Buildings Renewal Program</i>	1,253		1,253					1,253	
<i>Library facilities improvement works</i>	41		41					41	
<i>Disability Access Works</i>	261		78	182				261	
<i>Universal Design Rec Facilities Upgrade</i>	200		40	160				200	
<i>Officer Recreation Reserve Pavilion extension</i>	190		38	152				190	
<i>Cockatoo Cottages</i>	155	155						155	
<i>Netball pavilion upgrades</i>	560		224	336				560	
<i>Cardinia Life extension</i>	530		212	318				530	
<i>3 Year Old Kindergarten Works</i>	200	200						200	
<i>Integrated Children's Facility - Timbertop</i>	1,300				1,300			1,300	
<i>Integrated Children's Facility - Officer precinct Brunt Road</i>	370				370		370		
<i>Integrated Children's Facility - Officer Rix Road</i>	1,700				1,700	200	1,500		
TOTAL PROPERTY	23,521	14,753	2,799	2,599	3,370	3,550	11,428	8,393	150

Capital Works Area	Project Cost	Asset expenditure types				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
New plant program	75	75						75	
Plant replacement	3,325	-	3,325	-	-	-	-	3,325	-
Fixtures, Fittings and Furniture									
Cardinia Cultural Centre minor equipment	82	-	82	-	-	-	-	82	-
Furniture and Equipment renewal	50	8	35	8				50	
Computers and Telecommunications									
IT Strategy	510	-	-	510	-	-	-	510	-
IT Hybrid work	100	100						100	
Finance system	1,000			1,000				1,000	
TOTAL PLANT AND EQUIPMENT	5,142	183	3,442	1,518	-	-	-	5,142	-
INFRASTRUCTURE									
Roads									
McGregor Road Duplication over Railway	60	-	-	-	60	-	-	60	-
Traffic management devices	265	265						265	
Local Area Traffic Improvements	312	312						312	
Resurfacing-VGC part	2,548		2,548			825		1,723	
Resurfacing Preparation	653		653					653	
Unsealed Road Resheeting	1,206		1,206					1,206	
Pavement Renewals (reconstruction) - RTR	1,725		1,380	345		1,353		372	
Sealing the Hills	6,709		1,537	5,172		6,709			
Roads Sealing Program - Connect Cardinia Stage 2	8,000		1,833	6,167					8,000
Salary capitalisation provision	700		266	434				700	
Princes Hwy Intersections - Officer	10,400				10,400	9,300	1,100		
Bridges									
Bridges - Replacement/Upgrade	430	-	344	86	-	-	-	430	-
Footpaths and Cycleways									
Footpaths	832	749	83	-	-	-	-	832	-
Equestrian Trails strategy implementation	51	26	5	20				51	
Concrete footpaths	468		468					468	
Gravel pathway resheeting	68		68					68	
Equestrian Trails	51		51					51	

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Drainage									
Drainage replacement	452	-	339	113	-	-	-	452	-
Water Sensitive Urban Design Assets Renewal Program	500		500					500	
Recreational, Leisure & Community Facilities									
IYU Recreation Reserve Athletics facility - Track and Field construction	1,196	1,196	-	-	-	-	-	1,196	-
Community Grants	400	200		200				400	
SRV Minor Grants matching funding	51			51				51	
Shade structures renewals	168		134	17	17			168	
O'Neill Road Reserve - Civil	104		52	52				104	
Netball/Tennis courts resurfacing	229		229					229	
Cricket practice net renewal program	146		116	15	15			146	
Recreation reserve resurfacing	780		624	156				780	
Recreation Reserve lighting and power upgrade - rolling program	156		125	31				156	
Windermere Open Space works	45		45					45	
PB Ronald Pool Plant fencing works	20		20					20	
Garfield North Cannibal Creek Reserve Building	78	78						78	
Swimming facilities	102		102					102	
Upper Beaconsfield Reserve Masterplan	52		26	26				52	
Comely Banks Reserve sports fields and car parking	6,045				6,045			4,445	1,600
Officer District Park Masterplan implementation - Civil	3,283				3,283			3,283	
Officer District Park Masterplan implementation - Building	50				50			50	
Gin Gin Bin Recreation Reserve - Sports Fields	48				48			48	
Parks, Open Space and Streetscapes									
New playgrounds and recreation facilities for young people	313	313	-	-	-	-	-	313	-
Alma Treloar Masterplan implementation	177	177						177	
Tree planting program	51	26	26					51	
Open Space Program	102	41	61					102	
Elephant Rock Surround Works	20		20					20	
Landscape renewal	51		51					51	
Shade tree program	66	66						66	
Emerald Lake Park Strategic Plan Implementation	226	226						226	
Beaconsfield Streetscape/Traffic upgrades	416		312	104				416	
BMX Facility Asset renewal	104		104					104	

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
<i>Koo Wee Rup Skate Park (located in Cochrane Park)</i>	333		266	33	33			333	
<i>Skatepark asset renewal</i>	31		31					31	
<i>Associated playspace infrastructure renewal</i>	82		70	4	8			82	
<i>Playground renewals as per council plan</i>	260		208	26	26			260	
<i>PB Ronald Masterplan</i>	100	100						100	
Off Street Car Parks									
<i>Alma Treavor Car park Sealing</i>	187	187	-	-	-	-	-	187	-
<i>My Place Youth Facility - Carpark</i>	500	500						500	
<i>Carpark resurfacing</i>	122		122					122	
Other Infrastructure									
<i>Installation of new lighting</i>	102	102						102	
<i>Tree management at high risk sites</i>	102		102					102	
<i>Implementation of Arts and Culture Strategy</i>	102		102					102	
<i>Public Art Program</i>	5	5	-	-	-	-	-	5	-
TOTAL INFRASTRUCTURE	51,836	4,568	14,230	13,052	19,985	18,187	1,100	22,949	9,600
TOTAL NEW CAPITAL WORKS	80,498	19,504	20,470	17,169	23,355	21,737	12,528	36,484	9,750

4.5.3 Works carried forward from the 2020/21 year

PROPERTY

Buildings

<i>Cora Lynn Reserve - Pavilion Design/Construct</i>	2,360	2,360	-	-	-	-	-		2,360
<i>Pakenham Tennis Club Relocation - Club Room Renovation</i>	500		250	250		-	-	500	-
<i>Toomuc Reserve south oval (junior) pavilion upgrade</i>	1,600	1,600				-	-	1,600	-
<i>Toomuc Reserve north oval (senior) pavilion upgrade - netball changerooms</i>	1,500		300	1,200		-	-	1,500	-
<i>Officer Recreation Reserve Pavilion extension</i>	200		40	160		-	-	200	-
<i>Cardinia Life extension</i>	250		100	150		-	-	250	-
<i>Integrated Children's Facility - Timbertop</i>	3,000				3,000	-	-	3,000	-
<i>Integrated Children's Facility - Officer Rix Road</i>	2,400				2,400	-	-	2,400	-
TOTAL PROPERTY	11,810	3,960	690	1,760	5,400	-	-	9,450	2,360

Capital Works Area	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
<i>New plant program</i>	265	265	-	-	-	-	-	265	-
TOTAL PLANT AND EQUIPMENT	265	265	-	-	-	-	-	265	-
INFRASTRUCTURE									
Roads									
<i>Sealing the Hills</i>	700		160	540				700	
<i>Roads Sealing Program - Connect Cardinia Stage 2</i>	2,500		573	1,927				2,500	
<i>Princes Hwy Intersections - Officer</i>	2,500	-	-	-	2,500	-	-	2,500	-
Recreational, Leisure & Community Facilities									
<i>Community Grants</i>	98	49	-	49	-	-	-	98	-
<i>Pakenham regional tennis court resurfacing</i>	200		200					200	
<i>Upper Beaconsfield Reserve Community Pavilion and Scout Building</i>	900		450	450				900	
<i>Comely Banks Reserve sports fields and car parking</i>	(5,567)				(5,567)			(5,567)	
<i>Officer District Park Masterplan implementation - Civil</i>	(150)				(150)			(150)	
Parks, Open Space and Streetscapes									
<i>PB Ronald Reserve - Masterplan</i>	50	25	-	25	-	-	-	50	-
<i>BMX Facility Asset renewal</i>	29		29					29	
Off Street Car Parks									
<i>Worrell Reserve Recreation car park</i>	150	150	-	-	-	-	-	150	-
Other Infrastructure									
<i>Public Art Program</i>	45	45	-	-	-	-	-	45	-
TOTAL INFRASTRUCTURE	1,455	269	1,412	2,991	(3,217)	-	-	1,455	-
TOTAL CARRIED FORWARD CAPITAL WORKS 2020/21	13,530	4,494	2,102	4,751	2,183	-	-	11,170	2,360

4.6 Summary of Planned Capital Works Expenditure

For the four years ended 30 June 2025

2021-22	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land	9,558	9,558	0	0	0	9,558	0	9,558	0	0
Total Land	9,558	9,558	0	0	0	9,558	0	9,558	0	0
Buildings	25,773	9,155	3,489	8,770	4,359	25,773	3,550	1,870	17,843	2,510
Total Buildings	25,773	9,155	3,489	8,770	4,359	25,773	3,550	1,870	17,843	2,510
Total Property	35,331	18,713	3,489	8,770	4,359	35,331	3,550	11,428	17,843	2,510
Plant and Equipment										
Plant, machinery and equipment	3,665	340	3,325	0	0	3,665	0	0	3,665	0
Fixtures, fittings and furniture	132	8	117	0	8	132	0	0	132	0
Computers and telecommunications	1,610	100	0	0	1,510	1,610	0	0	1,610	0
Total Plant and Equipment	5,407	448	3,442	0	1,518	5,407	0	0	5,407	0
Infrastructure										
Roads	38,278	577	10,157	12,960	14,585	38,278	18,187	1,100	10,992	8,000
Bridges	430	0	344	0	86	430	0	0	430	0
Footpaths and cycleways	1,470	774	675	0	20	1,470	0	0	1,470	0
Drainage	952	0	839	0	113	952	0	0	952	0
Recreational, leisure and community facilities	8,433	1,523	2,123	3,740	1,047	8,433	0	0	6,833	1,600
Parks, open space and streetscapes	2,412	974	1,178	68	192	2,412	0	0	2,412	0
Off street car parks	959	837	122	0	0	959	0	0	959	0
Other infrastructure	356	152	204	0	0	356	0	0	356	0
Total Infrastructure	53,290	4,838	15,642	16,767	16,043	53,291	18,187	1,100	24,404	9,600
Total Capital Works Expenditure	94,028	23,998	22,573	25,537	21,920	94,028	21,737	12,528	47,654	12,110

2022-23	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land	2,735	2,735	0	0	0	2,735	0	1,256	1,479	0
Total Land	2,735	2,735	0	0	0	2,735	0	1,256	1,479	0
Buildings	11,133	1,292	5,112	3,012	1,716	11,133	1,479	1,533	8,121	0
Total Buildings	11,133	1,292	5,112	3,012	1,716	11,133	1,479	1,533	8,121	0
Total Property	13,868	4,027	5,112	3,012	1,716	13,868	1,479	2,788	9,600	0
Plant and Equipment										
Plant, machinery and equipment	2,792	154	2,638	0	0	2,792	0	0	2,792	0
Fixtures, fittings and furniture	144	8	128	0	8	144	0	0	144	0
Computers and telecommunications	1,006	0	0	0	1,006	1,006	0	0	1,006	0
Total Plant and Equipment	3,942	162	2,767	0	1,014	3,942	0	0	3,942	0
Infrastructure										
Roads	39,215	650	11,777	9,068	17,720	39,215	16,958	9,068	13,189	0
Bridges	400	0	320	0	80	400	0	0	400	0
Footpaths and cycleways	1,432	708	703	0	21	1,432	0	0	1,432	0
Drainage	963	0	849	0	114	963	0	0	963	0
Recreational, leisure and community facilities	8,456	3,218	2,064	1,688	1,486	8,456	0	1,674	6,783	0
Parks, open space and streetscapes	1,922	750	1,002	34	137	1,922	0	0	1,922	0
Off street car parks	125	0	125	0	0	125	0	0	125	0
Other infrastructure	450	245	205	0	0	450	0	0	450	0
Total Infrastructure	52,964	5,571	17,046	10,790	19,557	52,964	16,958	10,741	25,265	0
Total Capital Works Expenditure	70,774	9,760	24,925	13,802	22,287	70,774	18,438	13,530	38,807	0

4.6 Summary of Planned Capital Works Expenditure

For the four years ended 30 June 2025

2023-24	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land	1,459	1,459	0	0	0	1,459	0	0	1,459	0
Total Land	1,459	1,459	0	0	0	1,459	0	0	1,459	0
Buildings	25,544	5,485	5,370	9,870	4,819	25,544	0	9,870	15,675	0
Total Buildings	25,544	5,485	5,370	9,870	4,819	25,544	0	9,870	15,675	0
Total Property	27,004	6,944	5,370	9,870	4,819	27,004	0	9,870	17,134	0
Plant and Equipment										
Plant, machinery and equipment	3,045	155	2,890	0	0	3,045	0	0	3,045	0
Fixtures, fittings and furniture	139	8	124	0	8	139	0	0	139	0
Computers and telecommunications	516	0	0	0	516	516	0	0	516	0
Total Plant and Equipment	3,701	163	3,014	0	524	3,701	0	0	3,701	0
Infrastructure										
Roads	45,638	2,405	13,447	9,601	20,186	45,638	26,470	9,601	9,568	0
Bridges	406	0	325	0	81	406	0	0	406	0
Footpaths and cycleways	1,585	841	720	0	25	1,585	0	0	1,585	0
Drainage	974	0	858	0	116	974	0	0	974	0
Recreational, leisure and community facilities	1,816	596	379	569	272	1,816	0	554	1,263	0
Parks, open space and streetscapes	1,440	786	579	37	37	1,440	0	0	1,440	0
Off street car parks	128	0	128	0	0	128	0	0	128	0
Other infrastructure	335	129	206	0	0	335	0	0	335	0
Total Infrastructure	52,323	4,756	16,643	10,207	20,718	52,323	26,470	10,154	15,699	0
Total Capital Works Expenditure	83,028	11,863	25,027	20,077	26,061	83,028	26,470	20,024	36,534	0

2024-25	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
Property										
Land	1,439	1,439	0	0	0	1,439	0	0	1,439	0
Total Land	1,439	1,439	0	0	0	1,439	0	0	1,439	0
Buildings	12,880	318	2,920	8,479	1,163	12,880	0	0	12,880	0
Total Buildings	12,880	318	2,920	8,479	1,163	12,880	0	0	12,880	0
Total Property	14,319	1,757	2,920	8,479	1,163	14,319	0	0	14,319	0
Plant and Equipment										
Plant, machinery and equipment	2,916	312	2,604	0	0	2,916	0	0	2,916	0
Fixtures, fittings and furniture	145	8	130	0	8	145	0	0	145	0
Computers and telecommunications	519	0	0	0	519	519	0	0	519	0
Total Plant and Equipment	3,581	319	2,734	0	527	3,581	0	0	3,581	0
Infrastructure										
Roads	36,486	979	13,667	2,189	19,651	36,486	0	2,189	8,988	25,309
Bridges	415	0	332	0	83	415	0	0	415	0
Footpaths and cycleways	1,654	918	711	0	25	1,654	0	0	1,654	0
Drainage	985	0	868	0	117	985	0	0	985	0
Recreational, leisure and community facilities	7,385	529	1,268	5,120	469	7,385	0	2,301	5,084	0
Parks, open space and streetscapes	1,717	1,133	508	38	38	1,717	0	0	1,717	0
Off street car parks	131	0	131	0	0	131	0	0	131	0
Other infrastructure	437	228	208	0	0	437	0	0	436	0
Total Infrastructure	49,211	3,787	17,693	7,346	20,383	49,211	0	4,490	19,410	25,309
Total Capital Works Expenditure	67,110	5,864	23,347	15,825	22,073	67,110	0	4,490	37,310	25,309

5. Financial performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020, unless otherwise stated*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend 2021-25
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	+/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	(2.54%)	5.72%	(0.19%)	0.28%	0.90%	1.09%	+
Liquidity									
Working Capital	Current assets / current liabilities	2	216%	294%	213%	214%	201%	229%	+
Unrestricted cash	Unrestricted cash / current liabilities	3	46%	17%	13%	(6%)	(16%)	(15%)	-
Unrestricted cash (VAGO)	Unrestricted cash / current liabilities	3	46%	102%	73%	60%	46%	51%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	33.95%	30.84%	37.68%	33.63%	29.70%	25.90%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		14%	4%	3%	3%	3%	3%	o
Indebtedness	Non-current liabilities / own source revenue		40%	46%	51%	47%	43%	38%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	79%	106%	155%	159%	166%	143%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	73%	76%	77%	78%	79%	79%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.30%	0.31%	0.29%	0.29%	0.29%	0.29%	o

5. Financial performance indicators

Indicator	Measure	Notes	Actual	Forecast	Budget	Projections			Trend
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2021-25 +/o/-
Efficiency									
Expenditure level	Total expenses / no. of property assessments		\$2,800	\$2,635	\$2,698	\$2,676	\$2,677	\$2,696	o
Revenue level	Total rate revenue / no. of property assessments		\$1,696	\$1,733	\$1,747	\$1,769	\$1,795	\$1,826	+

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1. Adjusted underlying result - An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. A key goal of the Budget is to maintain an adjusted underlying surplus in the long term. The adjusted underlying result reduces to a deficit in 2021-22, but returns to a steadily increasing surplus thereafter into the future.

2. Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to stay stable over the four year period.

3. Unrestricted cash – Unrestricted cash is impacted by funds set aside for Developers contribution and other trust funds. The LGPRF ratio excludes long term investments from unrestricted cash as well and hence the difference to the VAGO indicator. Long term investments are appropriately managed to be available to cover commitments if required.

4. Loans & Borrowings - Council's current plan includes borrowings for capital expenditure. The loans and borrowing balance decreases over the period due to repayments of existing loans being higher than the value of drawdown of new loans during the period.

5. Asset renewal and upgrade – This percentage indicates the extent of Council's renewals and upgrades against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets. Cardinia Shire offers urban and rural landscapes and strives to balance the needs of growth, interface, and rural. This adds pressure for new and renewal as Council strives to balance individual town needs. Although the renewal provision is strong, the trend over the period starts reducing in 2024-25. Council will renew assets where resources are available and seek grant funding to increase new and upgrade opportunities. Council will need to prioritise renewal projects to direct limited renewal funds where they are most needed, and closely monitor the impacts of not achieving sufficient asset renewal.

6. Rates Concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Council strives to diversify its revenue sources in order to reduce the reliance on rates revenue. The trend over the period indicates Council is more reliant on rate revenue to fund ongoing operations. Additional funding helps fund key services in addition to enhancing service delivery.

6.1 Fees and Charges Schedule

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2021-22.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

				2020/21 Adopted	2021/22 Proposed	Change 2020/21 to 2021/22	
	Fee Classification	Pricing Method (Non Statutory Fees only)	GST Applicable	(Inc GST if applicable)	(Inc GST if applicable)	\$	%
Active Communities							
Beaconsfield Community Centre							
Please phone 8768 4400 for the current hire rates	Non Statutory Fee	N/A					
Cardinia Cultural Centre							
New Meeting Room							
Expo rate (10 hours+) - Standard	Non Statutory Fee	Market price	Yes	458.00	465.00	7.00	1.5%
Expo rate (10 hours+) - Community Group	Non Statutory Fee	Market price	Yes	400.00	406.00	6.00	1.5%
8 hours - Standard	Non Statutory Fee	Market price	Yes	318.00	323.00	5.00	1.6%
8 hours - Community Group	Non Statutory Fee	Market price	Yes	281.00	285.00	4.00	1.4%
4 hours - Standard	Non Statutory Fee	Market price	Yes	183.00	186.00	3.00	1.6%
4 hours - Community Group	Non Statutory Fee	Market price	Yes	156.00	158.00	2.00	1.3%
Staff Recovery							
Technicians	Non Statutory Fee	Market price	Yes	59.00	60.00	1.00	1.7%
Ushers	Non Statutory Fee	Market price	Yes	43.00	44.00	1.00	2.3%
Ticketing fees							
Ticket set	Non Statutory Fee	Market price	Yes	192.70	196.00	3.30	1.7%
Subsequent ticket sets	Non Statutory Fee	Market price	Yes	96.35	98.00	1.65	1.7%
Standard Booking fee	Non Statutory Fee	Market price	Yes	3.00	3.05	0.05	1.7%
Inside Charge	Non Statutory Fee	Market price	Yes	2.50	3.00	0.50	20.0%
Comp Ticket Booking fee	Non Statutory Fee	Market price	Yes	2.00	2.03	0.03	1.5%
Administration levy 3.5% on all EFTPOS and CC sales administered at Centre	Non Statutory Fee	Market price	Yes				
Amphitheatre							
Amphitheatre hire	Non Statutory Fee	Market price	Yes	238.00	242.00	4.00	1.7%
3 Phase power - provision thereof	Non Statutory Fee	Market price	Yes	200.00	203.00	3.00	1.5%
Theatre							
Stage extension	Non Statutory Fee	Market price	Yes	501.00	509.00	8.00	1.6%
Orchestra Pit	Non Statutory Fee	Market price	Yes	344.00	349.00	5.00	1.5%
Performance per hour (includes 1 tech) - Standard	Non Statutory Fee	Market price	Yes	270.00	274.00	4.00	1.5%
Performance per hour (includes 1 tech) - Not for Profit	Non Statutory Fee	Market price	Yes	215.00	218.00	3.00	1.4%
White light rehearsal per hour (includes 1 tech) - Standard	Non Statutory Fee	Market price	Yes	205.00	208.00	3.00	1.5%
White light rehearsal per hour (includes 1 tech) - Not for Profit	Non Statutory Fee	Market price	Yes	162.00	164.00	2.00	1.2%
CCC Lakeview/Dance Room							
Artists' Studios (Combined Room) & Existing Dance Room							
Expo rate (10 hours+) - Standard	Non Statutory Fee	Market price	Yes	884.00	897.00	13.00	1.5%
Expo rate (10 hours+) - Community Group	Non Statutory Fee	Market price	Yes	749.00	760.00	11.00	1.5%
8 hours - Standard	Non Statutory Fee	Market price	Yes	615.00	624.00	9.00	1.5%
8 hours - Community Group	Non Statutory Fee	Market price	Yes	529.00	537.00	8.00	1.5%
4 hours - Standard	Non Statutory Fee	Market price	Yes	356.00	361.00	5.00	1.4%
4 hours - Community Group	Non Statutory Fee	Market price	Yes	308.00	313.00	5.00	1.6%
When used as overflow Dressing Room	Non Statutory Fee	Market price	Yes	109.00	111.00	2.00	1.8%
Banquet Room (incl. Lakeview & Dance rooms)							
Expo rate (10 hours+) - Standard	Non Statutory Fee	Market price	Yes	1,777.00	1,804.00	27.00	1.5%
Expo rate (10 hours+) - Community Group	Non Statutory Fee	Market price	Yes	1,508.00	1,531.00	23.00	1.5%
8 hours - Standard	Non Statutory Fee	Market price	Yes	1,238.00	1,257.00	19.00	1.5%
8 hours - Community Group	Non Statutory Fee	Market price	Yes	1,051.00	1,067.00	16.00	1.5%
4 hours - Standard	Non Statutory Fee	Market price	Yes	711.00	722.00	11.00	1.5%
4 hours - Community Group	Non Statutory Fee	Market price	Yes	603.00	612.00	9.00	1.5%
Lakeview Room & New Gallery							
Expo rate (10 hours+) - Standard	Non Statutory Fee	Market price	Yes	942.00	956.00	14.00	1.5%
Expo rate (10 hours+) - Community Group	Non Statutory Fee	Market price	Yes	808.00	820.00	12.00	1.5%
8 hours - Standard	Non Statutory Fee	Market price	Yes	667.00	677.00	10.00	1.5%
8 hours - Community Group	Non Statutory Fee	Market price	Yes	562.00	570.00	8.00	1.4%
4 hours - Standard	Non Statutory Fee	Market price	Yes	377.00	383.00	6.00	1.6%
4 hours - Community Group	Non Statutory Fee	Market price	Yes	324.00	329.00	5.00	1.5%
CCC Gallery							
Old Gallery Room							
Expo rate (10 hours+) - Standard	Non Statutory Fee	Market price	Yes	517.00	525.00	8.00	1.5%
Expo rate (10 hours+) - Community Group	Non Statutory Fee	Market price	Yes	431.00	437.00	6.00	1.4%
8 hours - Standard	Non Statutory Fee	Market price	Yes	361.00	366.00	5.00	1.4%
8 hours - Community Group	Non Statutory Fee	Market price	Yes	308.00	313.00	5.00	1.6%
4 hours - Standard	Non Statutory Fee	Market price	Yes	205.00	208.00	3.00	1.5%
4 hours - Community Group	Non Statutory Fee	Market price	Yes	178.00	181.00	3.00	1.7%
Community Recreation							
Council Managed Recreation Reserves - Casual hire rates							
Corporate - per hour	Non Statutory Fee	Market price	Yes	78.00	79.00	1.00	1.3%
Non Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	61.00	62.00	1.00	1.6%
Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	50.00	51.00	1.00	2.0%
Non Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	34.00	35.00	1.00	2.9%
Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	26.00	26.39	0.39	1.5%
James Bathe Recreation Reserve							
Ovals (Seasonal use 6 months, summer and winter)	Non Statutory Fee	Market price	Yes	1,406.00	1,427.00	21.00	1.5%
Netball courts (2) - full year	Non Statutory Fee	Market price	Yes	652.00	662.00	10.00	1.5%
Netball courts (2) -seasonal use (6 months)	Non Statutory Fee	Market price	Yes	326.00	331.00	5.00	1.5%
Personal trainers in a public place (New Schedule below)	Non Statutory Fee	N/A	Yes	200.00	-	200.00	-100.0%

6.1 Fees and Charges Schedule							
This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2021-22.							
Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.							
				2020/21 Adopted	2021/22 Proposed	Change 2020/21 to 2021/22	
	Fee Classification	Pricing Method (Non Statutory Fees only)	GST Applicable	(Inc GST if applicable)	(Inc GST if applicable)	\$	%
Public event bookings (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	140.00	142.00	2.00	1.4%
Pavilion Community Space (no kitchen)	Non Statutory Fee	Market price	Yes	\$30 p/hr Commercial rate. \$20 p/hr Community Group rate.	\$30 p/hr Commercial rate. \$20 p/hr Community Group rate.		
Pavilion Community Space (with kitchen)	Non Statutory Fee	Market price	Yes	\$40 p/hr Commercial rate. \$20 p/hr Community Group rate.	\$40 p/hr Commercial rate. \$20 p/hr Community Group rate.		
Public market space hire (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	\$200 per annum	\$200 per annum		
Tynong North Community Hall							
Corporate - per hr	Non Statutory Fee	Market price	Yes	25.50	26.00	0.50	2.0%
Ongoing - long term bookings - per booking	Non Statutory Fee	Market price	Yes	15.50	16.00	0.50	3.2%
Community/ casual use - per hr	Non Statutory Fee	Market price	Yes	13.00	13.20	0.20	1.5%
Don Jackson Recreation Reserve							
Oval (Seasonal use 6 months, summer and winter)	Non Statutory Fee	Market price	Yes	1,406.00	1,427.00	21.00	1.5%
Personal trainers in a public place (New Schedule below)	Non Statutory Fee	N/A	Yes	200.00	-	200.00	-100.0%
Public event bookings (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	140.00	142.00	2.00	1.4%
Public market space hire (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	\$200 per annum	\$200 per annum		
Heatherbrae Recreation Reserve							
Oval (Seasonal use 6 months, summer and winter)	Non Statutory Fee	Market price	Yes	1,406.00	1,427.00	21.00	1.5%
Netball courts (2) - full year	Non Statutory Fee	Market price	Yes	652.00	662.00	10.00	1.5%
Personal trainers in a public place (New Schedule below)	Non Statutory Fee	N/A	Yes	200.00	-	200.00	-100.0%
Public event bookings (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	140.00	142.00	2.00	1.4%
Pavilion Community Space (no kitchen)	Non Statutory Fee	Market price	Yes	\$30 p/hr Commercial rate. \$20 p/hr Community Group rate.	\$30 p/hr Commercial rate. \$20 p/hr Community Group rate.		
Pavilion Community Space (with kitchen)	Non Statutory Fee	Market price	Yes	\$40 p/hr Commercial rate. \$20 p/hr Community Group rate.	\$40 p/hr Commercial rate. \$20 p/hr Community Group rate.		
Public market space hire (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	\$200 per annum	\$200 per annum		
IYU Recreation Reserve							
IYU Recreation Reserve - Northern / Junior Turf Soccer	Non Statutory Fee	Market price	Yes	941.00	955.00	14.00	1.5%
IYU Recreation Reserve - Southern / Senior Turf Soccer	Non Statutory Fee	Market price	Yes	703.00	714.00	11.00	1.6%
Pavilion Community Space (no kitchen)	Non Statutory Fee	Market price	Yes	\$30 p/hr Commercial rate. \$20 p/hr Community Group rate.	\$30 p/hr Commercial rate. \$20 p/hr Community Group rate.		
Pavilion Community Space (with kitchen)	Non Statutory Fee	Market price	Yes	\$40 p/hr Commercial rate. \$20 p/hr Community Group rate.	\$40 p/hr Commercial rate. \$20 p/hr Community Group rate.		
Synthetic Soccer Pitch - Full Pitch, no lights							
Corporate - per hour	Non Statutory Fee	Market price	Yes	78.00	79.00	1.00	1.3%
Non Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	61.00	62.00	1.00	1.6%
Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	50.00	51.00	1.00	2.0%
Non Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	34.00	35.00	1.00	2.9%
Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	26.00	26.39	0.39	1.5%
Synthetic Soccer Pitch - Full Pitch, with lights							
Corporate - per hour	Non Statutory Fee	Market price	Yes	94.00	95.00	1.00	1.1%
Non Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	78.00	79.00	1.00	1.3%
Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	68.00	69.00	1.00	1.5%
Non Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	45.00	46.00	1.00	2.2%
Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	34.00	35.00	1.00	2.9%
Synthetic Soccer Pitch - Half Pitch, no lights							
Corporate - per hour	Non Statutory Fee	Market price	Yes	61.00	62.00	1.00	1.6%
Non Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	45.00	46.00	1.00	2.2%
Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	34.00	35.00	1.00	2.9%
Non Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	26.00	26.39	0.39	1.5%
Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	19.00	19.29	0.29	1.5%
Synthetic Soccer Pitch - Half Pitch, with lights							
Corporate - per hour	Non Statutory Fee	Market price	Yes	73.00	74.00	1.00	1.4%
Non Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	56.00	57.00	1.00	1.8%
Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	45.00	46.00	1.00	2.2%

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				2020/21 Adopted	2021/22 Proposed	Change 2020/21 to 2021/22	
	Fee Classification	Pricing Method (Non Statutory Fees only)	GST Applicable	(Inc GST if applicable)	(Inc GST if applicable)	\$	%
Non Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	34.00	35.00	1.00	2.9%
Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	24.00	24.36	0.36	1.5%
Synthetic Soccer Pitch - Quarter Pitch, no lights							
Corporate - per hour	Non Statutory Fee	Market price	Yes	42.00	43.00	1.00	2.4%
Non Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	34.00	35.00	1.00	2.9%
Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	24.00	24.36	0.36	1.5%
Non Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	19.00	19.29	0.29	1.5%
Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	14.00	14.21	0.21	1.5%
Synthetic Soccer Pitch - Quarter Pitch, with lights							
Corporate - per hour	Non Statutory Fee	Market price	Yes	50.00	51.00	1.00	2.0%
Non Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	41.00	42.00	1.00	2.4%
Cardinia based Sporting Clubs - per hour	Non Statutory Fee	Market price	Yes	31.00	31.47	0.47	1.5%
Non Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	24.00	24.36	0.36	1.5%
Cardinia Schools - per hour	Non Statutory Fee	Market price	Yes	19.00	19.29	0.29	1.5%
Lakeside Recreation Reserve							
Oval (Seasonal use 6 months, summer and winter)	Non Statutory Fee	Market price	Yes	1,406.00	1,427.00	21.00	1.5%
Personal trainers in a public place (New Schedule below)	Non Statutory Fee	N/A	Yes	200.00	-	200.00	-100.0%
Public event bookings (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	140.00	142.00	2.00	1.4%
Public market space hire (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	\$200 per annum	\$200 per annum		
Nar Nar Goon Recreation Reserve							
Oval (Seasonal use 6 months, summer and winter)	Non Statutory Fee	Market price	Yes	1,406.00	1,427.00	21.00	1.5%
Netball Courts (full year)	Non Statutory Fee	Market price	Yes	1,304.00	1,324.00	20.00	1.5%
Tennis Courts (full year)	Non Statutory Fee	Market price	Yes	980.00	995.00	15.00	1.5%
Netball Courts (Seasonal use 6 months, summer and winter)	Non Statutory Fee	Market price	Yes	652.00	662.00	10.00	1.5%
Personal trainers in a public place (New Schedule below)	Non Statutory Fee	N/A	Yes	200.00	-	200.00	-100.0%
Public event bookings (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	140.00	142.00	2.00	1.4%
Public market space hire (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	\$200 per annum	\$200 per annum		
O'Neil Road Recreation Reserve							
Oval (Seasonal use 6 months, summer and winter)	Non Statutory Fee	Market price	Yes	1,406.00	1,427.00	21.00	1.5%
Personal trainers in a public place (New Schedule below)	Non Statutory Fee	N/A	Yes	200.00	-	200.00	-100.0%
Public event bookings (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	140.00	142.00	2.00	1.4%
Public market space hire (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	\$200 per annum	\$200 per annum		
Toomuc Recreation Reserve							
Oval (Seasonal use 6 months, summer and winter)	Non Statutory Fee	Market price	Yes	1,406.00	1,427.00	21.00	1.5%
Baseball diamonds (2)	Non Statutory Fee	Market price	Yes	1,000.00	1,015.00	15.00	1.5%
Netball courts (2) - full year	Non Statutory Fee	Market price	Yes	652.00	662.00	10.00	1.5%
Netball courts (2) - seasonal use	Non Statutory Fee	Market price	Yes	326.00	331.00	5.00	1.5%
Personal trainers in a public place (New Schedule below)	Non Statutory Fee	N/A	Yes	200.00	-	200.00	-100.0%
Public market space hire (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	140.00	142.00	2.00	1.4%
Public event bookings (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	\$200 per annum	\$200 per annum		
Kooweerup Community Complex							
Kooweerup Community Complex	Non Statutory Fee	N/A					
Passive Reserves							
Public event bookings (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	200.00	203.00	3.00	1.5%
Personal trainers in a public place (New Schedule below)	Non Statutory Fee	N/A	Yes	\$300 per annum	-		
Public market space hire (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	\$200 per annum	\$200 per annum		
Personal trainers on all Passive and Active Reserves (New Schedule)							
Winter Apr 1 to Sep 30							
Up to 5 sessions	Non Statutory Fee	Market price	Yes		150.00	150.00	
6 – 10 sessions	Non Statutory Fee	Market price	Yes		250.00	250.00	
Summer Oct 1 to Mar 31							
Up to 5 sessions	Non Statutory Fee	Market price	Yes		250.00	250.00	
6 – 10 sessions	Non Statutory Fee	Market price	Yes		350.00	350.00	
Annual (must be renewed by 30 June each year)							
Up to 5 sessions	Non Statutory Fee	Market price	Yes		350.00	350.00	
6-10 sessions	Non Statutory Fee	Market price	Yes		550.00	550.00	

