

## **2 PROPOSED BUDGET 2019-20**

FILE REFERENCE INT1923674

RESPONSIBLE GENERAL MANAGER David Jackson

AUTHOR Scott Moore

### **RECOMMENDATION**

That:

1. The Proposed Budget annexed to this resolution be the budget prepared by Council for the purposes of section 127 of the Local Government Act 1989;
2. The Chief Executive Officer be authorised to give public notice of the preparation of such budget in accordance with section 129 of the Local Government Act 1989;
3. Council hear any submission on any proposal (or proposals) contained in such budget, made in accordance with sections 129 and 223 of the Local Government Act 1989 at a Special Council Meeting to be held at 7pm on Monday 27 May 2019 in the Council Chambers, Civic Centre, 20 Siding Avenue, Officer, 3809, and
4. Council consider the adoption of the budget and the declaration and levy of rates and charges for the 2019-20 financial year at the Council Meeting to be held on Monday 17 June 2019.

### **Attachments**

- 1 Proposed Budget 2019-20 79 Pages

### **EXECUTIVE SUMMARY**

To consider adopting the proposed budget for the 2019-20 financial year and release the budget for community consultation.

### **BACKGROUND**

A high level Long Term Financial Plan, incorporating the Strategic Resource Plan, for the years 2019-20 to 2027-28 has been developed to assist Council in adopting a budget within a financially responsible longer term framework. The key objective of the Financial Plan is to maintain financial sustainability and stability in the long term, while achieving Council's strategic objectives outlined in the Council Plan.

The Proposed 2019-20 Budget has been developed through a comprehensive process of review including four Councillor workshops and a briefing of Councillors. The draft budget is financially responsible, enables the achievement of the Annual Plan objectives and funds the strategies included in the Proposed Council Plan 2018-2022.

This budget was developed with a proposed 2.5% rate increase for 2019-20 (2.25% in 2018-19) consistent with the Average Rate Cap determined by the Minister for Local Government on 20 December 2018. This rate increase has been able to be achieved due to positive financial performance by Council over the last 5 years, which has allowed Council to absorb the lower rate increases proposed as part of this budget.

The forecast result for 2019-20 is a surplus of \$87.620 million, before adjusting for capital and other one-off items. After these adjustments, the underlying result is a surplus of \$4.137 million, which is \$1.090 million favourable to the 2018-19 forecast underlying result of a surplus of \$3.047 million. An average unit cost increase of 0 per cent for the residential garbage service charge also contributes to an operating result that will, with supplementation from new loan borrowings of \$3.0 million in 2019-20, fund a significant and progressive capital works program totalling \$60.686 million.

The ongoing challenge for this Council is that 77.7% of Council's adjusted underlying revenue is received via rates and charges, with the remainder primarily consisting of government grants, fees & charges, and contributions from developers. While Council has worked to reduce costs to a level where it is one of the lowest cost providers of services, the ability to continue to find efficiencies and savings into the future will be challenging without potential reductions in services or service levels.

The financial plan adopted as part of its 2019-20 budget plan has been developed to ensure that Cardinia residents continue to be serviced with resources and facilities in line with expectations and on par with other Councils.

In a lower rating environment, it is important that a balanced budget continues to be achieved in future years to ensure Council can continue to meet current and future needs of its residents. The proposed budget attempts to balance the need to deliver infrastructure and services, while also providing the best possible value for residents and recognising the need for careful financial management.

The proposed budget is based on key principles, including:

1. Maintain financial sustainability in the medium to long term, while achieving Council's strategic objectives as specified in the Council Plan
2. Key services maintained at existing levels
3. Adjusted underlying result to remain in surplus
4. Effectively manage the Asset Renewal Gap
5. Continue to manage serviceable debt
6. Cash reserves are maintained above minimum statutory levels.

As one of Victoria's fastest growing municipalities, Cardinia Shire's population is expected to grow from the 2016 population of 97,625 to an estimated 192,694 in 2036, an increase of 97.4%. The number of dwellings in Cardinia Shire is forecast to grow from 35,625 in 2016 to 68,331 in 2036 an increase of 91.8%. This growth reflects the unique qualities of the municipality and confidence in its future. It does, however, continue to place services, infrastructure and resources under significant pressure.

The 2019-20 Proposed Budget will enable Council to continue to meet the challenges associated with this rapidly expanding population. A Capital Works program of \$60.686 million has been prepared to ensure residents across the shire have access to an expanding range of new recreational and leisure opportunities, and renewed and upgraded infrastructure. Included in this program are seven major projects for which Commonwealth grant funding totalling \$8.650 million

in 2019-20 has been announced and is subject to final written agreements from the Commonwealth Government. A detailed listing of these projects are contained in Appendix B.

Highlights of the Capital Works program are:

- New works totalling \$28.778 million, including:
- Land acquisition \$6.236m
- Lang Lang Recreation Facility \$2.700m
- Bunyip Soccer Facility design/construct \$1.080m
- Comely Banks Reserve Pavilion \$2.500m
- McGregor Rd and Pakenham Bypass interchange upgrade \$3.000m
- James Bathe Recreation Reserve \$5.572m,
- Koo Wee Rup High School sport facilities upgrade \$2.021m

Asset Renewal and Upgrade:

Expenditure of \$15.541 million on asset renewal, including roads, bridges, footpaths, drains, buildings and plant, and \$12.344 million on asset upgrades, the major projects being the Road Sealing Program across the Shire \$2.500 million, Princes Highway Intersections Officer \$1.000 million, Kenilworth Stage 2 \$2.223 million and Toomuc Reserve North Oval (Senior) Pavilion Upgrade - Netball Changerooms \$1.250 million.

In line with the SRP, the 2019-20 Proposed Budget has been designed to reflect Council's commitment to make Cardinia Shire the best possible place to live, work and raise a family.

## **POLICY IMPLICATIONS**

Council is required to prepare a Proposed Budget for public consultation

## **RELEVANCE TO COUNCIL PLAN**

The 2019-20 Proposed Budget outlines the financial resources for the successful delivery of the Council Plan.

## **CONSULTATION/COMMUNICATION**

The Proposed Budget was prepared in consultation with the Senior Leadership Team and all departmental managers. Managers were required to prepare their operating budgets based on the needs of their programs, whilst keeping in line with the prior year's Strategic Resource Plan. Financial implications of known changes were also taken into account.

Once the Proposed Budget is adopted, it is required to be available for public consultation for 28 days. Notice of adoption of the Proposed Budget will be communicated to the community through the local press. Members of the public are able to make budget submissions, which will be heard by Council once the 28 day consultation period has closed.

## **FINANCIAL AND RESOURCE IMPLICATIONS**

The Proposed Budget outlines the financial resources available to Council for continuous operation and delivery of the Council Plan.

## **CONCLUSION**

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This budget addresses the key needs of our current community and with the Strategic Resource Plan caters for our current and future communities. It is a budget based on sound financial principles, prudent debt management, and responsible asset management.



**Cardinia Shire Council**  
**Proposed Budget 2019-20**

## **Cardinia Shire Council Proposed Budget 2019-20**

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## Executive Summary

Council has prepared a Budget for 2019-20 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 2.5% for the 2019-20 year. This raises total rates of \$81.258m, including \$1.4m generated from supplementary rates. The rate increase for the 2018-19 year was 2.25%.

Refer to Section 4.1.1 for further Rates and Charges details.

### 2. Result

The projected result for 2019-20, before adjusting for capital and other once-off items, is a surplus of \$87.620m, which is \$9.990m higher than the 2018-19 forecast. The adjusted underlying result is the net surplus or deficit for the year adjusted for capital grants, contributions of non-monetary assets and other once-off adjustments. It removes the impact of non-recurring or once-off items of revenues and expenses. The budgeted adjusted underlying result for the 2019-20 year is a surplus of \$4.137m which is \$1.090m higher than the 2018-19 year.

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

### 3. Capital Works

The proposed capital works program for 2019-20 totals \$60.686m, compared to \$67.431m for 2018-19. The program is funded by Council cash of \$26.945m, grants and contributions of \$19.606m and \$11.135m respectively, and \$3.0m of borrowings. \$30.853m is budgeted for infrastructure works (which includes recreation, leisure and community facilities, as well as roads, drains, footpaths and parks, opens space and streetscapes), \$26.947m for property (land and buildings) and \$2.885m for plant and equipment.

New projects in the capital works program total \$28.778m, the major projects including land acquisitions \$6.236m, James Bathe Recreation Reserve \$5.572m, McGregor Road and freeway interchange \$3.0m, Lang Lang recreation facility \$2.7m, Comely Banks reserve pavilion \$2.5m and Koo Wee Rup High School sports facilities upgrade \$2.021m. In addition, \$27.885m is budgeted for asset renewal and upgrade projects, including \$4.744m for road renewals (resurfacing, resheeting and resealing) and \$1.9m for plant replacement. Budgeted asset expansion projects total \$4.023m.

The Statement of Capital Works can be found in Section 3 and further details on the 2019-20 capital works program can be found in Section 4.5.

A detailed listing of the budgeted projects for 2019-20 is in Appendix B. This list also includes the funding sources for these projects.

## 4. Budget Influences

### External Influences

In preparing the 2019-20 budget, a number of external influences have been taken into consideration because they are likely to impact significantly on the services delivered by Council in the budget period. These include:

- 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.
- 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.
- 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.
- Recycling - continued uncertainty within the recycling industry in regards to the processing of recyclables.
- 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.
- 2019 Federal election - funding for seven major projects was announced, totalling \$62.3m over the four year budget and Strategic Resource Plan period. Timing of the funding allocation is subject to final written agreements from the Commonwealth Government.

### Internal Influences

As well as external influences, there are also internal influences which are expected to have an impact on the preparation of the 2019-20 budget. These include;

- Continued demands on Council resources for the renewal of existing assets; and
- The value of developer contributed assets and completed capital works together with an increase in the value of existing assets which have led to a significant increase in depreciation expense.



## I. Link to the Council Plan

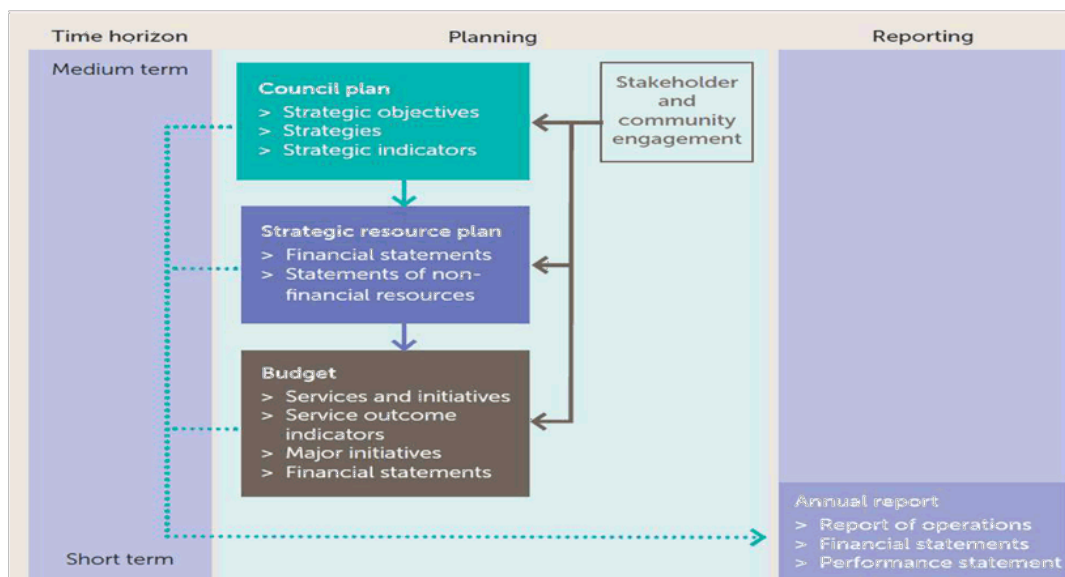
This section describes how the Annual Budget links to the achievement of the Council plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term (Vision), medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Audited Statements).

### I.1.1 Strategic planning and accountability framework

Council's strategic planning framework is designed to deliver key outcomes for the community in a financially sustainable manner. The Council Plan is prepared with reference to Council's vision.

Council determines the key outcomes it would like to achieve which form the basis of the four year Council Plan.

The Strategic Resource Plan, included in the Council Plan, summarises the financial and non-financial impacts of the objectives and strategies and determines the sustainability of these objectives and strategies. The Annual Budget is then framed within the Strategic Resource Plan, taking into account the services and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan. The diagram below depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Transport, Planning and Local Infrastructure

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in advance of the commencement of the Annual Budget process.

## **1.1.2 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.

## 1.2 Our purpose

### Our Vision

Cardinia Shire will be developed in a planned manner to enable present and future generations to live healthy and productive lives and to enjoy the richness of the diverse and distinctive characteristics of the Shire.

### Our Commitment

Council will provide leadership, including community engagement with stakeholders, to ensure the long-term sustainability of our communities and townships. We will be mindful of the social, environmental and economic impacts of our decisions and ensure future generations benefit from our decisions. We will practise good governance and meet recognised standards of excellence. Council will work diligently to achieve excellence in every aspect of our activities.

### 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.

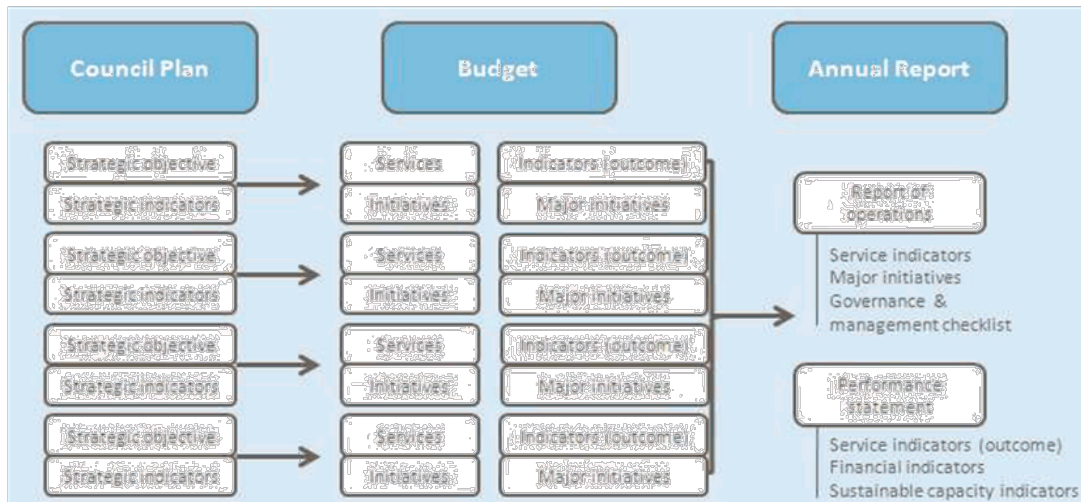
## 1.3 Strategic Objectives

The Council delivers activities and initiatives under 66 major service categories. Each contributes to the achievement of the Council's Vision as set out in the Council Plan. In addition, Council has identified five Strategic Objective Areas for the 2019-20 year, 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.

Key Performance Area	Description
1. Our People	We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia Shire's people.
2. Our Community	We will foster a strong sense of connection between Cardinia Shire's diverse communities.
3. Our Environment	We will continue to plan and manage the natural and built environment for present and future generations.
4. Our Economy	We will create and support local employment and business opportunities for our community and the wider region.
5. Our Governance	We will consult with the community, as appropriate, in an open and accountable way to help in determining the key direction of Council.

## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2019-20 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 major initiatives, 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 Environment, Land, Water and Planning

## 2.1 Strategic Objective 1: Our People

Goal: To support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia Shire's people.

### Services

Service area	Service Objective		2017-18	2018-19	2019-20
			Actual \$'000	Forecast \$'000	Budget \$'000
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.	Rev	546	382	745
		Exp	1,490	1,438	1,543
		NET	(945)	(1,056)	(797)
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.	Rev	614	520	456
		Exp	1,264	1,125	1,192
		NET	(650)	(604)	(736)
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.	Rev	90	51	107
		Exp	854	972	1,395
		NET	(764)	(921)	(1,288)
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.	Rev	2,116	1,981	1,968
		Exp	2,729	2,853	3,085
		NET	(613)	(872)	(1,117)

Development Services	To administer and enforce the aims and objectives of the Cardinia Planning Scheme.	Rev	1,641	1,873	1,740
		Exp	2,383	2,513	2,594
		NET	(743)	(640)	(854)
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.	Rev	33	38	39
		Exp	278	285	275
		NET	(246)	(247)	(237)
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.	Rev	131	181	259
		Exp	42	92	5
		NET	90	88	254
Health	To minimise environmental problems within the community and as far as practicable to ensure food safety within the community.	Rev	397	400	410
		Exp	1,097	1,122	1,085
		NET	(700)	(722)	(675)
Infectious Diseases Control	To increase the community's immunity to preventable infectious diseases and to increase the rate of immunisation against vaccine preventable diseases.	Rev	70	83	85
		Exp	186	201	198
		NET	(116)	(118)	(113)
Library	Council's Library program services the Pakenham and Emerald Libraries, and provides for a mobile library service to other townships within the Shire.	Rev	0	0	0
		Exp	1,908	2,011	2,211
		NET	(1,908)	(2,011)	(2,211)
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.	Rev	1,525	1,579	1,683
		Exp	2,529	2,875	3,255
		NET	(1,004)	(1,296)	(1,571)
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.	Rev	(0)	0	0
		Exp	215	245	286
		NET	(215)	(245)	(286)
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.	Rev	315	237	212
		Exp	1,193	1,266	1,245
		NET	(878)	(1,029)	(1,033)

**Major Initiatives**

1	Progress the construction and fit-out of the Integrated Children's Centre at Timbertop.
2	Implement priorities within the Playground renewal program.
3	Lang Lang Community and Recreation Precinct - Commence building the pavilion.
4	James Bathe Reserve (Pakenham) – commence construction of the pavilion.
5	Commence the construction of the Worrell Reserve Sports Pavilion.
6	Progress the construction and fit-out of the KWR Football/Cricket Pavilion.
7	Deep Creek Reserve (Pakenham) - commence construction of indigenous plant nursery.
8	Complete design for Bunyip Indoor Stadium.
9	Progress the construction of the Cora Lynn Reserve Pavilion.