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				2020/21 Adopted	2021/22 Proposed	Change 2020/21 to 2021/22	
	Fee Classification	Pricing Method (Non Statutory Fees only)	GST Applicable	(Inc GST if applicable)	(Inc GST if applicable)	\$	%
Emerald Lake Park							
Amphitheatre Hire - Bunerong	Non Statutory Fee	Market price	Yes	243.00	247.00	4.00	1.6%
Amphitheatre Hire - Carl Stemp	Non Statutory Fee	Market price	Yes	130.00	132.00	2.00	1.5%
Amphitheatre Hire - Gus Ryberg	Non Statutory Fee	Market price	Yes	325.00	330.00	5.00	1.5%
Amphitheatre Hire - The Gums	Non Statutory Fee	Market price	Yes	130.00	132.00	2.00	1.5%
Amphitheatre Hire - The Pines	Non Statutory Fee	Market price	Yes	130.00	132.00	2.00	1.5%
Lakeside Meeting Room Community Group (4 hours)	Non Statutory Fee	Market price	Yes	156.00	158.00	2.00	1.3%
Lakeside Meeting Room Community Group (8 hours)	Non Statutory Fee	Market price	Yes	281.00	285.00	4.00	1.4%
Lakeside Meeting Room Standard (4 hours)	Non Statutory Fee	Market price	Yes	183.00	186.00	3.00	1.6%
Lakeside Meeting Room Standard (8 hours)	Non Statutory Fee	Market price	Yes	318.00	323.00	5.00	1.6%
Parking - 2 hour	Non Statutory Fee	Market price	Yes	2.00	2.03	0.03	1.5%
Parking - all day	Non Statutory Fee	Market price	Yes	6.00	6.09	0.09	1.5%
Shelter Hire - Boatshed	Non Statutory Fee	Market price	Yes	146.00	148.00	2.00	1.4%
Shelter Hire - Lakeside	Non Statutory Fee	Market price	Yes	146.00	148.00	2.00	1.4%
Shelter Hire - Poolside	Non Statutory Fee	Market price	Yes	146.00	148.00	2.00	1.4%
Weddings (Gardens)	Non Statutory Fee	Market price	Yes	500.00	508.00	8.00	1.6%
Weddings (Lakeside)	Non Statutory Fee	Market price	Yes	700.00	711.00	11.00	1.6%
Pakenham Hall Operations							
Community Hall - Community Group - per hour	Non Statutory Fee	Market price	Yes	59.00	60.00	1.00	1.7%
Community Hall - Standard - per hour	Non Statutory Fee	Market price	Yes	73.00	74.00	1.00	1.4%
Community Hall & Kitchen - Community Group - per hour	Non Statutory Fee	Market price	Yes	66.00	67.00	1.00	1.5%
Community Hall & Kitchen - Standard - per hour	Non Statutory Fee	Market price	Yes	86.00	87.00	1.00	1.2%
Community Hall & Supper Room - Community Group - per hour	Non Statutory Fee	Market price	Yes	66.00	67.00	1.00	1.5%
Community Hall & Supper Room - Standard - per hour	Non Statutory Fee	Market price	Yes	81.00	82.00	1.00	1.2%
Community Hall, Supper Room & Kitchen - Community Group - per hour	Non Statutory Fee	Market price	Yes	81.00	82.00	1.00	1.2%
Community Hall, Supper Room & Kitchen - Standard - per hour	Non Statutory Fee	Market price	Yes	95.00	96.00	1.00	1.1%
Kitchen - Community Group - per hour	Non Statutory Fee	Market price	Yes	49.00	50.00	1.00	2.0%
Kitchen - Standard - per hour	Non Statutory Fee	Market price	Yes	66.00	67.00	1.00	1.5%
Supper Room - Community Group - per hour	Non Statutory Fee	Market price	Yes	49.00	50.00	1.00	2.0%
Supper Room - Standard - per hour	Non Statutory Fee	Market price	Yes	66.00	67.00	1.00	1.5%
Supper Room & Kitchen - Community Group - per hour	Non Statutory Fee	Market price	Yes	59.00	60.00	1.00	1.7%
Supper Room & Kitchen - Standard - per hour	Non Statutory Fee	Market price	Yes	76.00	77.00	1.00	1.3%
Holm Park Road Recreation Reserve Community Room							
Ovals (Seasonal use 6 months, summer and winter)	Non Statutory Fee	Market price	Yes	1,406.00	1,427.00	21.00	1.5%
Netball courts (4) - full year	Non Statutory Fee	Market price	Yes	1,304.00	1,324.00	20.00	1.5%
Personal trainers in a public place (New Schedule above)	Non Statutory Fee	N/A	Yes	200.00	-	200.00	-100.0%
Public event bookings (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	140.00	142.00	2.00	1.4%
Pavilion Community Room	Non Statutory Fee	Market price	Yes	\$28 p/hr Non-Community Group. \$14 p/hr Community Group	\$28 p/hr Non-Community Group. \$14 p/hr Community Group		
Public market space hire (only for commercial or for-profit organisations)	Non Statutory Fee	Market price	Yes	\$200 per annum	\$200 per annum		
Community & Family Services							
Child & Family Services							
Kindergarten Central Enrolment	Non Statutory Fee	Subsidised Price	No	29.00	29.00	-	0.0%
Family Centres and Children's Centres - Community groups							
Community room full day	Non Statutory Fee	Subsidised Price	Yes	45.50	46.18	0.68	1.5%
Committee Room full day	Non Statutory Fee	Subsidised Price	Yes	34.50	35.02	0.52	1.5%
Activity room (half room) full day	Non Statutory Fee	Subsidised Price	Yes	34.50	35.02	0.52	1.5%
Community room half day	Non Statutory Fee	Subsidised Price	Yes	22.50	22.84	0.34	1.5%
Committee room half day	Non Statutory Fee	Subsidised Price	Yes	17.20	17.46	0.26	1.5%
Activity room (half room) half day	Non Statutory Fee	Subsidised Price	Yes	17.20	17.46	0.26	1.5%
Family Centres and Children's Centres - Not for profit							
Community room full day	Non Statutory Fee	Subsidised Price	Yes	80.00	81.20	1.20	1.5%
Committee room full day	Non Statutory Fee	Subsidised Price	Yes	68.00	69.02	1.02	1.5%
Activity room (half room) full day	Non Statutory Fee	Subsidised Price	Yes	68.00	69.02	1.02	1.5%
Consult room full day	Non Statutory Fee	Subsidised Price	Yes	68.00	69.02	1.02	1.5%
Community Room half day	Non Statutory Fee	Subsidised Price	Yes	40.00	40.60	0.60	1.5%
Committee Room half day	Non Statutory Fee	Subsidised Price	Yes	34.00	34.51	0.51	1.5%
Activity room (half room) half day	Non Statutory Fee	Subsidised Price	Yes	34.00	34.51	0.51	1.5%
Consult room half day	Non Statutory Fee	Subsidised Price	Yes	34.00	34.51	0.51	1.5%

6.1 Fees and Charges Schedule							
This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2021-22.							
Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.							
				2020/21 Adopted	2021/22 Proposed	Change 2020/21 to 2021/22	
	Fee Classification	Pricing Method (Non Statutory Fees only)	GST Applicable	(Inc GST if applicable)	(Inc GST if applicable)	\$	%
Family Centres and Children's Centres - Private/for profit							
Community room full day	Non Statutory Fee	Market price	Yes	160.00	162.40	2.40	1.5%
Committee room full day	Non Statutory Fee	Market price	Yes	136.00	138.04	2.04	1.5%
Activity room (half room) full day	Non Statutory Fee	Market price	Yes	136.00	138.04	2.04	1.5%
Consult room full day	Non Statutory Fee	Market price	Yes	136.00	138.04	2.04	1.5%
Community room half day	Non Statutory Fee	Market price	Yes	80.00	81.20	1.20	1.5%
Committee room half day	Non Statutory Fee	Market price	Yes	68.00	69.02	1.02	1.5%
Activity room (half room) half day	Non Statutory Fee	Market price	Yes	68.00	69.02	1.02	1.5%
Consult room - half day	Non Statutory Fee	Market price	Yes	68.00	69.02	1.02	1.5%
Community Halls Private/Community Groups							
Full Day	Non Statutory Fee	Subsidised Price	Yes	215.00	218.23	3.23	1.5%
Bond	Non Statutory Fee	Subsidised Price	No	150.00	152.25	2.25	1.5%
Half day / evening (up to 4 hours)	Non Statutory Fee	Subsidised Price	Yes	107.50	109.11	1.61	1.5%
Two hour (min)	Non Statutory Fee	Subsidised Price	Yes	64.50	65.47	0.97	1.5%
Community Halls Private/for profit							
Bond	Non Statutory Fee	Subsidised Price	No	500.00	507.50	7.50	1.5%
Full Day	Non Statutory Fee	Market price	Yes	455.00	461.83	6.83	1.5%
Half day / evening (up to 4 hours)	Non Statutory Fee	Market price	Yes	235.00	238.53	3.53	1.5%
Two hour (min)	Non Statutory Fee	Market price	Yes	130.00	131.95	1.95	1.5%
Community Halls Private/Not for profit							
Full Day	Non Statutory Fee	Subsidised Price	Yes	215.00	218.23	3.23	1.5%
Bond	Non Statutory Fee	Subsidised Price	No	150.00	152.25	2.25	1.5%
Half day / evening (up to 4 hours)	Non Statutory Fee	Subsidised Price	Yes	107.50	109.11	1.61	1.5%
Two hour (min)	Non Statutory Fee	Subsidised Price	Yes	64.50	65.47	0.97	1.5%
Community or Multipurpose Room - Community Groups							
Bond	Non Statutory Fee	Subsidised Price	No	150.00	152.25	2.25	1.5%
Full Day	Non Statutory Fee	Subsidised Price	Yes	45.50	46.18	0.68	1.5%
Half day / evening (up to 4 hours)	Non Statutory Fee	Subsidised Price	Yes	22.50	22.84	0.34	1.5%
Two hour (min)	Non Statutory Fee	Subsidised Price	Yes	11.25	11.42	0.17	1.5%
Community or Multipurpose Room - for profit							
Bond	Non Statutory Fee	Subsidised Price	No	500.00	507.50	7.50	1.5%
Full Day	Non Statutory Fee	Subsidised Price	Yes	160.00	162.40	2.40	1.5%
Half day / evening (up to 4 hours)	Non Statutory Fee	Subsidised Price	Yes	80.00	81.20	1.20	1.5%
Two hour (min)	Non Statutory Fee	Subsidised Price	Yes	40.00	40.60	0.60	1.5%
Community or Multipurpose Room - Not for profit							
Bond	Non Statutory Fee	Subsidised Price	No	150.00	152.25	2.25	1.5%
Full Day	Non Statutory Fee	Subsidised Price	Yes	80.00	81.20	1.20	1.5%
Half day / evening (up to 4 hours)	Non Statutory Fee	Subsidised Price	Yes	40.00	40.60	0.60	1.5%
Two hour (min)	Non Statutory Fee	Subsidised Price	Yes	20.00	20.30	0.30	1.5%
Training, Meeting, Activity or Consult Room - Community Groups							
Bond	Non Statutory Fee	Subsidised Price	No	150.00	152.25	2.25	1.5%
Full Day	Non Statutory Fee	Subsidised Price	Yes	34.50	35.02	0.52	1.5%
Half day / evening (up to 4 hours)	Non Statutory Fee	Subsidised Price	Yes	17.20	17.46	0.26	1.5%
Two hour (min)	Non Statutory Fee	Subsidised Price	Yes	8.60	8.73	0.13	1.5%
Training, Meeting, Activity or Consult Room - for profit							
Bond	Non Statutory Fee	Subsidised Price	No	500.00	507.50	7.50	1.5%
Full Day	Non Statutory Fee	Subsidised Price	Yes	136.00	138.04	2.04	1.5%
Half day / evening (up to 4 hours)	Non Statutory Fee	Subsidised Price	Yes	68.00	69.02	1.02	1.5%
Two hour (min)	Non Statutory Fee	Subsidised Price	Yes	34.00	34.51	0.51	1.5%
Training, Meeting, Activity or Consult Room - Not for profit							
Bond	Non Statutory Fee	Subsidised Price	No	150.00	152.25	2.25	1.5%
Full Day	Non Statutory Fee	Subsidised Price	Yes	68.00	69.02	1.02	1.5%
Half day / evening (up to 4 hours)	Non Statutory Fee	Subsidised Price	Yes	34.00	34.51	0.51	1.5%
Two hour (min)	Non Statutory Fee	Subsidised Price	Yes	17.00	17.26	0.26	1.5%
Hills Hub							
Hills Hub Hall Space - Community Groups							
Full Day	Non Statutory Fee	Subsidised Price	Yes	215.00	218.23	3.23	1.5%
Bond	Non Statutory Fee	Subsidised Price	Yes	150.00	152.25	2.25	1.5%
Half day / evening (up to 4 hours)	Non Statutory Fee	Subsidised Price	Yes	107.50	109.11	1.61	1.5%
Hills Hub Hall Space - for profit							
Bond	Non Statutory Fee	Subsidised Price	Yes	500.00	507.50	7.50	1.5%
Full Day	Non Statutory Fee	Subsidised Price	Yes	455.00	461.83	6.83	1.5%
Half day / evening (up to 4 hours)	Non Statutory Fee	Subsidised Price	Yes	235.00	238.53	3.53	1.5%
Hills Hub Hall Space - Not for profit							
Full Day	Non Statutory Fee	Subsidised Price	Yes	215.00	218.23	3.23	1.5%
Bond	Non Statutory Fee	Subsidised Price	Yes	150.00	152.25	2.25	1.5%
Half day / evening (up to 4 hours)	Non Statutory Fee	Subsidised Price	Yes	107.50	109.11	1.61	1.5%

6.1 Fees and Charges Schedule

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2021-22. Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