**Initiatives**

10	Develop, adopt and launch the Ageing Well Strategy 2019–24 by working with older adults to establish priorities in line with World Health Organisation guidelines in working towards an Age Friendly Community.
11	Coordinate health and wellbeing initiatives across the Shire in line with the priorities set in Cardinia Shire's Liveability Plan 2017-29.
12	Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.
13	Support the implementation of family violence projects in the Shire at a local, regional and state level including the Together We Can initiative.
14	Start the design stage of the Integrated Children's Centre at Brunt Road.
15	Identify the need for new schools annually and advocate to the Victorian Government and local MPs for the allocation of funding in the state budget.
16	Continue to provide advice and funding support for learning opportunities for all residents through a range of local community activities such as those provided by libraries, U3As, neighbourhood houses and senior citizen centres.
17	Complete the construction and fit-out of the Emerald Netball Pavilion.
18	Implement recommendations of Recreation Reserves management and maintenance review.
19	Comely Banks Reserve - commence construction of playing fields and associated works.
20	Commence Construction of Comely Banks Reserve Pavilion.
21	Continue to implement the long term plan for burning on Council land. Conduct annual fire inspection program.
22	Support community preparedness initiatives and assist communities to develop community emergency management plans with a particular focus on high risk communities. Utilise social media and publications to promote awareness of safety measures to support residents in the areas of heat health, thunderstorm asthma, fire preparation activities etc.

**Service Performance Outcome Indicators**

Service	Indicator	Performance	Computation
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 year) / Number of children enrolled in the MCH service] x100
Maternal and Child Health	Participation	Participation in 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 year) / Number of Aboriginal children enrolled in the MCH service] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100



## 2.2 Strategic Objective 2: Our Community

Goal: To foster a strong sense of connection between Cardinia Shire's diverse communities.

### Services

Services	Service Objective		2017-18	2018-19	2019-20
			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.	Rev	665	637	800
		Exp	984	1,051	1,402
		NET	(319)	(414)	(601)
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.	Rev	30	4	0
		Exp	978	1,199	1,442
		NET	(947)	(1,195)	(1,442)
Community Resilience	Supporting communities to be resilient and more prepared to navigate the chronic stresses and acute shocks that occur during emergencies.	Rev	0	31	32
		Exp	10	31	32
		NET	(10)	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.	Rev	2	3	3
		Exp	331	404	404
		NET	(330)	(401)	(401)
Events	Provide support and resources for key events per year, including White Ribbon Day.	Rev	0	0	0
		Exp	9	10	11
		NET	(9)	(10)	(11)

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.	Rev	156	70	47
		Exp	513	355	463
		NET	(356)	(285)	(416)
Social and Community Planning	Deliver wellbeing and liveability outcomes for our community through an evidence based, planned, integrated and preventative approach.	Rev	0	520	27
		Exp	598	839	1,233
		NET	(598)	(319)	(1,206)

### Major Initiatives

23	Commence development of the first Community Vision for Cardinia Shire in accordance with Local Government Act.
24	Implement the Disability, Access and Inclusion Action Plan.

### Initiatives

25	Deliver the actions in the Social and Affordable Housing Strategy.
26	Host annual Mayoral Volunteer Reception to recognise and value the contribution of volunteers in our Shire.
27	Plan and implement a Shire-wide Public Art Program which includes both permanent and ephemeral public art outcomes, including the planning for a new public art commission for Port Ward.
28	Create and implement an overarching Arts Grants Program including support for professional arts residencies (working with the community); community artists, organisations and festivals; and new creative industry initiatives.
29	Increase Council's ability to engage through online channels by implementing a centralised online community engagement platform.
30	Deliver the community leadership program in the Shire by providing targeted training for community groups/leaders with the focus of strengthening governance in Section 86 Committees.
31	Finalise and implement the Cultural Diversity Action Plan.
32	Implement the Cardinia Community Food Strategy.

## 2.3 Strategic Objective 3: Our Environment

Goal: To continue to plan and manage the natural and built environment for present and future generations.

### Services

Services	Service Objective		2017-18	2018-19	2019-20
			Actual \$'000	Forecast \$'000	Budget \$'000
Asset Management	To ensure that council's strategic and corporate objectives in relation to assets and infrastructure are effectively implemented.	Rev	0	0	0
		Exp	701	669	769
		NET	(701)	(669)	(769)
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.	Rev	55	35	0
		Exp	282	287	247
		NET	(227)	(252)	(247)
Building Management	To administer and enforce building legislation within the Shire.	Rev	247	202	165
		Exp	4,241	4,500	4,820
		NET	(3,994)	(4,298)	(4,655)
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. This item is not budgeted.	Rev	367	0	0
		Exp	3,597	0	0
		NET	(3,230)	0	0
Cleansing	To ensure that parks, reserves and roads are maintained free of litter and to maintain public conveniences in a hygienic condition.	Rev	0	0	0
		Exp	399	450	577
		NET	(399)	(450)	(577)
Development	To ensure that council's strategic and corporate objectives in relation to assets and infrastructure are effectively implemented.	Rev	2,122	1,952	2,121
		Exp	1,313	1,233	1,406
		NET	809	719	714
Developer Contribution Plans	To record the operating income and expenditure of Developer Contribution Plans (DCPs), which is primarily interest earned on investments.	Rev	825	780	793
		Exp	94	0	0
		NET	730	780	793
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.	Rev	0	0	0
		Exp	1,873	2,002	2,027
		NET	(1,873)	(2,002)	(2,027)

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.	Rev	166	0	0
		Exp	342	187	173
		NET	(176)	(187)	(173)
Engineering Services	To effectively manage the delivery of council's capital works and traffic related technical services.	Rev	580	429	529
		Exp	1,436	1,442	1,690
		NET	(855)	(1,014)	(1,161)
Environment Maintenance and Programs	Facilitate the on-going maintenance of natural and cultural resources in the Shire.	Rev	27	200	10
		Exp	289	459	357
		NET	(261)	(259)	(347)
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.	Rev	11	0	0
		Exp	680	798	957
		NET	(669)	(798)	(957)
Footpaths and Street Furniture - Operations	To maintain the street furniture, footpaths and shared path network while ensuring safety and accessibility to residents and visitors.	Rev	3	1	7
		Exp	1,004	992	1,142
		NET	(1,002)	(991)	(1,134)
General Garbage Charge	To deliver efficient and cost effective waste disposal to the community.	Rev	9,620	11,440	12,432
		Exp	8,975	10,566	11,868
		NET	645	874	564
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.	Rev	2,625	2,561	2,969
		Exp	1,974	2,333	2,707
		NET	651	228	261
Growth Area Planning	Prepare and implement Precinct Structure Plans, Infrastructure Contributions Plans and Urban Design Frameworks.	Rev	121	395	13
		Exp	305	532	408
		NET	(184)	(137)	(395)
Infrastructure Services	To ensure that council's strategic and corporate objectives in relation to assets and infrastructure are effectively implemented.	Rev	15	0	0
		Exp	1,515	1,666	1,828
		NET	(1,500)	(1,666)	(1,828)
Operations Management	To efficiently and effectively manage Cardinia Council's operational activities whilst ensuring compliance with the road management act and other relevant legislation.	Rev	8	16	5
		Exp	805	1,031	855
		NET	(796)	(1,015)	(850)
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.	Rev	45	(3)	0
		Exp	6,755	7,585	8,019
		NET	(6,709)	(7,588)	(8,019)

Passive Reserves	Development of strategic direction and activation of Council's passive reserves and open spaces.	Rev	1	0	201
		Exp	225	452	613
		NET	(223)	(452)	(412)
Planning Policy and Projects	To administer and enforce the aims and objectives of the Cardinia Planning Scheme.	Rev	0	0	0
		Exp	2	0	0
		NET	(2)	0	0
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.	Rev	242	274	261
		Exp	1,033	1,429	1,531
		NET	(790)	(1,156)	(1,270)
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.	Rev	0	2	2
		Exp	1,066	961	1,104
		NET	(1,066)	(959)	(1,102)
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.	Rev	49	18	23
		Exp	2,391	2,490	2,221
		NET	(2,341)	(2,472)	(2,199)
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.	Rev	1,589	1,602	1,584
		Exp	3,297	3,435	3,935
		NET	(1,708)	(1,833)	(2,351)
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.	Rev	139	126	68
		Exp	253	341	261
		NET	(114)	(215)	(193)

### Major Initiatives

33	Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.
34	Upgrade pathways and walking tracks across the Shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy.
35	Complete review of Council's Municipal Strategic Statement into the Planning scheme.
36	Implement the Westernport Green Wedge Management Plan and continue to advocate for a Green Wedge Management Plan for the remainder of Cardinia Shire.
37	Conduct a program of resurfacing of playing surfaces at recreation reserves in accordance with program.
38	Enhance biodiversity across the Shire via long term strategic planning and offering community participation opportunities and incentives.