				2020/21 Adopted	2021/22 Proposed	Change 2020/21 to 2021/22	
	Fee Classification	Pricing Method (Non Statutory Fees only)	GST Applicable	(Inc GST if applicable)	(Inc GST if applicable)	\$	%
Youth Services							
My Place							
Casual Room Hire - Activity Room Full Half Day Rate	Non Statutory Fee	Subsidised Price	Yes	122.00	123.83	1.83	1.5%
Casual Room Hire - Activity Room Half Day Rate	Non Statutory Fee	Subsidised Price	Yes	61.00	61.92	0.92	1.5%
Casual Room Hire - Consulting Room Full Day Rate	Non Statutory Fee	Subsidised Price	Yes	84.00	85.26	1.26	1.5%
Casual Room Hire - Consulting Room Half Day Rate	Non Statutory Fee	Subsidised Price	Yes	45.00	45.68	0.68	1.5%
Casual Room Hire - Meeting Room Full Day Rate	Non Statutory Fee	Subsidised Price	Yes	111.00	112.67	1.67	1.5%
Regular Room Hire - Activity Room Full Day Rate	Non Statutory Fee	Subsidised Price	Yes	78.00	79.17	1.17	1.5%
Regular Room Hire - Activity Room Half Day Rate	Non Statutory Fee	Subsidised Price	Yes	39.00	39.59	0.59	1.5%
Regular Room Hire - Consulting Room Full Day Rate	Non Statutory Fee	Subsidised Price	Yes	50.00	50.75	0.75	1.5%
Regular Room Hire - Consulting Room Half Day Rate	Non Statutory Fee	Subsidised Price	Yes	28.00	28.42	0.42	1.5%
Regular Room Hire - Meeting Room Full Day Rate	Non Statutory Fee	Subsidised Price	Yes	67.00	68.01	1.01	1.5%
Regular Room Hire - Meeting Room Half Day Rate	Non Statutory Fee	Subsidised Price	Yes	34.00	34.51	0.51	1.5%
Note - Half Day - up to and including 4 hours, Day - 4 to 8 hours	Non Statutory Fee	N/A					
Regular Rates - 6 or more consecutive bookings	Non Statutory Fee	N/A					
The Point							
Full Day Casual Rate	Non Statutory Fee	Full Cost Recovery Price	Yes	140.00	142.10	2.10	1.5%
Full Day Regular Rate	Non Statutory Fee	Full Cost Recovery Price	Yes	70.00	101.50	31.50	45.0%
Half day Casual Rate	Non Statutory Fee	Full Cost Recovery Price	Yes	70.00	71.05	1.05	1.5%
Half Day Regular Rate	Non Statutory Fee	Full Cost Recovery Price	Yes	50.00	50.75	0.75	1.5%
Maternal & Child Health							
Breast Pump Kit Purchase - double - Not being provided any more	Non Statutory Fee	N/A	No	45.00	N/A		0.0%
Community Strengthening							
Fire Prevention							
Fail to Comply with a Notice (Fire Prevention Notice)	Statutory Fee		No	1,652.50	1,676.98	24.48	1.5%
Fire Prevention Works - Administration Fee	Non Statutory Fee	Full Cost Recovery Price	Yes	34.50	35.02	0.52	1.5%
Community Bus							
Community Bus hire fees	Non Statutory Fee	Subsidised Price	No	8.00	8.15	0.15	1.9%
Community Bus hire - COVID Cleaning costs	Non Statutory Fee	Full Cost Recovery Price	No	-	55.00	55.00	
Community Bus hire - COVID Cleaning costs (Weekend)	Non Statutory Fee	Full Cost Recovery Price	No	-	110.00	110.00	
Development & Compliance Services							
Animal Control							
Animal-related fines	Statutory Fee		No	As prescribed by State Government legislation	As prescribed by State Government legislation		
Animal Register inspection fees	Non Statutory Fee	Market price	No	40.00	40.50	0.50	1.3%
Animal Release Fee - Cat (as per contract)	Non Statutory Fee	Full Cost Recovery Price	Yes	175.00	177.63	2.63	1.5%
Animal Release Fee - Dog (as per contract)	Non Statutory Fee	Full Cost Recovery Price	Yes	225.00	228.38	3.38	1.5%
Animals - Excess numbers	Non Statutory Fee	Market price	No	84.05	85.00	0.95	1.1%
Animals - Excess numbers permit	Non Statutory Fee	Market price	No	84.05	85.00	0.95	1.1%
Animals - Fence off nature strip for grazing	Non Statutory Fee	Market price	No	176.30	179.00	2.70	1.5%
Animals - Grazing on nature strips	Non Statutory Fee	Market price	No	176.30	179.00	2.70	1.5%
Bonds/deposits on anti barking collars, cat traps, and possum traps	Non Statutory Fee	Market price	No	71.75	150.00	78.25	109.1%
Cat registration	Non Statutory Fee		No	132.25	134.00	1.75	1.3%
Daily Impound (Court hold only) as per contract (per day)	Non Statutory Fee	Full Cost Recovery Price	Yes	45.00	40.00	5.00	-11.1%
Dangerous / Restricted / Menacing Breed	Non Statutory Fee	Market price	No	260.00	264.00	4.00	1.5%
Dog registration	Non Statutory Fee	Market price	No	132.25	134.00	1.75	1.3%
Domestic animal businesses - Licence to operate breeding establishment	Non Statutory Fee	Market price	No	525.80	533.00	7.20	1.4%
Hire of cat traps	Non Statutory Fee	N/A	Yes	34.85	-		0.0%
Impound fee (small and large animals)	Statutory Fee		No	49.75	50.50	0.75	1.5%
Labour (business hours / out-of-business hours) as per officer hourly rate (per hour)	Non Statutory Fee	Full Cost Recovery Price	No	\$76.10 / \$107.70	43.00		
Member Canine Assoc (unsterilized)	Non Statutory Fee	Market price	No	43.05	43.50	0.45	1.0%
Reduced Fee Cat - (microchipped, sterilised, 10 years of age plus)	Non Statutory Fee	Market price	No	43.05	43.50	0.45	1.0%
Reduced Fee Dog - (microchipped, sterilised, 10 years of age plus, working dog)	Non Statutory Fee	Market price	No	43.05	43.50	0.45	1.0%
Reduced Fee Sterilised Cat - Pensioner	Non Statutory Fee	Market price	No	23.60	24.00	0.40	1.7%
Reduced Fee Sterilised Dog - Pensioner	Non Statutory Fee	Market price	No	23.60	24.00	0.40	1.7%
Reduced Fee Unsterilized Cat - Pensioner	Non Statutory Fee	Market price	No	67.65	68.00	0.35	0.5%
Reduced Fee Unsterilized Dog - Pensioner	Non Statutory Fee	Market price	No	67.65	68.00	0.35	0.5%
Stock Transportation as per contract	Statutory Fee		Yes	Fees as charged by contractor	Fees as charged by contractor		
Surrender of animal	Non Statutory Fee	Full Cost Recovery Price	Yes	102.50	150.00	47.50	46.3%
Sustenance large animal (cattle, horses)	Statutory Fee		No	15.20	15.20	-	0.0%
Sustenance small animal (pig, sheep)	Statutory Fee		No	11.70	13.00	1.30	11.1%

6.1 Fees and Charges Schedule							
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Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.							
				2020/21 Adopted	2021/22 Proposed	Change 2020/21 to 2021/22	
	Fee Classification	Pricing Method (Non Statutory Fees only)	GST Applicable	(Inc GST if applicable)	(Inc GST if applicable)	\$	%
Local Laws							
Local Law Fines	Statutory Fee		No	As per CSC Local Laws	As per CSC Local Laws		
Parking Fines	Statutory Fee		No	As per CSC Local Laws	As per CSC Local Laws		
Abandoned Vehicle Release (as per contract)	Non Statutory Fee	Full Cost Recovery Price	Yes	320.00	As per contract		0.0%
Advertising Signs - A Frames	Non Statutory Fee	Market price	No	172.20	174.50	2.30	1.3%
Advertising Signs - Real Estate Auction Boards (3 months)	Non Statutory Fee	Market price	No	226.50	229.00	2.50	1.1%
Advertising signs schools (up to three per year)	Non Statutory Fee	N/A	No	110.70	-		0.0%
Advertising Signs, Flags overhanging roads-3 metres (3 months)	Non Statutory Fee	Market price	No	226.50	229.00	2.50	1.1%
Asset protection blanket bond	Non Statutory Fee	Market price	No	10,000.00	10,150.00	150.00	1.5%
Asset protection bond	Non Statutory Fee	Market price	No	1,100.00	1,115.00	15.00	1.4%
Asset protection fee	Non Statutory Fee	Market price	No	274.70	278.00	3.30	1.2%
Caravan/Motorhome Storage/Occupation	Non Statutory Fee	Market price	No	172.20	174.50	2.30	1.3%
Charity bins	Non Statutory Fee	Market price	No	75.85	76.50	0.65	0.9%
Commercial Bins Business use eg. restaurants, businesses in CBD per month	Non Statutory Fee	Market price	No	172.20	174.50	2.30	1.3%
Community Temporary Advertising Signage	Non Statutory Fee	Market price		\$20 first three signs, \$20 increment for every other three signs	20.30		
Copies of any local laws	Non Statutory Fee	Market price	No	30.75	31.00	0.25	0.8%
Footpath - Bali Flags	Non Statutory Fee	Market price	No	172.20	174.50	2.30	1.3%
Footpath - Display goods (per size)	Non Statutory Fee	Market price	No	172.20	174.50	2.30	1.3%
Footpath - Table and Chairs - Fee per chair	Non Statutory Fee	Market price	No	34.85	35.00	0.15	0.4%
Footpath - Table and Chairs - Fee per table	Non Statutory Fee	Market price	No	54.30	55.00	0.70	1.3%
Footpath - Umbrella	Non Statutory Fee	Market price	No	54.30	55.00	0.70	1.3%
Footpath - Windbreaker screen	Non Statutory Fee	Market price	No	53.00	54.00	1.00	1.9%
General Local Laws Fines	Statutory Fee		No	As per CSC Local Laws	As per CSC Local Laws		
General Permit	Non Statutory Fee	Market price	No	172.20	174.50	2.30	1.3%
Heavy Vehicle – on land under 0.8ha (2 acres)	Non Statutory Fee	Market price	No	172.20	174.50	2.30	1.3%
Impounded Item Release	Non Statutory Fee	Market price	Yes	148.60	150.00	1.40	0.9%
Liquor - Consumption/Possession – within 500 metres of licensed premises	Non Statutory Fee	Market price	No	172.20	174.50	2.30	1.3%
Mobile Crane/Tower	Non Statutory Fee	Market price	No	172.20	174.50	2.30	1.3%
Real Estate Pointer Boards	Non Statutory Fee	Market price	No	480.00	485.00	5.00	1.0%
Recreational Vehicles	Non Statutory Fee	Market price	No	399.75	405.00	5.25	1.3%
Release of impounded recreational vehicle/monkey bike	Non Statutory Fee	Market price	Yes	343.40	348.00	4.60	1.3%
Roadside Trading (Highway Sites by Tender) - per day	Non Statutory Fee	Market price	No	N/A	100.00		
Roadside Trading (Highway Sites by Tender) - per year	Non Statutory Fee	Market price	No	N/A	400.00		
Rubbish Containers - Skips Building Sites up to 3 months	Non Statutory Fee	Market price	No	123.00	124.50	1.50	1.2%
Rubbish Containers - Skips residential 1- 7 days	Non Statutory Fee	Market price	No	54.30	55.00	0.70	1.3%
Shipping container permit application	Non Statutory Fee	Market price	No	N/A	174.50		
Special Abandoned Vehicle Release as per contract (Heavy vehicles/Caravans)	Non Statutory Fee	Full Cost Recovery Price	Yes	As per terms of contract	As per terms of contract		
Street Stalls (inc. sausage sizzles) (No charge applicable to Community Groups) per day	Non Statutory Fee	Market price	No	53.30	54.00	0.70	1.3%
Vegetation/Firewood - removal/destruction per application	Non Statutory Fee	Market price	No	104.55	106.00	1.45	1.4%
Domestic Waste Water							
Infringements (Septic tanks) currently 5 penalty units as prescribed by State Government	Statutory Fee		No	As prescribed by State Government legislation	As prescribed by State Government legislation		
Report and consent for septic tanks systems	Statutory Fee		No	290.40	294.76	4.36	1.5%
Installation permits (new)	Non Statutory Fee	Market price	No	588.35	597.18	8.83	1.5%
Permit for Alteration	Non Statutory Fee	Market price	No	375.15	380.78	5.63	1.5%
Reissue Septic permit	Non Statutory Fee	Market price	No	73.80	74.91	1.11	1.5%
Septic Tank Plan Search Fee	Non Statutory Fee	Market price	No	73.80	74.91	1.11	1.5%
Septic Tank written advice	Non Statutory Fee	Market price	No	73.80	74.91	1.11	1.5%

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				2020/21 Adopted	2021/22 Proposed	Change 2020/21 to 2021/22	
	Fee Classification	Pricing Method (Non Statutory Fees only)	GST Applicable	(Inc GST if applicable)	(Inc GST if applicable)	\$	%
Food Act							
Food Act Registered Premises - Up to 5 employees							
Class 1 (includes one routine inspection and assessment of audit)	Non Statutory Fee	Market price	No	574.00	582.61	8.61	1.5%
Class 2 (includes one routine inspection and compliance check)	Non Statutory Fee	Market price	No	574.00	582.61	8.61	1.5%
Class 3 (includes one routine inspection)	Non Statutory Fee	Market price	No	314.70	319.42	4.72	1.5%
Class 3 Minor Community Group (Food served 1 day a week and less than 100 members)	Non Statutory Fee	Market price	No	125.00	126.88	1.88	1.5%
Audit fees - rate per hour.	Non Statutory Fee	Market price	Yes	91.20	92.57	1.37	1.5%
Fee for inspections in addition to routine inspection - rate per hour.	Non Statutory Fee	Market price	Yes	91.20	92.57	1.37	1.5%
* For each additional effective full-time employee greater than 5.	Non Statutory Fee	Market price	No	29.70	30.15	0.45	1.5%
Food Act Registered Premises -School Canteens							
Infringements (Food Act 184 and Public Health & Wellbeing Act 2008) as prescribed by State Governmen	Statutory Fee		No	As prescribed by State Government legislation	As prescribed by State Government legislation		
Maximum Fee (greater than 75 effective full time employees)	Non Statutory Fee	Market price	No	2,531.75	2,569.73	37.98	1.5%
Class 1 and 2 (Temporary Food Premises)	Non Statutory Fee	Market price	No	573.00	581.60	8.60	1.5%
Class 3 (Temporary Food Premises)	Non Statutory Fee	Market price	No	315.70	320.44	4.74	1.5%
Vending machine - class 3	Non Statutory Fee	Market price	No	315.70	320.44	4.74	1.5%
Transfer of Registration (Food Act premises)	Non Statutory Fee	Market price	No	215.25	218.48	3.23	1.5%
* Not for Profit	Non Statutory Fee	Market price	No	128.10	130.02	1.92	1.5%
Class 1 and 2 (Temporary Food Premises) Not for Profit organisation	Non Statutory Fee	Market price	No	68.70	69.73	1.03	1.5%
Class 3 (Temporary Food Premises) Not for Profit organisation	Non Statutory Fee	Market price	No	44.05	44.71	0.66	1.5%
Food Act Premises Establishment and PHWBA Fee	Non Statutory Fee	Market price	No	50% Annual Fee	50% Annual Fee		
PHWBA and Food Act							
Inspection requests from Solicitors or proposed proprietors Express 2 day	Non Statutory Fee	Market price	Yes	348.50	353.73	5.23	1.5%
Inspection requests from Solicitors or proposed proprietors	Non Statutory Fee	Market price	Yes	232.70	236.19	3.49	1.5%
Pre application Site Consultation.	Non Statutory Fee	Market price	Yes	91.20	92.57	1.37	1.5%
After 1st July the Registration Fee will be 50% of the annual fee (plus the establishment fee).	Non Statutory Fee	Market price	No	50% Annual Fee	50% Annual Fee		
After 1st Sept the Registration Fee will be 25% of the annual fee (plus the establishment fee).	Non Statutory Fee	Market price	No	25% Annual Fee	25% Annual Fee		
Late fee for Registration- All premises (after 31st December)	Non Statutory Fee	Market price	No	50% Annual Fee	50% Annual Fee		
Health Act							
Public Health and Wellbeing Act Premises (PHWBA)							
Caravan Parks	Statutory Fee		No	\$14.81 per fee unit	\$14.81 per fee unit		
Registration renewal of prescribed accommodation (4-10 persons)	Non Statutory Fee	Market price	No	177.30	179.96	2.66	1.5%
Registration renewal of prescribed accommodation (11-20 persons)	Non Statutory Fee	Market price	No	266.50	270.50	4.00	1.5%
Registration renewal of prescribed accommodation (21-30 persons)	Non Statutory Fee	Market price	No	363.90	369.36	5.46	1.5%
Registration renewal of prescribed accommodation (more than 30 persons)	Non Statutory Fee	Market price	No	461.25	468.17	6.92	1.5%
Ongoing Registration of Hairdressers	Non Statutory Fee	Market price	No	322.90	327.74	4.84	1.5%
Registration of public swimming pools/spas	Non Statutory Fee	Market price	No	315.00	319.73	4.73	1.5%
Registration of public swimming pools/spas - per each additional pool or spa	Non Statutory Fee	Market price	No	120.00	121.80	1.80	1.5%
High risk - Skin Penetration, tattooing, colonic irrigation.	Non Statutory Fee	Market price	No	240.90	244.51	3.61	1.5%
Medium Risk - Beauty, waxing, threading, facials, nails, eyelash extensions, tinting.	Non Statutory Fee	Market price	No	225.50	228.88	3.38	1.5%
Low Risk - Temporary makeup, hairdressing, spray tanning	Non Statutory Fee	Market price	No	176.30	178.94	2.64	1.5%
Transfer of Registration (Health Act premises)	Non Statutory Fee	Market price	No	50% Annual Fee	50% Annual Fee		
*NOTE: - Transfer of Registration currently 5 fee units	Statutory Fee		No	74.05	75.16	1.11	1.5%