**Initiatives**

39	Formally open the new Hills Hub and commence operations with stakeholders.
40	Preserve and improve natural environment by undertaking weed management and indigenous plantings.
41	Progressively implement the recommended actions from the adopted Shade Structures strategy.
42	Continue to support the conservation of sites of heritage significance throughout the Shire.
43	Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce council and community energy use).
44	Implement the Aspirational Energy Transition Plan including, energy saving retrofits and solar power for council buildings.
45	Undertake tender process for kerbside garbage/recycling/organics waste collection services and recycling processing, considering outcomes of food diversion review. Design and commence delivery of behaviour change program.
46	Implement the Integrated Water Management Plan including the installation of information boards at chosen WSUD sites and water efficiency upgrades to council facilities.

**Service Performance Outcome Indicators**

Service	Indicator	Performance Measure	Computation
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
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).	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] 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.

## 2.4 Strategic Objective 4: Our Economy

Goal: To create and support local employment and business opportunities for our community and the wider region.

### Services

Services	Service Objective		2017-18	2018-19	2019-20
			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.	Rev	46	40	29
		Exp	104	191	651
		NET	(58)	(152)	(622)
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.	Rev	0	0	0
		Exp	224	308	412
		NET	(224)	(308)	(412)

### Major Initiatives

47	Commence the review of Cardinia Road Employment precinct to encourage investment and employment opportunities.
48	In partnership with the Victorian Planning Authority, commence development of the Officer South Precinct Structure Plan.
49	Work with the Victorian Planning Authority to complete the Pakenham East Precinct Structure Plan.
50	Complete the review of the Pakenham South Structure Plan and Infrastructure Contribution Plan.

### Initiatives

51	Advocate to State Government regarding the development of a suitable site within Cardinia Shire for an airport.
52	Implement the Casey Cardinia Tourism Strategy and support a tourism board to guide future development of the sector.
53	Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension.

### Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Economic Development	Economic activity	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	[Number of businesses with an ABN in the municipality at the end of the financial year <i>less</i> the number of businesses at the start of the financial year / Number of businesses with an ABN in the municipality at the start of the financial year] x 100

## 2.5 Strategic Objective 5: Our Governance

Goal: To consult with the community, as appropriate, in an open and accountable manner to assist in determining the key direction of Council.

### Services

Services	Service Objective		2017-18	2018-19	2019-20
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Communications	Facilitate effective communication between Cardinia Council, the community and other stakeholders.	Rev	0	0	0
		Exp	587	754	955
		NET	(587)	(754)	(955)
Corporate Financials	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.	Rev	51	0	0
		Exp	20,321	22,617	25,054
		NET	(20,271)	(22,617)	(25,054)
Corporate Management	Provide leadership and direction to Council staff to ensure Council's vision and Council plans and decisions are achieved.	Rev	107	0	750
		Exp	2,785	5,044	2,899
		NET	(2,677)	(5,044)	(2,149)
Customer Communications	Provide management of the Customer Service and Communications services to ensure they meet their service objectives.	Rev	0	0	0
		Exp	164	160	0
		NET	(164)	(160)	0
Customer Service	Provide customer service that is responsive to residents and is solution focused.	Rev	6	0	0
		Exp	1,232	1,348	1,438
		NET	(1,226)	(1,348)	(1,438)
Egap	Provide internet services for the public at various community centres throughout the Shire.	Rev	0	0	0
		Exp	20	28	29
		NET	(20)	(28)	(29)
Finance Management	Ensure balanced budget outcomes and prudent management of debt and asset management, for a sustainable financial environment recognising inter-generational responsibility.	Rev	10,888	9,981	10,766
		Exp	5,235	4,828	4,835
		NET	5,653	5,153	5,931
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.	Rev	139	120	130
		Exp	(1,048)	(1,079)	(1,210)
		NET	1,186	1,199	1,340



Governance and Property	Promote Council activities in a positive way, develop policy as required, and monitor compliance with legislative requirements.	Rev	14	0	0
		Exp	205	197	300
		NET	(191)	(197)	(300)
HR and Learning and 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.	Rev	7	3	3
		Exp	1,527	1,664	1,867
		NET	(1,520)	(1,661)	(1,864)
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.	Rev	15	0	0
		Exp	4,287	5,329	5,197
		NET	(4,272)	(5,329)	(5,197)
Mayor and Councillors	Effectively resource the operations of the elected Council.	Rev	141	0	0
		Exp	990	986	857
		NET	(849)	(986)	(857)
Property and Valuation	To manage the Council's property portfolio and to ensure that the revaluation processes are conducted efficiently.	Rev	61	182	0
		Exp	472	214	157
		NET	(411)	(32)	(157)
Purchasing	Ensure councils procurement is managed in a sustainable manner to achieve the best outcome for Cardinia Shire.	Rev	0	0	2
		Exp	129	89	95
		NET	(129)	(89)	(94)
Rates and Revenue Services	Manage Cardinia's rateable properties and provide a responsive, solution focused service to rate queries.	Rev	73,089	77,045	82,475
		Exp	1,533	1,678	1,587
		NET	71,556	75,367	80,888
Rental Properties	Provide access to affordable housing for the aged and disabled.	Rev	369	104	206
		Exp	119	186	129
		NET	250	(82)	77
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.	Rev	3	0	0
		Exp	1,155	1,235	1,263
		NET	(1,152)	(1,235)	(1,263)

Service Planning and 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.	Rev	0	0	0
		Exp	402	542	634
		NET	(402)	(542)	(634)

### Initiatives

54	Prepare details of Council's priority projects for both State and Federal Governments. In the lead up to both Federal and State elections and budgets, lobby local members and relevant Ministers for funding for the priority projects to gain a fair share of funding for the local community.
55	Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.
56	Monitor compliance with statutory reporting requirements.
57	Develop Annual Budget and Five-year Financial Plan which will deliver on the actions presented in the Council Plan and maintain long-term financial goals.
58	Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.

### 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 interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

## 2.6 Reconciliation with budgeted operating result

	Net Cost (Revenue) \$'000	Expenditure \$'000	Revenue \$'000
1. Our People	10,665	18,369	7,703
2. Our Community	4,077	4,986	909
3. Our Environment	28,333	49,513	21,181
4. Our Economy	1,034	1,062	29
5. Our Governance	(48,246)	46,086	94,332
<b>Total</b>	<b>(4,137)</b>	<b>120,016</b>	<b>124,153</b>

### 3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2019-20 has been supplemented with projection to 2022-23 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the Local Government Act 1989 and the Local Government Planning and Reporting regulations 2014.

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

#### **Pending Accounting Standards**

The 2019-20 budget has been prepared based on the accounting standards applicable at the date of preparation. This means that pending accounting standards that will be in effect from the 2019-20 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2019-20 financial statements, not considered in the preparation of the budget include:

- *AASB 16 Leases*
- *AASB 15 Revenue from Contracts with Customers*, and
- *AASB 1058 Income of Not for Profit Entities*.

While it is not possible to determine the precise impact of these standards at this time, the broad impact on Council is estimated to be as follows:

- *AASB 16 Leases* – Introduces a single lessee accounting model whereby the Council will be required to recognise a right of use asset and associated liability for leases longer than 12 months, except those considered to be of low value.
- *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not for Profit Entities* – Change the way that Councils recognise income and also address matters such as grant funding, contribution of assets and volunteer services. A key change is replacement for some transactions of the criteria of control as a determinant of the timing of income recognition, with the criteria of satisfying performance obligations in an enforceable agreement. These new standards have the potential to impact the timing of how the Council recognises income.