6.1 Fees and Charges Schedule							
This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2021-22.							
Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.							
				2020/21 Adopted	2021/22 Proposed	Change 2020/21 to 2021/22	
	Fee Classification	Pricing Method (Non Statutory Fees only)	GST Applicable	(Inc GST if applicable)	(Inc GST if applicable)	\$	%
Planning							
For a declaration by the Council as to whether a matter specified on a permit to be carried out to t	Statutory Fee		No	306.70	306.70	-	0.0%
Application for Permit							
An application to develop land or to use and develop land for a single dwelling per lot or to undertake							
Less than \$10,000	Statutory Fee		No	188.20	188.20	-	0.0%
\$10,000 - \$100,000	Statutory Fee		No	592.50	592.50	-	0.0%
\$100,000 - \$500,000	Statutory Fee		No	1,212.80	1,212.80	-	0.0%
\$500,000 - \$1,000,000	Statutory Fee		No	1,310.40	1,310.40	-	0.0%
\$1,000,000 - \$2,000,000	Statutory Fee		No	1,407.90	1,407.90	-	0.0%
VicSmart application:	Statutory Fee		No				
Less than \$10,000	Statutory Fee		No	188.20	188.20	-	0.0%
More than \$10,000	Statutory Fee		No	404.30	404.30	-	0.0%
To subdivide or consolidate land	Statutory Fee		No				
To develop land (other than a class 2, 3, 7 or 8 or a permit to subdivide or consolidate land) if t	Statutory Fee		No				
Less than \$100,000	Statutory Fee		No	1,080.40	1,080.40	-	0.0%
To develop land (other than a class 4, 5, or 8 or a permit to subdivide or consolidate land) if the	Statutory Fee		No			-	
\$100,000 - \$1,000,000	Statutory Fee		No	1,456.70	1,456.70	-	0.0%
To develop land (other than a class 4, 5, or 8 or a permit to subdivide or consolidate land) if the	Statutory Fee		No				
\$1,000,001 - \$5,000,000	Statutory Fee		No	3,213.20	3,213.20	-	0.0%
To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimate	Statutory Fee		No			-	
\$5,000,000 - \$15,000,000	Statutory Fee		No	8,189.80	8,189.80	-	0.0%
\$15,000,000 - \$50,000,000	Statutory Fee		No	24,151.10	24,151.10	-	0.0%
more than \$50,000,000	Statutory Fee		No	54,282.40	54,282.40	-	0.0%
Applications for Amendments to Permits							
An application to amend a permit to use the land if that amendment is to change the use for which th	Statutory Fee		No	1,240.70	1,240.70	-	0.0%
An application to amend a permit (other than a permit to develop land or to use and develop land for	Statutory Fee		No	1,240.70	1,240.70	-	0.0%
An application to amend a permit (other than a permit to subdivide land) to - (a) develop land for a	Statutory Fee		No			-	
\$10,000 or less	Statutory Fee		No	188.20	188.20	-	0.0%
>\$10,000 - \$100,000	Statutory Fee		No	592.50	592.50	-	0.0%
>\$100,000 - \$500,000	Statutory Fee		No	1,212.80	1,212.80	-	0.0%
>\$500,000 - \$2,000,000	Statutory Fee		No	1,310.40	1,310.40	-	0.0%
An application to amend a permit originally assessed in accordance with VicSmart if the estimated co	Statutory Fee		No			-	
\$10,000 or less	Statutory Fee		No	188.20	188.20	-	0.0%
>\$10,000	Statutory Fee		No	404.30	404.30	-	0.0%
An application to amend a permit originally assessed in accordance with VicSmart to subdivide or con	Statutory Fee		No	188.20	188.20	-	0.0%
Certificates of compliance	Statutory Fee		No	306.70	306.70	-	0.0%
Amendment of plans prior to certification	Statutory Fee		No	104.60	104.60	-	0.0%
Amendment of plans after certification	Statutory Fee		No	132.40	132.40	-	0.0%
An application to amend a permit to develop land, other than - (a) a permit to undertake development	Statutory Fee		No	1,080.40	1,080.40	-	0.0%
An application (other than a Class 4, Class 5 or Class 8 application or a permit to subdivide or con	Statutory Fee		No	1,456.70	1,456.70	-	0.0%
An application (other than a Clause 8 application or a permit to subdivide or consolidate land) to a	Statutory Fee		No	3,213.20	3,213.20	-	0.0%
An application to amend a permit to - (a) subdivide an existing building; or (b) subdivide land into	Statutory Fee		No	1,240.70	1,240.70	-	0.0%
An application to amend a permit to subdivide land (other than Clause 9, Class 16, Class 17 and Clas	Statutory Fee		No	\$1,240.70 per 100 lots created	\$1,240.70 per 100 lots created		
An application to amend a permit to - (a) create, vary or remove a restriction within the meaning of	Statutory Fee		No	1,240.70	1,240.70	-	0.0%
Plan of subdivision (certification)	Statutory Fee		No	164.50	164.50	-	0.0%
Planning Enquiries / Pre Application advice	Non Statutory Fee	Market price	No	122.00	123.80	1.80	1.5%
Provide a copy of an endorsed plan	Non Statutory Fee	Market price	No	110.70	112.35	1.65	1.5%
Extension of time to planning permit	Non Statutory Fee	Market price	No	138.40	140.45	2.05	1.5%
Voluntary amendment permit and or plan (Secondary Consent)	Non Statutory Fee	Market price	No	221.40	224.70	3.30	1.5%
Advertising Fee (up to 20 notices)	Non Statutory Fee	Market price	No	97.40	98.85	1.45	1.5%
Advertising Fee (20 to 40 notices)	Non Statutory Fee	Market price	No	193.75	196.65	2.90	1.5%
Advertising Fee (over 40 notices)	Non Statutory Fee	Market price	No	221.40	224.70	3.30	1.5%
Planning Certificate (Priority)	Non Statutory Fee	Market price	No	65.60	66.55	0.95	1.4%
Sign	Non Statutory Fee	Market price	Yes	66.65	67.65	1.00	1.5%

6.1 Fees and Charges Schedule							
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Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.							
				2020/21 Adopted	2021/22 Proposed	Change 2020/21 to 2021/22	
	Fee Classification	Pricing Method (Non Statutory Fees only)	GST Applicable	(Inc GST if applicable)	(Inc GST if applicable)	\$	%
Planning Enforcement							
Applications for Permits							
An application for use only.	Statutory Fee		No	1,240.70	1,240.70	-	0.0%
An application to subdivide an existing building.	Statutory Fee		No	1,240.70	1,240.70	-	0.0%
An application to subdivide land into two lots	Statutory Fee		No	1,240.70	1,240.70	-	0.0%
To effect a realignment of a common boundary between lots or to consolidate two or more lots	Statutory Fee		No	1,240.70	1,240.70	-	0.0%
An application to subdivide land	Statutory Fee		No	\$1,240.70 per 100 lots	\$1,240.70 per 100 lots		
An application to remove a restriction (within the meaning of the Subdivision Act 1988) over land	Statutory Fee		No	1,240.70	1,240.70	-	0.0%
An application to create, vary or remove a restriction within the meaning of the Subdivision Act 198	Statutory Fee		No	1,240.70	1,240.70	-	0.0%
To create, vary or remove an easement other than a right of way; or to vary or remove a condition in	Statutory Fee		No	1,240.70	1,240.70	-	0.0%
Building Services							
Building							
Note that Council charge the maximum statutory fee as set out in the Building Regulations 2006							
Building Inspection	Statutory Fee		No	183.05	185.80	2.75	1.5%
Building Permit Lodgement (cost of building work \$5,000 or more)	Statutory Fee		No	121.90	123.73	1.83	1.5%
Certificate of pool and spa barrier compliance lodgement	Statutory Fee		No	20.40	20.71	0.31	1.5%
Certificate of pool and spa barrier non-compliance	Statutory Fee		No	385.00	390.78	5.78	1.5%
Council Consent/Building over easement dispensation	Statutory Fee		No	290.40	294.76	4.36	1.5%
Council Consent/Land liable to flood/inundation dispensation	Statutory Fee		No	290.40	294.76	4.36	1.5%
Council Consent/Protection of the Public	Statutory Fee		No	294.70	299.12	4.42	1.5%
Council Consent/Siting dispensation	Statutory Fee		No	290.40	294.76	4.36	1.5%
Heritage/Demolition Consent (Section 29a)	Statutory Fee		No	85.20	86.48	1.28	1.5%
Pool/Spa registration fee	Statutory Fee		No	79.00	80.19	1.19	1.5%
Property Information Request	Statutory Fee		No	47.20	47.91	0.71	1.5%
Community Infrastructure Levy - Cardinia Rd DCP Cell 1,2,3,5,6	Statutory Fee		No	1,190.00	1,207.85	17.85	1.5%
Community Infrastructure Levy - Cardinia Rd DCP Cell 4	Statutory Fee		No	677.00	687.15	10.15	1.5%
Community Infrastructure Levy - Officer	Statutory Fee		No	1,190.00	1,207.85	17.85	1.5%
Community Infrastructure Levy - Pakenham	Statutory Fee		No	677.00	687.15	10.15	1.5%
Occupancy Permits - Place of Public Entertainment (POPE)	Non Statutory Fee	Market price	No	1,050.00	1,065.75	15.75	1.5%
Temporary Public Structure Siting	Non Statutory Fee	Market price	No	377.20	382.85	5.65	1.5%
Retrieval (PDF) of Plans	Non Statutory Fee	Market price	No	Domestic \$116.00, Commercial \$139.25	Domestic \$116.00, Commercial \$139.25		
Copy of Plans (printed copies)	Non Statutory Fee	Market price	No	In addition to retrieval - Domestic \$10, Commercial \$20.	In addition to retrieval - Domestic \$10, Commercial \$20.		
Retrieval (PDF) of Documents	Non Statutory Fee	Market price	No	Domestic \$116.00, Commercial \$139.25	Domestic \$116.00, Commercial \$139.25		
Copy of Documents (printed copies)	Non Statutory Fee	Market price	No	In addition to retrieval - Domestic \$10, Commercial \$20.	In addition to retrieval - Domestic \$10, Commercial \$20.		
Parking Enforcement							
Parking fines	Statutory Fee		No	As per CSC Local Laws	As per CSC Local Laws		
Finance							
Finance Management							
Credit card surcharge	Non Statutory Fee	Full Cost Recovery Price	No	0.80%	0.59%	-	0.00 -26.3%
Rates & Property Services							
Copy of Rates Notice/Rates Search	Non Statutory Fee	Full Cost Recovery Price	No	11.00	11.17	0.17	1.5%
Land information certificates (statutory fee)	Statutory Fee		No	27.00	27.00	-	0.0%
Governance							
Governance							
Community Liability Insurance - for groups/individuals using Council facilities	Non Statutory Fee	Subsidised Price	Yes	25.00	25.48	0.48	1.9%
Statutory fees applicable under FOI							
Application Fee	Statutory Fee		No	29.60	29.60	-	0.0%
Photocopy charge	Statutory Fee		No	0.20	0.20	-	0.0%
Search Charge per hour or part thereof	Statutory Fee		No	22.22	22.22	-	0.0%
Supervision Charge \$22.22 per hour charged per quarter hour	Statutory Fee		No	22.22	22.22	-	0.0%

6.1 Fees and Charges Schedule							
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Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.							
				2020/21 Adopted	2021/22 Proposed	Change 2020/21 to 2021/22	
	Fee Classification	Pricing Method (Non Statutory Fees only)	GST Applicable	(Inc GST if applicable)	(Inc GST if applicable)	\$	%
Information Services							
Geographic Information System maps							
Setup fee per map	Non Statutory Fee	Full Cost Recovery Price	Yes	57.00	57.86	0.86	1.5%
A0 (per map)	Non Statutory Fee	Full Cost Recovery Price	Yes	64.50	65.47	0.97	1.5%
A1 (per map)	Non Statutory Fee	Full Cost Recovery Price	Yes	44.00	44.66	0.66	1.5%
A2 (per map)	Non Statutory Fee	Full Cost Recovery Price	Yes	28.50	28.93	0.43	1.5%
A3 Plotter (per map)	Non Statutory Fee	Full Cost Recovery Price	Yes	20.00	20.30	0.30	1.5%
Plan printing charges (per copy)							
SHIRE PLAN (A0)	Non Statutory Fee	Full Cost Recovery Price	Yes	37.00	37.56	0.56	1.5%
A0 SIZE PLAN	Non Statutory Fee	Full Cost Recovery Price	Yes	24.00	24.36	0.36	1.5%
A1 SIZE PLAN	Non Statutory Fee	Full Cost Recovery Price	Yes	13.00	13.20	0.20	1.5%
PLAN OF SUBDIVISION (A3)	Non Statutory Fee	Full Cost Recovery Price	Yes	5.10	5.18	0.08	1.6%
A4 PHOTOCOPIES	Non Statutory Fee	Full Cost Recovery Price	Yes	0.95	0.96	0.01	1.1%
Multiple Copies (10+)	Non Statutory Fee	Full Cost Recovery Price	Yes	0.95	0.96	0.01	1.1%
Infrastructure Services							
Engineering Services							
Development							
Build Over Easement	Statutory Fee		No	290.40	290.40	-	0.0%
Drainage Levy	Statutory Fee		No	Set in accordance with Melbourne Water Area	Set in accordance with Melbourne Water Area	-	0.0%
Stormwater discharge points (LPD - legal point of discharge)	Statutory Fee		No	144.70	144.70	-	0.0%
Engineering Services							
Application For Works Within Road Reserve Inspection Fee not on Road	Statutory Fee		No	88.04	88.04	-	0.0%
Application For Works Within Road Reserve Inspection Fee on Road	Statutory Fee		No	136.16	136.16	-	0.0%
Road opening permits - works conducted on, or any part of, the roadway, shoulder, or pathway (minor	Statutory Fee		No	144.36	144.36	-	0.0%
Road opening permits - works not conducted on, or any part of, the roadway, shoulder, or pathway	Statutory Fee		No	63.00	63.00	-	0.0%
Landscape Development							
Landscape design checking	Statutory Fee		No	0.75% of estimated cost	0.75% of estimated cost	-	0.0%
Supervision of private landscape works	Statutory Fee		No	2.5% of actual cost	2.5% of actual cost	-	0.0%
Tree planting	Non Statutory Fee	Full Cost Recovery Price	Yes	412.15	412.15	-	0.0%
Garbage Collection							
Litter and Waste Amenity Charge	Non Statutory Fee	Full Cost Recovery Price	No	126.90	133.20	6.30	5.0%
Community Event Bin Service	Non Statutory Fee	Full Cost Recovery Price	Yes	70.00	70.00	-	0.0%
Hard & Green Waste Contract							
Additional Bundled Branch option - Green and Hard Waste service (being trialled)	Non Statutory Fee	Full Cost Recovery Price	No	72.00	72.00	-	0.0%
Garbage Rate Revenue							
Commercial Waste service	Non Statutory Fee	Full Cost Recovery Price	Yes	318.80	337.25	18.45	5.8%
Residential Garbage (1 x 120L garbage bin and 1 recycling bin)	Non Statutory Fee	Full Cost Recovery Price	No	289.75	307.25	17.50	6.0%
Residential Garbage (1 x 80L garbage bin and 1 recycling bin)	Non Statutory Fee	Full Cost Recovery Price	No	259.75	277.25	17.50	6.7%
Additional Commercial Garbage Bin	Non Statutory Fee	Full Cost Recovery Price	Yes	245.50	256.75	11.25	4.6%
Additional Residential Garbage Bin (120 litre bin only)	Non Statutory Fee	Full Cost Recovery Price	No	215.00	225.00	10.00	4.7%
Additional Commercial Recycling Bin	Non Statutory Fee	Full Cost Recovery Price	Yes	93.30	101.45	8.15	8.7%
Additional Residential Recycling Service	Non Statutory Fee	Full Cost Recovery Price	No	84.60	89.25	4.65	5.5%
Green Waste Bin							
Green Waste Service 240L	Non Statutory Fee	Full Cost Recovery Price	No	123.20	126.60	3.40	2.8%
Green Waste Service 120L	Non Statutory Fee	Full Cost Recovery Price	No	90.00	90.00	-	0.0%
Commercial Green Waste Service 240L	Non Statutory Fee	Full Cost Recovery Price	No		140.00	140.00	
Development							
Design checking	Statutory Fee		No	0.75% of estimated cost	0.75% of estimated cost	-	0.0%
Supervision of private works	Statutory Fee		No	2.5% of actual cost	2.5% of actual cost	-	0.0%
Street Occupation (Hoarding) - 1 week	Statutory Fee		No	150.00	152.25	2.25	1.5%
Street Occupation (Hoarding) - 2 week	Statutory Fee		No	200.00	203.00	3.00	1.5%
Street Occupation (Hoarding) - 3 week	Statutory Fee		No	250.00	253.75	3.75	1.5%
Street Occupation (Hoarding) - 4 week	Statutory Fee		No	300.00	304.50	4.50	1.5%
Street Occupation (Hoarding) - 2 months	Statutory Fee		No	400.00	406.00	6.00	1.5%
Street Occupation (Hoarding) - 3 months	Statutory Fee		No	500.00	507.50	7.50	1.5%
Street Occupation (Hoarding) per sqm	Statutory Fee		No	10.00	10.15	0.15	1.5%
Street Occupation (Hoarding) Day Permit	Statutory Fee		No	\$50 plus sqm fee	\$50 plus sqm fee	-	0.0%
Build Over Easement - S173 processing fee	Non Statutory Fee	Full Cost Recovery Price	Yes	-	315.00	315.00	

6.1 Fees and Charges Schedule						
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Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.						
				2020/21 Adopted (Inc GST if applicable)	2021/22 Proposed (Inc GST if applicable)	Change 2020/21 to 2021/22 \$ %
	Fee Classification	Pricing Method (Non Statutory Fees only)	GST Applicable			
Operations						
Dangerous Tree Removal						
Arborist reports for private property planning applications	Non Statutory Fee	Subsidised Price	Yes	\$400 for the report and up to the first five trees. \$60 for each additional tree.	\$400 for the report and up to the first five trees. \$60 for each additional tree.	
Assessment of hazardous trees on private property	Non Statutory Fee	Subsidised Price	Yes	\$200 for first tree and \$87 for each additional tree.	\$200 for first tree and \$87 for each additional tree.	
Policy, Design & Growth Area Planning						
Growth Area Planning						
Planning Scheme Amendment Stage 1						
Planning Scheme Amendment Stage 1	Statutory Fee		No	3,050.90	3,096.66	45.76 1.5%
Planning Scheme Amendment Stage 2						
(i) up to and including 10 submissions which seek a change to an amendment and where necessary re	Statutory Fee		No	15,121.00	15,347.82	226.82 1.5%
(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary	Statutory Fee		No	30,212.40	30,665.59	453.19 1.5%
(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where neces	Statutory Fee		No	40,386.90	40,992.70	605.80 1.5%
b) providing assistance to a panel in accordance with section 158 of the Act; and	Statutory Fee		No	481.30	488.52	7.22 1.5%
Planning Scheme Amendment Stage 3						
Planning Scheme Amendment Stage 3	Statutory Fee		No	481.30	488.52	7.22 1.5%
Planning Scheme Amendment Stage 4						
Planning Scheme Amendment Stage 4	Statutory Fee		No	481.30	488.52	7.22 1.5%

6.2 Fees and charges schedule - Sports & Aquatics

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during
Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in

	2020/21 Adopted		2021/22 Proposed		Change 2020/21 to 2021/22
	Including GST	Excluding GST	Including GST	Excluding GST	%
Cardinia Life					
Aquatics (Casual)					
Adult Rec Swim	\$7.30	\$6.64	\$7.40	\$6.73	1.4%
Child Rec Swim	\$6.00	\$5.45	\$6.10	\$5.55	1.7%
Concession Rec Swim	\$6.00	\$5.45	\$6.10	\$5.55	1.7%
Family Rec Swim	\$19.60	\$17.82	\$19.90	\$18.09	1.6%
Spectator	\$2.00	\$1.82	\$2.00	\$1.82	0.0%
Casual Health Club	\$17.00	\$15.45	\$17.30	\$15.73	1.8%
Casual Health Club (Concession)	\$17.00	\$15.45	\$17.30	\$15.73	1.8%
Group Fitness					
Aqua Aerobics	\$16.00	\$14.55	\$16.20	\$14.73	1.3%
Aqua Aerobics (Concession)	\$12.90	\$11.73	\$13.10	\$11.91	1.6%
Group Fitness	\$16.00	\$14.55	\$16.20	\$14.73	1.3%
Group Fitness (Concession)	\$12.90	\$11.73	\$13.10	\$11.91	1.6%
Group Fitness Virtual	\$10.00	\$9.09	\$10.00	\$9.09	0.0%
Older Adults Programs					
Aqua Movers	\$8.20	\$7.45	\$8.30	\$7.55	1.3%
Gentle Exercise	\$8.20	\$7.45	\$8.30	\$7.55	1.3%
Memberships					
Health and Wellness Membership Fortnightly Fee	\$45.90	\$41.73	\$46.50	\$42.27	1.3%
Health and Wellness Membership Start-up Fee	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Health and Wellness Commitment Membership Start-up Fee	\$29.00	\$26.36	\$29.00	\$26.36	0.0%
Health and Wellness Membership (Concession) Fortnightly Fee	\$37.00	\$33.64	\$37.50	\$34.09	1.4%
Health and Wellness Membership (Concession) Start-up Fee	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Health and Wellness Membership (Concession/Restricted) Fortnightly Fee	\$29.60	\$26.91	\$30.00	\$27.27	1.4%
Health and Wellness Membership (Concession/Restricted) Start-up Fee	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Health and Wellness Membership (Family) Fortnightly Fee	\$37.00	\$33.64	\$37.50	\$34.09	1.4%
Health and Wellness Membership (Family) Start-up Fee	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Health and Wellness Membership (Concession / Family) Fortnightly Fee	\$29.60	\$26.91	\$30.00	\$27.27	1.4%
Health and Wellness Membership (Concession / Family) Start-up Fee	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Aquatic Membership Fortnightly Fee	\$29.60	\$26.91	\$30.00	\$27.27	1.4%
Aquatic Membership Start-up Fee	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Aquatic Commitment Membership Start-up Fee	\$29.00	\$26.36	\$29.00	\$26.36	0.0%
Aquatic Membership Fortnightly Fee (Concession)	\$23.60	\$21.45	\$23.95	\$21.77	1.5%
Aquatic Membership Start-up Fee (Concession)	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Aquatic Membership Fortnightly Fee (Family)	\$23.60	\$21.45	\$23.95	\$21.77	1.5%
Aquatic Membership Start-up Fee (Family)	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Aquatic Membership Fortnightly Fee (Concession & Family)	\$18.80	\$17.09	\$19.10	\$17.36	1.6%
Aquatic Membership Start-up Fee (Concession & Family)	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Pryme Mover Membership (Restricted) Fortnightly Fee	\$29.60	\$26.91	\$30.00	\$27.27	1.4%
Pryme Mover Membership (Restricted) Start-up Fee	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Aquatic Education Membership Fortnightly Fee Month by Month (School Age - Adult)	\$42.65		\$43.30		1.6%
Aquatic Education Membership Fortnightly Fee Month by Month (School Age - Adult Sibling Discount)	\$40.50		\$41.13		1.6%
Aquatic Education Membership UPFRONT TERM FEE (per class - School Age)	\$25.00		\$25.40		1.6%
Aquatic Education Membership Fortnightly Fee Month by Month (Pre School Age)	\$38.30		\$38.90		1.6%
Aquatic Education Membership Fortnightly Fee Month by Month (Pre School Age - Sibling Discount)	\$36.40		\$36.95		1.6%
Aquatic Education Membership UPFRONT TERM FEE (per class - Pre School Age)	\$22.00		\$22.40		1.8%

6.2 Fees and charges schedule - Sports & Aquatics

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during
Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in

	2020/21 Adopted		2021/22 Proposed		Change 2020/21 to 2021/22
	Including GST	Excluding GST	Including GST	Excluding GST	%
Aquatic Education Membership Fortnightly Fee month by month (Pre Squad)	\$51.80		\$52.50		1.4%
Aquatic Education UPFRONT TERM FEE (per class - Pre Squad)	\$31.00		\$31.50		1.6%
Aquatic Education Membership Fortnightly Fee month by month (Squad)	\$60.75		\$61.60		1.4%
Aquatic Education Membership UPFRONT TERM FEE (per class - Squad)	\$36.25		\$36.80		1.5%
Aquatic Education Membership Fortnightly Fee month by month (Private)	\$77.50		\$78.60		1.5%
Aquatic Education Membership UPFRONT TERM FEE (per class - Private)	\$42.50		\$43.20		1.6%
Aquatic Education Membership Fortnightly Fee month by month (Access & Inclusion)	\$50.00		\$51.00		1.7%
Aquatic Education Membership UPFRONT TERM FEE (per class - Access & Inclusion)	\$30.00		\$30.50		1.7%
Personal Training (Average Fee) - 1/2 hour session per fortnight	\$37.00	\$33.64	\$37.50	\$34.09	1.4%
Schools - Aquatic					
Aquatic Education (1:6) - Per Participant	\$8.75	\$7.95	\$8.90	\$8.09	1.8%
Aquatic Education (1:7) - Per Participant	\$8.45	\$7.68	\$8.60	\$7.82	1.8%
Aquatic Education (1:8) - Per Participant	\$8.15	\$7.41	\$8.30	\$7.55	1.9%
Aquatic Education (1:9) - Per Participant	\$7.85	\$7.14	\$8.00	\$7.27	2.0%
Aquatic Education (1:10) - Per Participant	\$7.50	\$6.82	\$7.70	\$7.00	2.7%
Kinder Group	\$13.60	\$12.36	\$13.80	\$12.55	1.5%
Homes School	\$15.00	\$13.64	\$15.15	\$13.77	1.5%
Carnival Hire	\$835.00	\$759.09	\$847.00	\$770.00	1.5%
Stadium					
Door Entry	\$0.00	\$0.00	\$0.00	\$0.00	
Casual Stadium Participant	\$4.00	\$3.64	\$4.50	\$4.09	14.3%
Basketball - Junior Teamsheet	\$70.00	\$63.64	\$71.00	\$64.55	1.5%
Basketball - Senior Teamsheet	\$78.00	\$70.91	\$79.00	\$71.82	1.3%
Basketball - VBA Teamsheet					
Basketball - Junior Registration	\$55.00	\$50.00	\$56.00	\$50.91	0.8%
Basketball - Senior Registration	\$80.00	\$72.73	\$82.50	\$75.00	1.6%
Late Registration Fee	\$25.00	\$22.73	\$25.00	\$22.73	0.0%
Average Referee Fee per game (Junior)	\$18.00	\$18.00	\$18.00	\$18.00	0.0%
Average Referee Fee per game (Senior)	\$20.50	\$20.50	\$20.50	\$20.50	0.0%
Average Referee Fee per game (VBA)	\$19.60	\$19.60	\$19.60	\$19.60	0.0%
Netball - Junior Teamsheet	\$70.00	\$63.64	\$71.00	\$64.55	1.5%
Netball - Senior Teamsheet	\$78.00	\$70.91	\$79.00	\$71.82	1.3%
Netball - Senior Teamsheet (Midweek Competition)	\$78.00	\$70.91	\$79.00	\$71.82	1.3%
Netball - Junior Registration	\$55.00	\$50.00	\$56.00	\$50.91	1.5%
Netball - Senior Registration	\$80.00	\$72.73	\$81.50	\$74.09	1.7%
Netball - Average Junior VNA payment	\$51.50	\$46.82	\$51.50	\$46.82	0.0%
Netball - Average Senior VNA payment	\$51.50	\$46.82	\$51.50	\$46.82	0.0%
Late Registration Fee	\$25.00	\$22.73	\$25.00	\$22.73	0.0%
Average Umpire Fee per game (Junior)	\$18.00	\$18.00	\$18.00	\$18.00	0.0%
Average Umpire Fee per game (Senior)	\$22.30	\$22.30	\$22.30	\$22.30	0.0%
Floorball / /Soccer / Volleyball - Teamsheet	\$78.00	\$70.91	\$79.00	\$71.82	1.3%
Floorball / Soccer / Volleyball Registration	\$80.00	\$72.73	\$81.50	\$74.09	1.9%
Average Floorball / Soccer / Volleyball Referee Fee per game	\$18.50	\$18.50	\$18.50	\$18.50	0.0%
Childcare - Members	\$7.50	\$6.82	\$7.60	\$6.91	1.4%
Childcare - Casuals	\$8.50	\$7.73	\$8.65	\$7.86	1.8%
Childcare - Members (Occasional)	\$7.50	\$6.82	\$7.60	\$6.91	1.4%
Childcare - Casuals (Occasional)	\$10.30	\$9.36	\$10.50	\$9.55	2.0%

6.2 Fees and charges schedule - Sports & Aquatics

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during
Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in

	2020/21 Adopted		2021/22 Proposed		Change 2020/21 to 2021/22
	Including GST	Excluding GST	Including GST	Excluding GST	%
Children Birthday Parties (per participant) - Option A	\$29.40	\$26.73	\$29.80	\$27.09	1.4%
Children Birthday Parties (per participant) - Option B	\$30.40	\$27.64	\$30.80	\$28.00	1.4%
Children Birthday Parties (per participant) - Option C	\$31.40	\$28.55	\$31.90	\$29.00	1.6%
Court Rental - Teams	\$41.50	\$37.73	\$42.10	\$38.27	1.5%
Court Rental - Badminton	\$22.50	\$20.45	\$22.80	\$20.73	1.4%
Court Rental - Regular	\$58.00	\$52.73	\$58.90	\$53.55	1.6%
Court Rental - Casual	\$64.00	\$58.18	\$65.00	\$59.09	1.6%
Facility Rental	\$56.00	\$50.91	\$57.00	\$51.82	1.8%
Lane Hire	\$38.80	\$35.27	\$39.40	\$35.82	1.6%
IYU Recreation Reserve					
Futsal					
Team Sheet	\$55.50	\$50.45	\$56.30	\$51.18	1.5%
Referee Cost	\$25.50	\$25.50	\$25.90	\$25.90	1.6%
Program					
Soccer Program	\$5.00	\$4.55	\$5.10	\$4.64	2.0%
Mini Roos Kick Off	\$13.90	\$12.64	\$14.10	\$12.82	1.5%
Officer Community Hub					
Court Hire Casual					
Regular	\$45.10	\$41.00	\$45.80	\$41.64	1.6%
Casual	\$56.20	\$51.09	\$57.00	\$51.82	1.5%
Function					
Room Community Rate / hr	\$45.10	\$41.00	\$45.80	\$41.64	1.6%
Pakenham Regional Tennis Centre					
Court Hire Casual					
M-F No Lights	\$22.50	\$20.45	\$22.90	\$20.82	1.8%
M-F Lights	\$28.20	\$25.64	\$28.70	\$26.09	1.8%
WE No Lights	\$28.20	\$25.64	\$28.70	\$26.09	1.8%
WE Lights	\$33.80	\$30.73	\$34.30	\$31.18	1.5%
Racquet	\$3.80	\$3.45	\$3.90	\$3.55	2.7%
Ball	\$2.80	\$2.55	\$2.85	\$2.59	1.9%
Court Hire Members					
M-F No Lights	\$13.50	\$12.27	\$13.70	\$12.45	1.5%
M-F Lights	\$19.00	\$17.27	\$19.30	\$17.55	1.6%
WE No Lights	\$13.60	\$12.36	\$13.80	\$12.55	1.5%
WE Lights	\$19.00	\$17.27	\$19.30	\$17.55	1.6%
Club and School Court Hire (2 hours or less)	\$13.20	\$12.00	\$13.40	\$12.18	1.6%
Club and School Court Hire (2 - 4 hours)	\$20.80	\$18.91	\$21.10	\$19.18	1.5%
Tournament Court Hire (all day)	\$42.50	\$38.64	\$43.10	\$39.18	1.5%
Tournament Light Hire	\$12.70	\$11.55	\$12.90	\$11.73	1.6%
Racquet	\$3.60	\$3.27	\$3.65	\$3.32	1.4%
Ball	\$2.50	\$2.27	\$2.60	\$2.36	4.2%
Guest Fee	\$5.50	\$5.00	\$5.60	\$5.09	1.9%
Full Access Light Fee	\$9.00	\$8.18	\$9.15	\$8.32	1.7%
Full Access 12 Month Light Fee Per Year	\$106.00	\$96.36	\$107.50	\$97.73	1.5%
Equipment					
Used Tennis Balls	\$5.50	\$5.00	\$5.60	\$5.09	1.9%
Membership					
Family	\$450.00	\$409.09	\$457.00	\$415.45	1.6%
Single	\$203.00	\$184.55	\$206.00	\$187.27	1.5%
Concession	\$146.00	\$132.73	\$148.50	\$135.00	1.8%
Junior	\$113.50	\$103.18	\$115.00	\$104.55	1.4%

6.2 Fees and charges schedule - Sports & Aquatics

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during
Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in

	2020/21 Adopted		2021/22 Proposed		Change 2020/21 to 2021/22
	Including GST	Excluding GST	Including GST	Excluding GST	%
Program Costs					
Tennis Hot Shots (Blue / Red)	\$11.00	\$10.00	\$11.20	\$10.18	1.9%
Tennis Hot Shots (Orange / Green)	\$13.00	\$11.82	\$13.20	\$12.00	1.6%
Hot Shot Match Play	\$11.00	\$10.00	\$11.20	\$10.18	1.9%
Hot Shots Squad	\$11.00	\$10.00	\$11.20	\$10.18	1.9%
BDTA Squad	\$11.00	\$10.00	\$11.20	\$10.18	1.9%
Youth Group Coaching	\$16.50	\$15.00	\$16.80	\$15.27	1.9%
Girls Squad	\$13.20	\$12.00	\$13.40	\$12.18	1.6%
Adult Beginners Coaching	\$16.50	\$15.00	\$16.80	\$15.27	1.9%
Holiday Program (Half Day)	\$32.90	\$29.91	\$33.40	\$30.36	1.6%
Holiday Program (Full Day)	\$54.50	\$49.55	\$55.30	\$50.27	1.5%
School Coaching Fee	\$54.50	\$49.55	\$55.30	\$50.27	1.5%
Wheelchair Tennis	\$11.00	\$10.00	\$11.20	\$10.18	1.9%
Cardio Tennis	\$13.20	\$12.00	\$13.40	\$12.18	1.6%
Outlook Coaching	\$5.00	\$4.55	\$5.50	\$5.00	12.5%
Schools Coaching (Coach per hour)	\$64.00	\$58.18	\$65.00	\$59.09	1.6%
Fast 4 Tennis	\$13.00	\$11.82	\$13.20	\$12.00	1.6%
Doubles	\$11.00	\$10.00	\$11.20	\$10.18	1.9%
Red Ball Comp	\$54.50	\$49.55	\$55.30	\$50.27	1.5%
Private 30 minutes	\$32.90	\$29.91	\$33.40	\$30.36	1.6%
Private 45 minutes	\$49.20	\$44.73	\$50.00	\$45.45	1.7%
Private 60 minutes	\$65.50	\$59.55	\$66.50	\$60.45	1.6%
Social	\$11.00	\$10.00	\$11.20	\$10.18	1.9%
Function Room Hire					
5 hour base rate (includes 2 staff, security additional)	\$1,174.00	\$1,067.27	\$1,195.00	\$1,086.36	1.8%
Full Room Meeting Rate / h	\$82.40	\$74.91	\$83.50	\$75.91	1.4%
Half Room Meeting Rate / h	\$58.70	\$53.36	\$59.50	\$54.09	1.4%
Full Room Party Hire Rate / h	\$106.00	\$96.36	\$107.50	\$97.73	1.5%
Half Room Party Hire Rate / h	\$74.00	\$67.27	\$75.00	\$68.18	1.4%
Coaching					
Average Fee	\$66.00	\$60.00	\$67.00	\$60.91	1.6%
Tournaments					
Entry Fee	\$45.00	\$40.91	\$45.70	\$41.55	1.6%
Outdoor Pools					
Aquatic Entry					
Adult Rec Swim	\$5.50	\$5.00	\$5.60	\$5.09	1.9%
Child Rec Swim	\$4.60	\$4.18	\$4.70	\$4.27	2.2%
Concession Rec Swim	\$4.60	\$4.18	\$4.70	\$4.27	2.2%
Family Rec Swim	\$17.00	\$15.45	\$17.50	\$15.91	3.0%
Spectator	\$2.00	\$1.82	\$2.00	\$1.82	0.0%
Season Passes					
Adult	\$130.00	\$118.18	\$132.00	\$120.00	1.6%
Concession/Child	\$108.00	\$98.18	\$109.60	\$99.64	1.5%
Family	\$299.00	\$271.82	\$304.00	\$276.36	1.7%
25 Visit Pass - Adult	\$102.00	\$92.73	\$103.50	\$94.09	1.5%
25 Visit Pass - Child	\$82.00	\$74.55	\$83.30	\$75.73	1.6%
School Aquatic Programs					
School Programs - Per participant	\$5.10	\$4.64	\$6.00	\$5.45	18.4%
Facility Hire					
Carnival Hire - Full Day	\$754.00	\$685.45	\$765.00	\$695.45	1.5%
Carnival Hire - Half Day	\$366.00	\$332.73	\$372.00	\$338.18	1.7%
Lane Hire (per hour)	\$34.00	\$30.91	\$34.50	\$31.36	1.5%
Lane Hire (paid individually, minimum 10 people)	\$8.55	\$7.77	\$8.70	\$7.91	1.8%