### 3.1 Comprehensive Income Statement

For the four years ending 30 June 2023

	Notes	Forecast	Budget	Strategic Resource Plan Projections		
		2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
<b>Income</b>						
Rates and charges	4.1.1	90,381	<b>97,292</b>	102,343	107,116	112,072
Statutory fees and fines	4.1.2	4,914	<b>5,022</b>	5,133	5,247	5,369
User fees	4.1.3	2,880	<b>3,625</b>	3,698	3,773	3,857
Grants - Operating	4.1.4	13,616	<b>14,338</b>	13,873	14,164	14,462
Grants - Capital	4.1.4	10,042	<b>19,606</b>	21,511	21,478	17,194
Contributions - monetary	4.1.5	222	<b>350</b>	350	350	350
Capital contributions - monetary	4.1.5	192	<b>625</b>	0	0	0
Development levies - monetary	4.1.5	12,400	<b>17,265</b>	18,686	21,398	25,614
Contributions - non-monetary	4.1.5	52,962	<b>45,000</b>	45,000	45,000	45,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	4.1.6	<b>(1,014)</b>	<b>987</b>	0	0	0
Other income	4.1.7	4,080	<b>3,527</b>	3,624	3,724	3,831
<b>Total Income</b>		<b>190,674</b>	<b>207,636</b>	<b>214,219</b>	<b>222,250</b>	<b>227,749</b>
<b>Expenses</b>						
Employee costs	4.1.8	37,272	<b>39,523</b>	40,969	42,316	43,828
Materials and services	4.1.9	47,960	<b>50,444</b>	51,669	52,523	54,240
Bad & doubtful debts	4.1.10	201	<b>176</b>	176	176	176
Depreciation and amortisation	4.1.11	22,617	<b>25,054</b>	27,138	28,722	29,992
Borrowing costs	4.1.12	2,626	<b>2,420</b>	2,414	2,125	1,908
Other expenses	4.1.13	2,369	<b>2,399</b>	2,853	2,506	2,566
<b>Total Expenses</b>		<b>113,045</b>	<b>120,016</b>	<b>125,218</b>	<b>128,367</b>	<b>132,709</b>
<b>Surplus/(deficit) for the year</b>		<b>77,630</b>	<b>87,620</b>	<b>89,001</b>	<b>93,882</b>	<b>95,039</b>
less Capital income & other abnormals		<b>(74,582)</b>	<b>(83,483)</b>	<b>(85,197)</b>	<b>(87,876)</b>	<b>(87,808)</b>
<b>Adjusted underlying result</b>		<b>3,047</b>	<b>4,137</b>	<b>3,803</b>	<b>6,007</b>	<b>7,231</b>

### 3.2 Balance Sheet

For the four years ending 30 June 2023

	Notes	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Strategic Resource Plan Projections		
				2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
<b>Current assets</b>						
Cash and cash equivalents		43,714	<b>34,301</b>	24,286	26,253	44,193
Trade and other receivables		18,330	<b>19,264</b>	19,987	20,686	21,425
Other financial assets		51,500	<b>51,500</b>	51,500	51,500	51,500
Inventories		26	<b>26</b>	26	26	26
Other assets		1,773	<b>1,773</b>	1,773	1,773	1,773
Total current assets	4.2.1	115,343	<b>106,864</b>	97,572	100,238	118,917
<b>Non-current assets</b>						
Trade and other receivables		11,483	<b>11,483</b>	11,483	11,483	11,483
Investments in associates and joint ventures		1,493	<b>1,493</b>	1,493	1,493	1,493
Property, infrastructure, plant and equipment		1,570,682	<b>1,668,312</b>	1,770,660	1,855,454	1,926,748
Intangible assets		587	<b>587</b>	587	587	587
Total non-current assets	4.2.1	1,584,245	<b>1,681,875</b>	1,784,223	1,869,017	1,940,311
Total assets		1,699,588	<b>1,788,738</b>	1,881,794	1,969,255	2,059,228
<b>Current liabilities</b>						
Trade and other payables		20,540	<b>23,655</b>	24,396	21,705	19,841
Trust funds and deposits		12,422	<b>12,422</b>	12,422	12,422	12,422
Provisions		3,990	<b>4,090</b>	4,192	4,297	4,405
Interest bearing liabilities	4.2.3	4,786	<b>4,911</b>	3,963	3,441	3,041
Total current liabilities	4.2.2	41,737	<b>45,078</b>	44,973	41,866	39,709
<b>Non-current liabilities</b>						
Trade and other payables		10,261	<b>10,261</b>	10,261	10,261	10,261
Provisions		4,012	<b>4,112</b>	4,236	4,363	4,493
Interest bearing liabilities	4.2.3	32,378	<b>30,467</b>	34,504	31,063	28,022
Total non-current liabilities	4.2.2	46,651	<b>44,841</b>	49,001	45,686	42,776
Total liabilities		88,389	<b>89,919</b>	93,974	87,552	82,485
Net assets		1,611,200	<b>1,698,820</b>	1,787,821	1,881,703	1,976,742
<b>Equity</b>						
Accumulated Surplus		1,002,075	1,088,966	1,181,790	1,267,367	1,359,089
Reserves		609,125	609,854	606,030	614,336	617,653
Total equity		1,611,200	<b>1,698,820</b>	1,787,821	1,881,703	1,976,742

### 3.3 Statement of Changes in Equity

For the four years ending 30 June 2023

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2018-19</b>					
Balance at beginning of the financial year		1,533,570	921,926	552,374	59,270
Surplus/(deficit) for the year		77,630	77,630	0	0
Transfer from reserves		0	14,919	0	(14,919)
Transfer to reserves		0	(12,400)	0	12,400
<b>Balance at end of the financial year</b>		<b>1,611,200</b>	<b>1,002,075</b>	<b>552,374</b>	<b>56,751</b>
<b>2019-20</b>					
Balance at beginning of the financial year		1,611,200	1,002,075	552,374	56,751
Surplus/(deficit) for the year		87,620	87,620	0	0
Transfer from reserves	4.3.1	0	16,536	0	(16,536)
Transfer to reserves	4.3.1	0	(17,265)	0	17,265
<b>Balance at end of the financial year</b>	<b>4.3.2</b>	<b>1,698,820</b>	<b>1,088,966</b>	<b>552,374</b>	<b>57,480</b>
<b>2020-21</b>					
Balance at beginning of the financial year		1,698,820	1,088,966	552,374	57,480
Surplus/(deficit) for the year		89,001	89,001	0	0
Transfer from reserves		0	22,510	0	(22,510)
Transfer to reserves		0	(18,686)	0	18,686
<b>Balance at end of the financial year</b>		<b>1,787,821</b>	<b>1,181,790</b>	<b>552,374</b>	<b>53,656</b>
<b>2021-22</b>					
Balance at beginning of the financial year		1,787,821	1,181,790	552,374	53,656
Surplus/(deficit) for the year		93,882	93,882	0	0
Transfer from reserves		0	13,092	0	(13,092)
Transfer to reserves		0	(21,398)	0	21,398
<b>Balance at end of the financial year</b>		<b>1,881,703</b>	<b>1,267,367</b>	<b>552,374</b>	<b>61,962</b>
<b>2022-23</b>					
Balance at beginning of the financial year		1,881,703	1,267,367	552,374	61,962
Surplus/(deficit) for the year		95,039	95,039	0	0
Transfer from reserves		0	22,297	0	(22,297)
Transfer to reserves		0	(25,614)	0	25,614
<b>Balance at end of the financial year</b>		<b>1,976,742</b>	<b>1,359,089</b>	<b>552,374</b>	<b>65,279</b>

### 3.4 Statement of Cash Flows

For the four years ending 30 June 2023

	Forecast 2018-19 \$'000 Inflows Notes	Budget 2019-20 \$'000 Inflows (Outflows)	Strategic Resource Plan Projections			
			2020-21 \$'000 Inflows (Outflows)	2021-22 \$'000 Inflows (Outflows)	2022-23 \$'000 Inflows (Outflows)	
<b>Cash flows from operating activities</b>						
Rates and charges	89,742	<b>96,579</b>	101,822	106,624	111,561	
Statutory Fees and fines	4,914	<b>5,022</b>	5,133	5,247	5,369	
User Fees	6,236	<b>3,404</b>	3,495	3,566	3,629	
Grants - operating	13,616	<b>14,338</b>	13,873	14,164	14,462	
Grants - capital	10,042	<b>19,606</b>	21,511	21,478	17,194	
Contributions - monetary	222	<b>350</b>	350	350	350	
Capital Contributions (Cash)	192	<b>625</b>	0	0	0	
Development Levies (Cash)	12,400	<b>17,265</b>	18,686	21,398	25,614	
Interest received	1,770	<b>1,823</b>	1,878	1,934	1,992	
Trust funds and deposits taken/repaid	1,362	<b>0</b>	0	0	0	
Other receipts	2,310	<b>1,704</b>	1,746	1,790	1,839	
Employee costs	(37,077)	<b>(39,323)</b>	(40,743)	(42,084)	(43,590)	
Materials and services	(45,255)	<b>(49,903)</b>	(53,957)	(57,896)	(58,845)	
Net cash provided by operating activities	4.4.1	<b>60,473</b>	<b>71,489</b>	73,795	76,571	79,575
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment	(67,431)	<b>(82,449)</b>	(85,385)	(69,416)	(57,230)	
Proceeds from sale of property, infrastructure, plant and equipment	0	<b>5,753</b>	900	900	944	
Net cash used in investing activities	4.4.2	<b>(67,431)</b>	<b>(76,696)</b>	(84,485)	(68,516)	(56,286)
<b>Cash flows from financing activities</b>						
Finance costs	(2,626)	<b>(2,420)</b>	(2,414)	(2,125)	(1,908)	
Proceeds from borrowings	0	<b>3,000</b>	8,000	0	0	
Repayment of borrowings	(4,514)	<b>(4,786)</b>	(4,911)	(3,963)	(3,441)	
Net cash provided by (used in) financing activities	4.4.3	<b>(7,140)</b>	<b>(4,205)</b>	675	(6,088)	(5,349)
<b>Net change in cash &amp; cash equivalents</b>		<b>(14,097)</b>	<b>(9,413)</b>	(10,015)	1,967	17,940
Cash & cash equivalents at start of year		57,811	<b>43,714</b>	34,301	24,286	26,253
<b>Cash &amp; cash equivalents at end of year</b>		<b>43,714</b>	<b>34,301</b>	24,286	26,253	44,193