Appendix A - Capital Works Program by Project 2021/22 to 2030/31 - \$s

Final Draft Capital Works Program by Asset Category (Indexed) - Gross Expenditure \$s

Item No:	Project Description	Asset Category	Budget Y20/21	Forecast Y20/21	20/21 Proposed carryover to 21/22	Budget Y21/22	Budget Y22/23	Budget Y23/24	Budget Y24/25	Budget Y25/26	FinPlan Y26/27	FinPlan Y27/28	FinPlan Y28/29	FinPlan Y29/30	FinPlan Y30/31
PART 1 - CAPITAL WORKS - NEW															
1	Cochrane Park station platform works	Other Infrastructure	165,000	165,000	-	-	-	-	-	-	-	-	-	-	-
2	Implementation of Pepi's Land Strategy	Footpaths and cycleways	-	-	-	-	-	-	-	-	-	-	-	-	-
3	Recreation Res. Development - Holm Park Rd Car Park Sealing	Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-	-
4	Lang Lang Recreation Facility - stage 1 - including pavilion	Buildings	-	300,000	-	-	-	-	-	-	-	-	-	-	-
5	Lang Lang Recreation Facility - Soccer Infrastructure	Recreation, leisure and community facilities	-	-	-	-	-	-	233,972	3,649,959	3,795,957	-	-	-	-
6	Lang Lang Recreation Facility - Soccer - Pavilion	Buildings	-	-	-	-	-	-	-	-	-	376,406	4,494,400	455,855	-
7	Deep Creek Reserve	Parks, open space and streetscapes	200,139	200,139	-	-	-	-	-	-	-	-	-	-	-
8	New playgrounds and recreation facilities for young people	Parks, open space and streetscapes	-	-	-	312,880	246,320	254,973	140,383	158,165	164,491	184,230	191,600	194,474	197,391
9	Emerald Netball Pavilion/Courts-Building	Buildings	441,000	595,000	-	15,000	-	-	-	-	-	-	-	-	-
10	Emerald Netball Pavilion/Courts-Civil	Roads	686,120	686,120	-	-	-	-	-	-	-	-	-	-	-
11	Public Toilets	Buildings	-	178,000	-	185,400	150,000	446,691	-	208,669	-	221,377	-	-	-
12	Cardinia Cultural Centre Stage 1 redevelopment Exhibition Space	Buildings	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-
13	Bunyip Community House	Buildings	-	-	-	-	-	-	-	-	2,127,779	-	-	-	-
14	PB Ronald Reserve - Develop Car Park and Demolition works	Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-	-
15	PB Ronald Reserve - Masterplan	Parks, open space and streetscapes	100,000	50,000	50,000	-	-	-	-	-	-	-	-	-	-
16	Alma Treloar Masterplan implementation	Parks, open space and streetscapes	130,000	130,000	-	176,800	-	-	561,532	121,665	-	-	-	-	-
17	Design/Construct Stage 2 of Bunyip Stadium	Buildings	210,000	25,000	-	250,000	-	-	439,372	2,750,187	-	-	-	-	-
18	Koo Wee Rup Bowls & Community Facility	Buildings	30,000	30,000	-	559,778	3,204,167	(0)	(0)	-	-	-	-	-	-
19	Koo Wee Rup Pavilion - football/cricket	Buildings	2,318,679	2,318,679	-	25,000	-	-	-	-	-	-	-	-	-
20	Koo Wee Rup Pavilion - netball	Buildings	1,233,808	1,233,808	-	25,000	-	-	-	-	-	-	-	-	-
21	Cockatoo Community Hall / Senior Citizens improvements	Buildings	100,000	40,000	-	-	-	-	-	-	-	-	-	-	-
22	Tynong Changing Rooms universal upgrade	Buildings	-	-	-	-	-	-	-	1,940,427	-	-	-	-	-
23	Design Construct of the Bunyip Soccer Facility	Buildings	-	-	-	-	-	-	-	-	-	-	-	-	-
24	Fit-out of Civic Centre Ground Floor	Buildings	-	-	-	-	-	-	-	-	-	-	-	-	-
25	Cora Lynn Reserve - Pavilion Design/Construct	Buildings	2,510,000	150,000	2,360,000	150,000	-	-	-	-	-	-	-	-	-
26	Gembrook Reserve - Pavilion Upgrade	Buildings	1,739,211	1,867,211	-	835,000	-	-	-	-	-	-	-	-	-
27	Alma Treator Car park Sealing	Off street car parks	-	-	-	187,200	-	-	-	-	-	-	-	-	-
28	IYU Recreation Reserve Athletics facility - Track and Field construction	Recreation, leisure and community facilities	50,000	50,000	-	1,196,000	1,892,800	112,486	-	-	-	-	-	-	-

Appendix A - Capital Works Program by Project 2021/22 to 2030/31 - \$s

Final Draft Capital Works Program by Asset Category (Indexed) - Gross Expenditure \$s

Item No:	Project Description	Asset Category	Budget Y20/21	Forecast Y20/21	20/21 Proposed carryover to 21/22	Budget Y21/22	Budget Y22/23	Budget Y23/24	Budget Y24/25	Budget Y25/26	FinPlan Y26/27	FinPlan Y27/28	FinPlan Y28/29	FinPlan Y29/30	FinPlan Y30/31
29	IYU Recreation Reserve Athletics facility - Roundabout	Roads	50,000	50,000	-			393,702							
30	IYU Recreation Reserve Athletics facility - Pavilion	Buildings	50,000	50,000	-		216,320	3,897,654							
31	Cardinia Views Recreation Reserve - Infrastructure	Recreation, leisure and community facilities	-	-	-				116,986	2,433,306	3,163,298	131,593			
32	Cardinia Views Recreation Reserve - Pavilion/s	Buildings	-	-	-							252,810	4,023,612	3,370,800	
33	My Place Youth Facility - Building	Buildings	1,133,730	1,133,730	-	4,200,000									
34	My Place Youth Facility - Carpark	Off street car parks	-	-	-	500,000									
35	Cockatoo Tennis Courts new lights for 4 courts	Recreation, leisure and community facilities	300,000	192,268	-										
36	Officer Rec Reserve Sewage connection	Buildings	200,000	200,000	-										
37	Multicultural Hub	Buildings	381,200	381,200	-										
38	Upper Beaconsfield Reserve Masterplan	Recreation, leisure and community facilities				52,000									
39	Upper Beaconsfield Community Buildings masterplan	Recreation, leisure and community facilities	52,000	52,000	-	-		-		-					
	Sub Total New Cmnty & Rec		12,100,887	10,098,155	2,410,000	8,670,058	5,709,607	5,105,506	1,492,244	11,262,378	9,251,525	1,166,417	8,709,611	4,021,128	197,391
40	New plant program	Plant, machinery and equipment	350,000	85,000	265,000	75,000	156,060	159,181	324,730	165,612	168,924	344,606	175,749	178,385	181,061
	Sub Total New Plants		350,000	85,000	265,000	75,000	156,060	159,181	324,730	165,612	168,924	344,606	175,749	178,385	181,061
41	DCP-McGregor Road Duplication over Railway	Roads	-	-	-	60,000	-	894,393	643,422						
42	DCP-Pakenham Main Street Deviation	Roads	-	-	-	-	-	78,740	1,637,802						
43	Traffic management devices	Roads	246,887	246,887	-	265,200	280,908	297,138	313,905	331,224	349,110	367,579	386,648	392,447	398,334
44	Pedestrian & Bicycle strategy - shared path linkages	Footpaths and cycleways	436,000	436,000	-	-	108,160	224,973	292,465	243,331	253,064	263,186	273,714	277,820	281,987
45	Pedestrian & Bicycle strategy - major projects design	Footpaths and cycleways	100,000	100,000	-										
46	Footpaths	Footpaths and cycleways	100,000	140,000	-	832,000	648,960	674,918	701,915	729,992	948,989	986,949	1,026,427	1,041,823	1,057,451
47	Lang Lang Bypass	Roads	-	-	-		-	1,500,000	-	2,500,000					
48	Equestrian Trails strategy implementation	Footpaths and cycleways	113,501	113,501	-	51,000	52,020	63,672	64,946	66,245	67,570	68,921	70,300	71,354	72,424
49	Emerald-Gembrook Trail	Footpaths and cycleways	-	-	-	-	-	-							
50	Local Area Traffic Improvements	Roads	118,270	118,270	-	312,000	378,560	393,702	421,149	450,162	480,821		520,056	527,857	535,775
	Sub Total New Roads & Pathways		1,114,658	1,154,658	-	1,520,200	1,468,608	4,127,538	4,075,604	4,320,953	2,099,554	1,686,636	2,277,144	2,311,301	2,345,971
51	Special Charge Scheme	Roads	-	-	-			281,216	175,479	212,914	221,431		239,500	243,092	246,738
52	Provision for Roads Program	Roads		31,580	-									20,000,000	22,000,000
53	Ivory Drive, Pakenham	Roads	-	-	-		-		110,000					-	-
54	Peet Street Special Charge Scheme construction	Roads	180,888	180,888	-									-	-
	Sub Total New Special charge schemes & Roads Program		180,888	212,468	-	-	-	281,216	285,479	212,914	221,431	-	239,500	20,243,092	22,246,738

Appendix A - Capital Works Program by Project 2021/22 to 2030/31 - \$s

Final Draft Capital Works Program by Asset Category (Indexed) - Gross Expenditure \$s

Item No:	Project Description	Asset Category	Budget Y20/21	Forecast Y20/21	20/21 Proposed carryover to 21/22	Budget Y21/22	Budget Y22/23	Budget Y23/24	Budget Y24/25	Budget Y25/26	FinPlan Y26/27	FinPlan Y27/28	FinPlan Y28/29	FinPlan Y29/30	FinPlan Y30/31
55	Tree planting program	Parks, open space and streetscapes	40,000	40,000	-	51,000	52,020	53,060	54,122	55,204	84,462	86,151	87,874	89,193	90,530
56	Open Space Program	Parks, open space and streetscapes	90,000	90,000	-	102,000	104,040	159,181	162,365	165,612	191,448	195,277	199,182	202,170	205,202
57	Elephant Rock Surround Works	Parks, open space and streetscapes		-	-	20,000									
58	Landscape renewal	Parks, open space and streetscapes	40,000	40,000	-	51,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,462	60,354
59	Shade tree program	Parks, open space and streetscapes	55,000	55,000	-	66,300	67,626	68,979	70,358	71,765	73,201	74,665	76,158	77,300	78,460
60	Installation of new lighting	Other Infrastructure	80,000	80,000	-	102,000	114,444	127,345	140,716	154,571	157,663	160,816	164,032	166,493	168,990
61	Biodiversity and Environment strategy implementation	Buildings	205,000	205,000	-	306,000	332,928	350,199	368,027	386,428	450,465	459,474	468,664	475,694	482,829
	Sub Total New Streetscapes		510,000	510,000	-	698,300	723,078	811,824	849,709	888,785	1,013,546	1,033,817	1,054,493	1,070,311	1,086,366
62	Purton Road Depot Development	Buildings	-	-	-	453,000		1,207,872			2,778,890				
63	Tree management at high risk sites	Other Infrastructure	100,000	100,000	-	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	118,923	120,707
64	Community Grants	Recreation, leisure and community facilities	692,821	642,803	98,312	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
65	Pakenham Tennis Club Relocation - Court resurfacing	Recreation, leisure and community facilities	180,000	-	-										
66	Pakenham Tennis Club Relocation - Club Room Renovation	Buildings	370,000	50,000	500,000	-								-	-
67	SRV Minor Grants matching funding	Recreation, leisure and community facilities	-	-	-	51,000	52,020	53,060	64,946	66,245	78,831	80,408	82,016	83,246	84,495
68	Emerald Lake Park Strategic Plan Implementation	Parks, open space and streetscapes	40,000	40,000	-	226,400	378,560	393,702	316,986	121,665	151,838	157,912	164,228	166,692	169,192
69	Beaconsfield Streetscape/Traffic upgrades	Parks, open space and streetscapes	-	-	-	416,000	432,640	-	-					-	-
70	Pakenham Streetscape/Traffic upgrades	Roads	-	-	-	-	270,400	899,891	760,408					-	-
71	Electronic Access Control and Master Key Systems	Buildings	50,000	50,000	-	200,000	572,220							-	-
	Sub Total New Other projects		1,432,821	882,803	598,312	1,848,400	2,209,880	3,060,646	1,650,583	698,318	3,522,176	753,188	763,410	768,862	774,394
	TOTAL NEW PROJECTS		15,689,254	12,943,084	3,273,312	12,811,958	10,267,233	13,545,911	8,678,349	17,548,961	16,277,157	4,984,664	13,219,908	28,593,079	26,831,921
PART 2 - ASSET RENEWAL & UPGRADE															
72	Cardinia Cultural Centre minor equipment	Fixtures, fittings and furniture	35,000	35,000	-	81,600	93,636	90,000	97,419	99,367	112,616	114,869	117,166	118,923	120,707
73	Implementation of Arts and Culture Strategy	Other Infrastructure	208,417	208,417	-	102,000	104,040	106,121	108,243	110,408	112,616	114,869	117,166	119,509	121,899
74	Public Art Program	Other Infrastructure	85,000	-	45,000	5,100	133,636	5,000	97,419	5,520	112,616	5,743	117,166	5,830	5,917
	Sub Total R&U General		328,417	243,417	45,000	188,700	331,312	201,121	303,081	215,296	337,849	235,481	351,498	244,262	5,917
75	Bridges - Replacement/Upgrade	Bridges	608,845	608,845	-	430,000	406,000	417,000	433,000	731,000	589,000	366,000	400,000	406,000	412,090
	Sub Total R&U Bridges		608,845	608,845	-	430,000	406,000	417,000	433,000	731,000	589,000	366,000	400,000	406,000	412,090
76	Buildings Renewal Program	Buildings	356,000	356,000	-	1,252,600	1,880,902	2,327,983	2,484,673	2,596,503	2,774,567	3,100,571	3,226,606	3,275,005	3,324,130
77	Furniture and Equipment renewal	Fixtures, fittings and furniture	-	-	-	50,000	52,020	53,060	54,122	55,204	56,308	57,434	58,583	59,462	60,354
78	Shade structures renewals	Recreation, leisure and community facilities	-	-	-	168,000								-	

Appendix A - Capital Works Program by Project 2021/22 to 2030/31 - \$s

Final Draft Capital Works Program by Asset Category (Indexed) - Gross Expenditure \$s