### 3.5 Statement of Capital Works

For the four years ending 30 June 2023

	Notes	Forecast	Budget	Strategic Resource Plan		
		2018-19	2019-20	Projections		
		\$'000	\$'000	2020-21	2021-22	2022-23
				\$'000	\$'000	\$'000
<b>New works</b>						
<b>Property</b>						
Land		8,241	<b>6,236</b>	16,858	1,733	2,724
Buildings		15,518	<b>20,711</b>	14,473	7,906	4,677
<b>Total Property</b>		<b>23,759</b>	<b>26,947</b>	<b>31,331</b>	<b>9,639</b>	<b>7,401</b>
<b>Plant and equipment</b>						
Plant, machinery and equipment		3,515	<b>2,115</b>	1,853	2,308	2,191
Fixtures, fittings and furniture		160	<b>210</b>	220	221	232
Computers and telecommunications		410	<b>560</b>	581	582	584
<b>Total Plant and equipment</b>		<b>4,085</b>	<b>2,885</b>	<b>2,654</b>	<b>3,110</b>	<b>3,007</b>
<b>Infrastructure</b>						
Roads		15,608	<b>14,095</b>	22,752	34,326	37,351
Bridges		1,314	<b>452</b>	480	461	451
Footpaths and cycleways		2,166	<b>1,369</b>	1,550	1,455	1,559
Drainage		421	<b>450</b>	466	485	516
Recreation, leisure and community facilities		11,592	<b>8,179</b>	9,219	8,951	4,240
Parks, open space and streetscapes		7,037	<b>3,138</b>	1,089	1,818	2,010
Off street car parks		881	<b>546</b>	1,066	131	141
Other infrastructure		566	<b>2,624</b>	526	456	554
<b>Total Infrastructure</b>		<b>39,587</b>	<b>30,853</b>	<b>37,147</b>	<b>48,083</b>	<b>46,822</b>
<b>Total capital works expenditure</b>	4.5.1	<b>67,431</b>	<b>60,686</b>	<b>71,133</b>	<b>60,832</b>	<b>57,230</b>
<b>Represented by:</b>						
New asset expenditure		28,674	<b>28,778</b>	39,365	21,442	12,689
Asset renewal expenditure		15,365	<b>15,541</b>	12,360	12,442	14,362
Asset upgrade expenditure		5,750	<b>12,344</b>	17,478	26,019	29,883
Asset expansion expenditure		17,643	<b>4,023</b>	1,931	930	295
<b>Total capital works expenditure</b>	4.5.1	<b>67,431</b>	<b>60,686</b>	<b>71,133</b>	<b>60,832</b>	<b>57,230</b>
<b>Funding sources represented by:</b>						
Grants	4.1.4	10,042	<b>19,606</b>	21,511	21,478	17,194
Contributions		21,600	<b>11,135</b>	21,611	1,100	12,993
Council cash		35,789	<b>26,945</b>	20,010	38,255	27,042
Borrowings		0	<b>3,000</b>	8,000	0	0
<b>Total capital works expenditure</b>	4.5.1	<b>67,431</b>	<b>60,686</b>	<b>71,133</b>	<b>60,832</b>	<b>57,230</b>



### 3.6 Statement of Human Resources

For the four years ending 30 June 2023

	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Strategic Resource Plan Projections		
			2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
<b>Staff expenditure</b>					
Salaries and Oncosts	36,384	<b>39,108</b>	40,539	41,870	43,369
<b>Total staff expenditure</b>	<b>36,384</b>	<b>39,108</b>	<b>40,539</b>	<b>41,870</b>	<b>43,369</b>
<b>Staff numbers</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>
Employees	356.1	<b>375.5</b>	374.4	373.8	373.8
<b>Total staff numbers</b>	<b>356.1</b>	<b>375.5</b>	<b>374.4</b>	<b>373.8</b>	<b>373.8</b>

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

Division	Budget 2019-20 \$'000	Comprises			
		Permanent		Casual \$'000	Temporary \$'000
		Full Time \$'000	Part Time \$'000		
Chief Executive Officer	2,058	1,897	162	-	-
Customer, People and Performance	5,203	4,277	926	-	-
Infrastructure and Environment	16,157	14,370	1,660	128	-
Liveable Communities	10,830	7,584	3,105	123	17
Office of the CEO	3,263	3,010	254	-	-
<b>Total permanent, casual and temporary staff</b>	<b>37,511</b>	<b>31,137</b>	<b>6,106</b>	<b>251</b>	<b>17</b>
Other staff	1,597				
<b>Total expenditure</b>	<b>39,108</b>				

The dollar amounts in the tables above include salaries and oncosts only. The Employee benefits figure in section 3.1 (Comprehensive Income Statement) also includes additional items of expenditure, including fringe benefits tax, overtime, trainees and uniform.

Division	Budget 2019-20 EFT	Comprises			
		Permanent		Casual EFT	Temporary EFT
		Full Time EFT	Part Time EFT		
Chief Executive Officer	11.1	10.5	0.6	-	-
Customer, People and Performance	49.6	38.0	11.6	-	-
Infrastructure and Environment	171.6	151.0	20.0	0.6	-
Liveable Communities	95.3	66.0	28.1	0.9	0.2
Office of the CEO	30.0	27.5	2.5	-	-
<b>Total permanent, casual and temporary staff</b>	<b>357.6</b>	<b>293.0</b>	<b>62.9</b>	<b>1.5</b>	<b>0.2</b>
Other staff	17.8				
<b>Total EFT</b>	<b>375.5</b>				

## 4. Notes to the financial statements

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

### 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 annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2019-20 the FGRS cap has been set at 2.5%. 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 will increase by 2.5% in line with the rate cap.

The garbage charge for 2019-20 is budgeted to stay at the same amount as in 2018-19, which is \$283.70. The charge for the optional green waste service is budgeted to increase by \$6.16 (5.3%) from \$117.00 to \$123.16.

This will raise total rates and charges for 2019-20 of \$97.292m, which also includes interest on rates and charges, compared to a forecast of \$90.381m in 2018-19.

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

	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Change \$'000	%
General rates*	74,565	<b>79,780</b>	5,215	7.0%
Waste management charge	14,001	<b>15,400</b>	1,399	10.0%
Supplementary rates and rate adjustments	1,100	<b>1,400</b>	300	27.3%
Cultural and recreational	81	<b>77</b>	(4)	(4.5%)
Interest on rates and charges	634	<b>634</b>	0	0.0%
<b>Total rates and charges</b>	<b>90,381</b>	<b>97,292</b>	6,911	7.6%

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

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	2018-19	2019-20	Change	
	\$/CIV	\$/CIV		%
Base Rate	0.002728	<b>0.002784</b>		2.1%
Agricultural Land	0.002048	<b>0.002089</b>		2.0%
Urban Rate	0.002893	<b>0.002953</b>		2.1%
Urban Vacant Land	0.006249	<b>0.006381</b>		2.1%
Urban Commercial and Industrial	0.003958	<b>0.004043</b>		2.1%
Urban Agricultural Land	0.002320	<b>0.002369</b>		2.1%
Lakeside Residential	0.002948	<b>0.003009</b>		2.1%
Lakeside Vacant Land	0.006367	<b>0.006502</b>		2.1%
Rate concession for cultural and recreational land	25%	<b>25%</b>		0.0%

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	2018-19	2019-20	Change	
	\$'000	\$'000	\$'000	%
Base Rate	27,185	<b>28,102</b>	917	3.4%
Agricultural Land	3,268	<b>3,359</b>	91	2.8%
Urban Rate	28,981	<b>32,991</b>	4,010	13.8%
Urban Vacant Land	6,335	<b>6,307</b>	(28)	(0.4%)
Urban Commercial and Industrial	5,128	<b>5,383</b>	255	5.0%
Urban Agricultural Land	134	<b>182</b>	48	35.9%
Lakeside Residential	3,639	<b>3,444</b>	(195)	(5.3%)
Lakeside Vacant Land	13	<b>12</b>	(1)	(4.0%)
Cultural and Recreational Land	120	<b>77</b>	(43)	(35.5%)
Supplementary	800	<b>1,400</b>	600	75.0%
<b>Total amount to be raised by general rates</b>	<b>75,603</b>	<b>81,258</b>	<b>5,655</b>	<b>7.5%</b>

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	2018-19	2019-20	Change	
	Number	Number	\$'000	%
Base Rate	15,536	<b>15,940</b>	404	2.6%
Agricultural Land	1,153	<b>1,159</b>	6	0.5%
Urban Rate	20,072	<b>22,210</b>	2,138	10.7%
Urban Vacant Land	2,657	<b>2,214</b>	(443)	(16.7%)
Urban Commercial and Industrial	1,374	<b>1,407</b>	33	2.4%
Urban Agricultural Land	15	<b>17</b>	2	13.3%
Lakeside Residential	2,402	<b>2,402</b>	0	0.0%
Lakeside Vacant Land	7	<b>4</b>	(3)	(42.9%)
Cultural and Recreational Land	5	<b>5</b>	0	0.0%
<b>Total number of assessments</b>	<b>43,221</b>	<b>45,358</b>	<b>2,137</b>	<b>4.9%</b>