Item No:	Project Description	Asset Category	Budget Y20/21	Forecast Y20/21	20/21 Proposed carryover to 21/22	Budget Y21/22	Budget Y22/23	Budget Y23/24	Budget Y24/25	Budget Y25/26	FinPlan Y26/27	FinPlan Y27/28	FinPlan Y28/29	FinPlan Y29/30	FinPlan Y30/31
79	Cardinia Community Nursery & Education Hub	Buildings	-	-	-	-	-	-	-	-	-	-	-	-	-
80	Toomuc Reserve south oval (junior) pavilion upgrade	Buildings	3,410,748	1,810,748	1,600,000	-	-	-	-	-	-	-	-	-	-
81	Toomuc Reserve north oval (senior) pavilion upgrade - netball changerooms	Buildings	2,652,134	1,152,134	1,500,000	-	-	-	-	-	-	-	-	-	-
82	Library facilities improvement works	Buildings	20,000	20,000	-	40,800	41,616	42,448	-	-	-	-	-	-	-
83	Worrell Reserve Recreation car park	Off street car parks	750,000	600,000	150,000	-	-	-	-	-	-	-	-	-	-
84	Disability Access Works	Buildings	205,381	205,381	-	260,683	186,436	197,622	209,479	222,048	235,371	249,493	264,462	268,429	272,456
85	Universal Design Rec Facilities Upgrade	Buildings	1,067,808	-	-	200,000	561,800	595,508	315,619	334,556	354,630	375,908	398,462	404,439	410,506
86	Officer Recreation Reserve Pavilion extension	Buildings	206,580	6,580	200,000	190,000	-	-	-	-	-	-	-	-	-
87	O'Neill Road Reserve - Pavilion	Buildings	-	-	-	-	222,023	1,426,022	-	-	-	-	-	-	-
88	O'Neill Road Reserve - Civil	Recreation, leisure and community facilities	-	-	-	104,000	2,095,514	-	-	-	-	-	-	-	-
89	Koo Wee Rup High School sports facilities upgrade	Other Infrastructure	1,031,431	1,031,431	-	-	-	-	-	-	-	-	-	-	-
90	Cockatoo Cottages	Buildings	388,716	448,716	-	155,000	-	-	-	-	-	-	-	-	-
91	Pakenham Bowls Club roof over front green	Recreation, leisure and community facilities	250,000	250,000	-	-	-	-	-	-	-	-	-	-	-
92	Council Pound holding facility	Buildings	80,000	-	-	-	-	-	-	-	-	-	-	-	-
93	Koo Wee Rup Community Centre Extension	Buildings	50,000	50,000	-	-	-	-	-	-	-	-	-	-	-
Sub Total R&U Buildings			10,468,798	5,930,990	3,450,000	2,421,083	5,040,311	4,642,643	3,063,893	3,208,311	3,420,876	3,783,406	3,948,113	4,007,335	4,067,445
94	Carpark resurfacing	Off street car parks	99,000	99,000	-	122,000	127,000	132,000	137,000	142,000	150,000	154,000	155,000	157,325	159,685
Sub Total R&U Carparks			99,000	99,000	-	122,000	127,000	132,000	137,000	142,000	150,000	154,000	155,000	157,325	159,685
95	Drainage replacement	Drainage	450,000	450,000	-	452,000	464,000	476,000	488,000	500,000	512,000	525,000	538,125	546,197	554,390
96	Water Sensitive Urban Design (WSUD) Assets Renewal Program	Drainage	-	-	-	500,000	512,500	525,313	538,445	551,906	565,704	579,847	594,343	609,201	624,431
Sub Total R&U Drainage			450,000	450,000	-	952,000	976,500	1,001,313	1,026,445	1,051,906	1,077,704	1,104,847	1,132,468	1,155,398	1,178,821
97	Concrete footpaths	Footpaths and cycleways	450,000	450,000	-	468,000	486,720	506,189	526,436	547,494	569,394	592,169	615,856	625,094	634,470
98	Gravel pathway resheeting	Footpaths and cycleways	66,000	66,000	-	68,000	104,000	107,000	73,000	112,000	115,000	120,000	123,000	124,845	126,718
99	Equestrian Trails	Footpaths and cycleways	80,027	80,027	-	51,000	52,020	53,060	64,946	55,204	56,308	57,434	58,583	59,462	60,354
Sub Total R&U Footpaths			596,027	596,027	-	587,000	642,740	666,249	664,382	714,698	740,702	769,604	797,439	809,401	821,542
100	Netball/Tennis courts resurfacing	Recreation, leisure and community facilities	70,000	70,000	-	228,800	54,080	112,486	257,369	218,998	227,757	157,912	164,228	166,692	169,192
101	Pakenham regional tennis court resurfacing	Recreation, leisure and community facilities	200,000	-	200,000	-	-	-	-	-	-	-	-	-	-
102	Cricket practice net renewal program	Recreation, leisure and community facilities	30,000	30,000	-	145,600	151,424	157,481	128,684	133,832	139,185	144,752	150,543	152,801	155,093
103	BMX Facility Asset renewal	Parks, open space and streetscapes	30,000	1,000	29,000	104,000	108,160	112,486	35,096	36,500	50,613	52,637	54,743	55,564	56,397
104	Netball pavilion upgrades	Buildings	50,000	50,000	-	560,000	865,172	857,532	770,111	705,245	-	-	-	-	-
105	Koo Wee Rup Skate Park (located in Cochrane Park)	Parks, open space and streetscapes	30,000	30,000	-	332,800	-	-	-	-	-	-	-	-	-

Appendix A - Capital Works Program by Project 2021/22 to 2030/31 - \$s

Final Draft Capital Works Program by Asset Category (Indexed) - Gross Expenditure \$s

Item No:	Project Description	Asset Category	Budget Y20/21	Forecast Y20/21	20/21 Proposed carryover to 21/22	Budget Y21/22	Budget Y22/23	Budget Y23/24	Budget Y24/25	Budget Y25/26	FinPlan Y26/27	FinPlan Y27/28	FinPlan Y28/29	FinPlan Y29/30	FinPlan Y30/31
106	Skatepark asset renewal	Parks, open space and streetscapes	-	-	-	31,200	162,240							-	-
	Sub Total R&U Courts &Skate parks		410,000	181,000	229,000	1,402,400	1,341,076	1,239,985	1,191,260	1,094,574	417,555	355,302	369,514	375,056	380,682
107	Plant replacement	Plant, machinery and equipment	1,973,256	2,166,406	-	3,325,000	2,675,000	2,971,382	2,714,614	2,685,164	2,604,566	2,527,108	2,577,651	2,616,315	2,655,560
	Sub Total R&U Plant replacement		1,973,256	2,166,406	-	3,325,000	2,675,000	2,971,382	2,714,614	2,685,164	2,604,566	2,527,108	2,577,651	2,616,315	2,655,560
108	Associated playspace infrastructure renewal	Parks, open space and streetscapes	60,000	60,000	-	82,400	84,872								
109	Playground renewals as per council plan	Parks, open space and streetscapes	123,000	123,000	-	260,000	260,000	385,000	395,000	405,000	420,000	430,500	441,263	447,881	454,600
110	PB Ronald Masterplan	Parks, open space and streetscapes		-	-	100,000									
	Sub Total R&U Playgrounds		183,000	183,000	-	442,400	344,872	385,000	395,000	405,000	420,000	430,500	441,263	447,881	454,600
111	Recreation reserve resurfacing	Recreation, leisure and community facilities	-	-	-	780,000	632,736	56,243	818,901	60,833	885,723	65,797	957,998	972,368	986,954
112	Koo Wee Rup Recreation Reserve Power and Sewage Upgrade	Buildings	250,000	250,000	-									-	-
113	Recreation Reserve lighting and power upgrade - rolling program	Recreation, leisure and community facilities	150,000	257,732	-	156,000	324,480	-	233,972		265,717		287,400	291,710	296,086
114	Beaconsfield Recreation Reserve Universal Facilities Upgrade	Buildings	-	564,347	-									-	-
115	Windermere Open Space works	Recreation, leisure and community facilities		-	-	45,000									
116	PB Ronald Pool Plant fencing works	Recreation, leisure and community facilities		-	-	20,000									
117	Officer Recreation Reserve Universal Facilities Upgrade	Buildings	-	456,075	-									-	-
118	Nar Nar Goon Oval renovation renewal	Recreation, leisure and community facilities	800,000	-	-									-	-
119	Garfield North Cannibal Creek Reserve Building	Recreation, leisure and community facilities	-	-	-	78,000	1,170,000							-	-
	Sub Total R&U Rec Reserves		1,200,000	1,528,154	-	1,079,000	2,127,216	56,243	1,052,873	60,833	1,151,440	65,797	1,245,398	1,264,079	1,283,040
120	Resurfacing-VGC part	Roads	2,293,000	2,293,000	-	2,548,000	2,821,000	3,109,000	3,426,000	3,748,000	3,940,000	4,297,000	4,382,940	4,448,684	4,515,414
121	Resurfacing Preparation	Roads	588,000	588,000	-	653,000	722,000	798,000	875,000	959,000	1,008,000	1,101,000	1,123,020	1,139,865	1,156,963
122	Unsealed Road Resheeting	Roads	1,478,000	1,478,000	-	1,206,000	1,286,000	1,369,000	1,453,000	1,544,000	1,850,000	2,001,000	2,041,020	2,071,635	2,102,710
123	Pavement Renewals (reconstruction)-RTR	Roads	1,551,000	1,551,000	-	1,725,000	1,908,000	2,105,000	2,313,000	2,536,000	2,664,000	2,906,000	2,964,120	3,008,582	3,053,711
124	Sealing the Hills	Roads	2,500,000	1,800,000	700,000	6,709,063	15,000,000	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000		-	-
125	Roads Sealing Program-Connect Cardinia Stage 2	Roads	8,000,000	5,500,000	2,500,000	8,000,000	7,000,000							-	-
	Sub Total R& U Roads		16,410,000	13,210,000	3,200,000	20,841,063	28,737,000	32,381,000	33,067,000	33,787,000	34,462,000	35,305,000	10,511,100	10,668,767	10,828,798
126	Swimming facilities	Recreation, leisure and community facilities	169,039	169,039	-	102,000	104,040	106,121	119,068	121,449	135,139	137,842	140,599	142,708	144,849
127	Cardinia Life extension	Buildings	330,000	80,000	250,000	530,000	-	4,764,064	-		8,227,411			-	-
	Sub Total R&U Swimming facilities		499,039	249,039	250,000	632,000	104,040	4,870,185	119,068	121,449	8,362,550	137,842	140,599	142,708	144,849
	TOTAL ASSET RENEWAL & UPGRADE		33,226,382	25,445,878	7,174,000	32,422,646	42,853,067	48,964,121	44,167,616	44,217,231	53,734,242	45,234,886	22,070,042	22,294,528	22,635,635
PART 3 - ORGANISATION															
128	IT Strategy	Computers and telecommunications	587,000	587,000	-	510,000	520,200	530,604	541,216	552,040	563,081	574,343	585,830	594,617	603,536

Appendix A - Capital Works Program by Project 2021/22 to 2030/31 - \$s

Final Draft Capital Works Program by Asset Category (Indexed) - Gross Expenditure \$s

Item No:	Project Description	Asset Category	Budget Y20/21	Forecast Y20/21	20/21 Proposed carryover to 21/22	Budget Y21/22	Budget Y22/23	Budget Y23/24	Budget Y24/25	Budget Y25/26	FinPlan Y26/27	FinPlan Y27/28	FinPlan Y28/29	FinPlan Y29/30	FinPlan Y30/31
129	IT Hybrid work	Computers and telecommunications		-	-	100,000									
130	IT Corporate Security upgrade	Computers and telecommunications	100,000	100,000	-			-	-	-	-	-	-	-	-
131	Salary capitalisation provision	Roads	900,000	200,000	-	700,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	913,500	927,203
132	3 Year Old Kindergarten Works	Buildings		-	-	200,000									
133	Land Acquisition	Land	12,078,927	9,078,927	-	9,557,500	2,773,090	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,522,500	1,545,338
134	Finance system	Computers and telecommunications	-	-	-	1,000,000	500,000							-	-
135	Conquest Upgrade	Computers and telecommunications	88,087	88,087	-									-	-
136	Paternoster Rd & View Hill Rd BlackSpot project	Roads		228,983											
137	Pakenham Heights Kindergarten Accessibility	Recreation, leisure and community facilities		63,235											
138	Lakeside Renewal Project	Parks, open space and		100,000											
Sub Total Other			13,754,014	10,446,232	-	12,067,500	4,693,290	2,930,604	2,941,216	2,952,040	2,963,081	2,974,343	2,985,830	3,030,617	3,076,076
139	Upper Beaconsfield Reserve community pavilion and scout building	Recreation, leisure and community facilities	1,198,002	298,002	900,000	-		300,000		4,500,000					
140	Implementation of Off Leash parks infrastructure	Recreation, leisure and community facilities	197,451	472,451	-										
Sub Total Councillors			1,395,453	770,453	900,000	-	-	300,000		4,500,000			-	-	-
TOTAL ORGANISATION			15,149,467	11,216,685	900,000	12,067,500	4,693,290	3,230,604	2,941,216	7,452,040	2,963,081	2,974,343	2,985,830	3,030,617	3,076,076
TOTAL CAPITAL WORKS BEFORE STRUCTURE PLANS			64,065,103	49,605,647	11,347,312	57,302,104	57,813,590	65,740,637	55,787,181	69,218,232	72,974,480	53,193,893	38,275,779	53,918,224	52,543,632
PART 4 - STRUCTURE PLANS															
141	James Bathe Recreation Reserve	Recreation, leisure and community facilities	-	60,000	-										
142	Integrated Children's Facility - Thewlis Road Cardinia Rd DCP Open Jan 24 - Design	Recreation, leisure and community facilities	-	-	-			119,102	2,398,706	2,676,451					
143	Comely Banks Recreation Reserve	Recreation, leisure and community facilities	3,292,680	3,292,680	-										
144	Comely Banks Reserve sports fields and car parking	Recreation, leisure and community facilities	1,583,518	7,151,000	(5,567,482)	6,045,000	-	-							
145	Officer District Park Masterplan implementation-Civil	Recreation, leisure and community facilities	150,000	300,000	(150,000)	3,282,950	1,192,725								
146	Officer District Park Masterplan implementation-Building	Recreation, leisure and community facilities	-	-	-	50,000	450,000								
147	Princes Highway (South Side) Shared Pathway	Roads		1,979,648	-										
Sub Total Cardinia Rd PSP			5,026,198	12,783,328	(5,717,482)	9,377,950	1,642,725	119,102	2,398,706	2,676,451	-	-	-	-	-
148	Integrated Children's Facility - Timbertop - open January 2020(double)	Buildings	3,885,151	885,151	3,000,000	1,300,000	-	-							
149	Princes Hwy Intersections-Officer	Roads	8,240,650	5,740,650	2,500,000	10,400,000	9,193,600	8,896,552							

Appendix A - Capital Works Program by Project 2021/22 to 2030/31 - \$s

Final Draft Capital Works Program by Asset Category (Indexed) - Gross Expenditure \$s

Item No:	Project Description	Asset Category	Budget Y20/21	Forecast Y20/21	20/21 Proposed carryover to 21/22	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
						Budget Y21/22	Budget Y22/23	Budget Y23/24	Budget Y24/25	Budget Y25/26	FinPlan Y26/27	FinPlan Y27/28	FinPlan Y28/29	FinPlan Y29/30	FinPlan Y30/31
150	McMullen Recreation Reserve - Sports Fields	Recreation, leisure and community facilities	-	-	-		54,080			2,433,306	3,163,298	1,579,118			
151	McMullen Recreation Reserve - Pavilion	Buildings	-	-	-		54,080					529,440	4,397,706	4,397,706	
152	Gin Gin Bin Recreation Reserve - Sports Fields	Recreation, leisure and community facilities	57,871	10,000	-	47,871	-	449,946	2,924,646	5,474,938	3,163,298				
153	Gin Gin Bin Recreation Reserve - Pavilion	Buildings	-	-	-		-				964,442	12,942,243	15,189,927		
154	Brunt Road Integrated Children's Facility - Officer precinct - open January 2022 - design(Triple)	Buildings	-	-	-	370,000	3,000,000	3,000,000	-						
155	Integrated Children's Facility - Officer Rix Road DCP Open Jan 22 - Design(Triple)	Buildings	5,241,702	2,841,702	2,400,000	1,700,000	-	-	-						
156	Officer Library - construction	Buildings	-	-	-			7,146,096	8,837,339						
157	DCP - Officer Oval #2 realignment	Recreation, leisure and community facilities	-	-	-										
158	DCP - Kenilworth Stage 2	Roads	1,927,947	927,947	-										
159	Integrated Children's Facility McMullen Road DCP Opens Jan 28 - Design(Triple)	Buildings	-	-	-	-	-	-		160,587	2,411,482	3,007,261			
160	Pink Hill Boulevard Construction (DI_RO-02c)	Roads	-	515,000	-										
161	Construction of Integrated Child and Family Centre Community Facility - Starling Rd - Officer PSP - 2027	Recreation, leisure and community facilities	-	-	-					346,000	2,606,483	2,606,483			
Sub Total Officer PSP			19,353,321	10,920,450	7,900,000	13,817,871	12,301,760	19,492,593	11,761,985	8,414,831	12,309,003	20,664,545	19,587,633	4,397,706	-
162	Integrated Children's Facility P.East DCP Opens Jan 28 - Build(Triple)	Buildings	-	-	-	-	-	-		160,587	2,411,482	3,007,261			
163	Construction of Integrated Child and Family Centre Community Facility - P.East PSP - Open 2030	Recreation, leisure and community facilities	-	-	-									495,000	3,679,540
164	Construction of Integrated Child and Family Centre Community Facility - P.East PSP - Open 2032	Recreation, leisure and community facilities	-	-	-										515,000
TOTAL PSP PROJECTS			24,379,519	23,703,778	2,182,518	23,195,821	13,944,485	19,611,695	14,160,691	11,251,869	14,720,485	23,671,805	19,587,633	4,892,706	4,194,540
TOTAL CAPITAL WORKS (Excl Operating Initiatives)			88,444,622	73,309,425	13,529,830	80,497,925	71,758,075	85,352,331	69,947,872	80,470,101	87,694,965	76,865,698	57,863,412	58,810,930	56,738,172
Operating Initiative projects															
Project Description			Budget Y20/21	Forecast Y20/21		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
						Budget Y21/22	Budget Y22/23	Budget Y23/24	Budget Y24/25	Budget Y25/26	FinPlan Y26/27	FinPlan Y27/28	FinPlan Y28/29	FinPlan Y29/30	FinPlan Y30/31
Significant Reserve Works	Operating Initiative		75,000	75,000		75,000	76,125	77,267	78,426	79,602	80,796	82,008	83,238	84,487	85,754
GIS Strategy (O) - Moved to Operational budget under licences	Operating Initiative		80,000	-											
BioLinks Program	Operating Initiative						65,000	55,000	65,000	65,000	85,000	75,000	125,000	65,000	50,000
Library Civic Centre design works	Operating Initiative			50,000											
Nar Nar Goon & Tynon Inf Planning funding	Operating Initiative					140,000									
			155,000	125,000		215,000	141,125	132,267	143,426	144,602	165,796	157,008	208,238	149,487	135,754
TOTAL CAPITAL WORKS (Incl Operating Initiatives)			88,599,622	73,434,425	13,529,830	80,712,925	71,899,200	85,484,598	70,091,298	80,614,704	87,860,762	77,022,706	58,071,651	58,960,417	56,873,927