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	2018-19	2019-20	Change	
	\$'000	\$'000	\$'000	%
Base Rate	9,332,173	<b>10,094,228</b>	762,055	8.2%
Agricultural Land	1,495,835	<b>1,607,725</b>	111,890	7.5%
Urban Rate	9,385,040	<b>11,172,085</b>	1,787,045	19.0%
Urban Vacant Land	949,915	<b>988,340</b>	38,425	4.0%
Urban Commercial and Industrial	1,213,709	<b>1,331,341</b>	117,632	9.7%
Urban Agricultural Land	54,209	<b>76,860</b>	22,651	41.8%
Lakeside Residential	1,156,275	<b>1,144,685</b>	(11,590)	(1.0%)
Lakeside Vacant Land	1,985	<b>1,920</b>	(65)	(3.3%)
Cultural and Recreational Land	54,725	<b>37,030</b>	(17,695)	(32.3%)
<b>Total value of land</b>	<b>23,643,866</b>	<b>26,454,214</b>	<b>2,810,348</b>	<b>11.9%</b>

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	Per Rateable Property	Change	
	2018-19	2019-20	\$	%
Garbage Charge	283.70	<b>283.70</b>	0.00	0.0%
Green Waste Charge	117.00	<b>123.16</b>	6.16	5.3%
<b>Total</b>	<b>400.70</b>	<b>406.86</b>	<b>6.16</b>	<b>1.5%</b>

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	2018-19	2019-20	Change	
	\$'000	\$'000	\$'000	%
Garbage Charge	11,223	<b>12,432</b>	1,209	10.8%
Green Waste Charge	2,602	<b>2,969</b>	367	14.1%
<b>Total</b>	<b>13,825</b>	<b>15,400</b>	<b>1,575</b>	<b>11.4%</b>

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

	2018-19	2019-20	Change	
	\$'000	\$'000	\$'000	%
General Rates	75,603	<b>81,258</b>	5,655	7.5%
Garbage Charge	11,223	<b>12,432</b>	1,209	10.8%
Green Waste Charge	2,602	<b>2,969</b>	367	14.1%
<b>Total Rates and charges</b>	<b>89,428</b>	<b>96,658</b>	<b>7,230</b>	<b>8.1%</b>

## 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.

	2018-19	2019-20
Total Rates (\$'000)	\$ 73,014	\$ 77,841
Number of rateable properties	43,280	45,353
Base Average Rate	\$ 1,687	\$ 1,716
Maximum Rate Increase (set by the State Government)	2.25%	2.50%
Capped Average Rate	\$ 1,725	\$ 1,759
Maximum General Rates Revenue (\$'000)	\$ 74,660	\$ 79,787
Budgeted General Rates Revenue (\$'000)*	\$ 74,630	\$ 79,780
Budgeted Supplementary Rates Revenue (\$'000)	\$ 800	\$ 1,400
Budgeted Cultural and Recreational Land Rates Revenue (\$'000)	\$ 120	\$ 77
<b>Budgeted Total Rates Revenue (\$'000)</b>	<b>\$ 75,550</b>	<b>\$ 81,258</b>

\*2018-19 adjusted down by \$53k for rate adjustment required to comply with rate cap.

## 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	2018-19 cents/\$CIV	2019-20 cents/\$CIV
Base Rate	0.2728	0.2784
Agricultural Land	0.2048	0.2089
Urban Rate	0.2893	0.2953
Urban Vacant Land	0.6249	0.6381
Urban Commercial and Industrial	0.3958	0.4043
Urban Agricultural Land	0.2320	0.2369
Lakeside Residential	0.2948	0.3009
Lakeside Vacant Land	0.6367	0.6502
Cultural and Recreational Land	0.2048	0.2089

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.

**Base Rate**

Base Rate applies to any land which does not have the characteristics of:

Agricultural Land  
Urban Land  
Urban Vacant Land  
Urban Commercial and Industrial  
Urban Agricultural Land  
Lakeside Residential  
Lakeside Vacant Land

**Objective:**

The objective of the rate is to ensure owners of land having the characteristics of Other Land make an equitable financial contribution to the cost of carrying out Council's functions.

**Use and Level of Differential 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.

**Geographic Location:**

Wherever located within 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 now constructed on the land or which are constructed prior to the expiry of the 2018-19 financial year.

**Agricultural Land**

Agricultural Land is any rateable land:

- which is or exceeds 40 hectares in area;
- is 'farm land' within the meaning of section 2(1) of the *Valuation of Land Act 1960*; and
- is used by a business which is likely to generate a turnover of \$25,000 or more during the financial year.

**Objective:**

The objective of the rate is to:

- assist in the maintenance of farming activities within areas eminently suited for that purpose; and
- discourage the proliferation of non-agricultural activities on soil of high Agricultural value by protecting the social characteristics of the rural community from the encroachment of urban-type development.

**Use and Level of Differential 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.

**Geographic Location:**

Wherever located within 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 now constructed on the land or which are constructed prior to the expiry of the 2018-19 financial year.

**Urban Land**

Urban Land is any land:

- which is located within the Urban Growth Corridor and the Employment Corridor and does not have the characteristics of:

- Urban Vacant land
- Urban Commercial and Industrial
- Urban Agricultural Land
- Lakeside Residential
- Lakeside Vacant Land

**Objective:**

The objective of the rate is to ensure owners of land having the characteristics of Urban Land make an equitable financial contribution to the cost of carrying out Council's functions.

**Use and Level of Differential 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.

**Geographic Location:**

Wherever located within 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 now constructed on the land or which are constructed prior to the expiry of the 2018-19 financial year.

**Urban Vacant Land**

Urban Vacant Land is any land:

- on which no dwelling or other building designed or adapted for occupation is constructed; and
- which is located within the Urban Growth Corridor.

**Objective:**

The objective of the rate is to encourage development for residential purposes.

**Use and Level of Differential 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.

**Geographic Location:**

Wherever located within 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.

**Urban Commercial and Industrial Land**

Urban Commercial and Industrial Land is any land:

- which is used primarily for commercial or industrial purposes; and
- which is located within the Urban Growth Corridor and Employment Corridor.

**Objective:**

The objective of the rate is to encourage commerce and ensure that the owners of the land having the characteristics of Urban Commercial and Industrial Land make an equitable financial contribution to the cost of carrying out Council's functions.

**Use and Level of Differential 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.

**Geographic Location:**

Wherever located within 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 now constructed on the land or which are constructed prior to the expiry of the 2018-19 financial year.



**Urban Agricultural Land**

Urban Agricultural Land is any rateable land:

- which is or exceeds 40 hectares in area;
- is 'farm land' within the meaning of section 2(1) of the *Valuation of Land Act 1960*; and
- is used by a business which is likely to generate a turnover of \$25,000 or more during the financial year.

**Objective:**

The objective of the rate is to encourage commerce and ensure that the owners of the land having the characteristics of Urban Agricultural Land make an equitable financial contribution to the cost of carrying out Council's functions.

**Use and Level of Differential 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.

**Geographic Location:**

Wherever located within 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 now constructed on the land or which are constructed prior to the expiry of the 2018-19 financial year.

**Lakeside Residential**

Lakeside Residential Land is any land:

- any land located within the Pakenham Lakeside Subdivision north of the railway line; and
- is currently used primarily for residential purposes.

**Objective:**

The objective of the rate is to ensure owners of land having the characteristics of Lakeside Residential Land make an equitable financial contribution to the cost of carrying out Council's functions.

**Use and Level of Differential 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.

**Geographic Location:**

Wherever located within 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 now constructed on the land or which are constructed prior to the expiry of the 2018-19 financial year.

**Lakeside Vacant Land**

Lakeside Vacant Land is any land:

- on which no dwelling or other building designed or adapted for occupation is constructed; and
- which is located within the Lakeside Pakenham Subdivision north of the railway line.

**Objective:**

The objective of the rate is to encourage development for residential purposes.

**Use and Level of Differential 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.

**Geographic Location:**

Wherever located within 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.

## 4.1.2 Statutory fees and fines

	Forecast	Budget	Change	
	2018-19	2019-20	\$'000	%
	\$'000	\$'000	\$'000	%
Infringements and costs	1,145	<b>1,255</b>	110	9.6%
Town planning fees	1,968	<b>1,988</b>	20	1.0%
Land information certificates	125	<b>125</b>	0	0.0%
Permits	1,675	<b>1,654</b>	(22)	(1.3%)
<b>Total statutory fees and fines</b>	<b>4,914</b>	<b>5,022</b>	<b>109</b>	<b>2.2%</b>

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 \$109k or 2.2% over 2018-19. Most of this is attributable to statutory fines, including Animal Control, Local Laws and Planning Enforcement.

## 4.1.3 User fees

	Forecast	Budget	Change	
	2018-19	2019-20	\$'000	%
	\$'000	\$'000	\$'000	%
Aged and health services	50	<b>52</b>	2	3.0%
Leisure centre and recreation	1,361	<b>1,882</b>	521	38.3%
Child care/children's programs	329	<b>275</b>	(55)	(16.6%)
Parking	80	<b>136</b>	56	70.6%
Registration and other permits	214	<b>362</b>	147	68.7%
Building services	592	<b>576</b>	(16)	(2.7%)
Other fees and charges	253	<b>342</b>	89	35.2%
<b>Total user fees</b>	<b>2,880</b>	<b>3,625</b>	<b>745</b>	<b>25.9%</b>

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 section 86 committees, the use of leisure, entertainment and other community facilities. In setting the budget, the key principle for determining the level of user charges has been to ensure that user charges are at market levels.

Revenue from user fees is projected to increase by \$745k or 25.9% over 2018-19. The main area contributing to this are an increase leisure centres and recreation, which includes Cardinia LIFE and Cardinia Cultural Centre.

## 4.1.4 Grants

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

	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
<b>Summary of grants</b>				
Commonwealth funded grants	13,722	19,932	6,210	45.3%
State funded grants	9,935	6,361	(3,574)	(36.0%)
<b>Total Grants</b>	<b>23,657</b>	<b>26,293</b>	<b>2,636</b>	<b>11.1%</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Victoria Grants Commission	10,046	10,884	839	8.4%
<b>Recurrent - State Government</b>				
School crossing supervisors	405	303	(102)	(25.2%)
Maternal and child health	1,422	1,451	28	2.0%
Recreation	73	82	10	13.1%
Community safety	83	83	1	0.8%
Best Start program	117	120	2	2.0%
Community health	376	234	(141)	(37.6%)
Disability	149	63	(86)	(57.8%)
Emergency management	62	63	2	2.5%
Environment and heritage	368	68	(300)	(81.5%)
Families and children	167	230	64	38.3%
Local infrastructure	-	6	6	
<b>Total recurrent grants</b>	<b>13,266</b>	<b>13,588</b>	<b>322</b>	<b>2.4%</b>
<b>Non-recurrent - Commonwealth Government</b>				
Emergency management	-	750	750	
Local infrastructure	350	-	(350)	(100.0%)
<b>Total non-recurrent grants</b>	<b>350</b>	<b>750</b>	<b>400</b>	
<b>Total operating grants</b>	<b>13,616</b>	<b>14,338</b>	<b>722</b>	<b>5.3%</b>
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Victoria Grants Commission	750	793	43	5.7%
Roads to Recovery	1,763	1,353	(410)	(23.3%)
<b>Total recurrent grants</b>	<b>2,513</b>	<b>2,146</b>	<b>(368)</b>	<b>(14.6%)</b>
<b>Non-recurrent - Commonwealth Government</b>				
Local infrastructure	700	6,544	5,844	834.9%
Recreation	113	7,258	7,145	6322.4%
<b>Non-recurrent - State Government</b>				
<b>Families and children</b>				
Local infrastructure	-	1,600		
Local infrastructure	1,297	-	(1,297)	(100.0%)
Recreation	5,419	2,058	(3,361)	(62.0%)
<b>Total non-recurrent grants</b>	<b>7,528</b>	<b>17,460</b>	<b>9,932</b>	<b>131.9%</b>
<b>Total capital grants</b>	<b>10,042</b>	<b>19,606</b>	<b>9,564</b>	<b>95.2%</b>
<b>Total Grants</b>	<b>23,657</b>	<b>33,943</b>	<b>10,286</b>	<b>43.5%</b>

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 increase by 5.3% or \$722k over 2018-19. This is mainly relates to the financial assistance grants received from the Commonwealth Government through the Victoria Grants Commission (VGC), and funding for rehabilitation works required as a result of the March 2019 bushfire event, also 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 increased by \$9.564m or 95.2% compared to 2018-19. Note that \$8.650m of this increase relates to recently announced grants from the Commonwealth Government - refer further information below. The more significant budgeted grants for 2019-20 are \$3.0m for freeway ramps at McGregor Road Pakenham, \$2.5m for the sealing of roads in the hills area, a total of \$2.146m from Roads to Recovery and Victoria Grants Commission for local roads, \$1.6m for the integrated children's facility at Timbertop Estate Officer, and \$1.5m for both the Lang Lang recreation facility and Toomuc Reserve Pakenham senior pavilion.

Grant funding totalling \$62.3m over the four year budget and Strategic Resource Plan period for seven major projects was announced in the lead up to the 2019 Federal Election. Timing of the funding allocation for these projects is subject to final written agreements from the Commonwealth Government. Refer to Appendix B for further information on these seven projects, which have been notated with in asterisk (\*).

#### 4.1.5 Contributions

	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Monetary	12,814	<b>18,240</b>	5,426	42.3%
Non-monetary	52,962	<b>45,000</b>	(7,962)	(15.0%)
<b>Total contributions</b>	<b>65,776</b>	<b>63,240</b>	<b>(2,536)</b>	<b>(3.9%)</b>

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 decrease by \$2.536m or 3.9% compared to 2018-19. This is primarily due to a decrease in the value of developer contributed assets (roads, footpaths, bridges and drains), which has been partly offset by an increase in developer levies and capital cash contributions.

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

	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Net proceeds received by Council	1,526	<b>5,753</b>	4,227	277.0%
Written down value of assets disposed	(2,540)	<b>(4,766)</b>	(2,226)	87.6%
<b>Total contributions</b>	<b>(1,014)</b>	<b>987</b>	<b>2,001</b>	<b>(197.4%)</b>

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 2018-19 forecast is a loss due to the written down value of infrastructure assets (including roads, footpaths, bridges and drains). The budgeted gain in 2019-20 is due to a surplus from the sale of land.

## 4.1.7 Other income

	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Interest	1,770	<b>1,823</b>	53	3.0%
Other recoveries	1,955	<b>1,326</b>	(629)	(32.2%)
Other	355	<b>377</b>	23	6.4%
<b>Total other income</b>	<b>4,080</b>	<b>3,527</b>	<b>(553)</b>	<b>(13.5%)</b>

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 decrease by \$553k or 13.5% from 2018-19, primarily due to a reduction in cost recovery income.

## 4.1.8 Employee costs

	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Wages and salaries	32,995	35,035	2,040	6.2%
WorkCover	501	622	121	24.2%
Casual staff	504	203	(301)	(59.8%)
Superannuation	2,838	3,217	379	13.3%
Fringe benefits tax	411	417	5	1.3%
Other	22	30	8	37.1%
<b>Total employee costs</b>	<b>37,272</b>	<b>39,523</b>	<b>2,251</b>	<b>6.0%</b>

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 are expected to increase by \$2.251m or 6.0% compared to 2018-19. This increase is primarily due to a combination of:

- Full year effect of new staff appointed during 2018-19,
- New staff appointments in 2019-20,
- An EBA increase, and
- Staff increment movements.

Overall, total budgeted EFT has increased by 19.4 from 356.1 in 2018-19 to 375.5 in 2019-20. The increase is primarily due to new staff appointments in 2019-20 from additional government and other internal funding, alternative models of service delivery, and an increase in limited tenure positions.

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

## 4.1.9 Materials and services

	Forecast	Budget	Change	
	2018-19 \$'000	2019-20 \$'000	\$'000	%
Building maintenance	185	200	15	7.8%
General maintenance	2,080	2,290	211	10.1%
Office administration	144	129	(15)	(10.5%)
Information technology	2,416	1,963	(453)	(18.8%)
Materials and services	11,505	11,931	426	3.7%
Contract payments				
- Waste and Garbage contracts	12,081	13,496	1,415	11.7%
- Parks and Gardens contracts	4,698	4,792	93	2.0%
- Library contract	1,966	2,165	199	10.1%
- Other Contracts	5,636	5,992	356	6.3%
Utilities	2,419	2,996	577	23.9%
Consultants	4,006	3,631	(375)	(9.4%)
Insurance	824	859	35	4.2%
<b>Total materials and services</b>	<b>47,960</b>	<b>50,444</b>	<b>2,483</b>	<b>5.2%</b>

Materials and services include the purchases of consumables, payments to contractors for the provision of services, and utility costs. Materials and services are forecast to increase by \$2.483m or 5.2% compared to 2018-19. 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 \$2.064m or 8.5% over 2018-19. 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.

## 4.1.10 Bad &amp; doubtful debts

	Forecast	Budget	Change	
	2018-19 \$'000	2019-20 \$'000	\$'000	%
Local laws	137	137	0	0.0%
Other	64	39	(25)	(38.9%)
<b>Total Bad &amp; Doubtful debts</b>	<b>201</b>	<b>176</b>	<b>(25)</b>	<b>(12.5%)</b>

Bad and doubtful debts are projected to reduce by \$25k or 12.5% from 2018-19 mainly due to the one-off occurrence of scheme debts being written off.

#### 4.1.11 Depreciation and amortisation

	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Property	6,039	<b>6,312</b>	273	4.5%
Plant & equipment	1,697	<b>1,764</b>	66	3.9%
Infrastructure	14,666	<b>16,764</b>	2,098	14.3%
Intangible assets	214	<b>214</b>	0	0.0%
<b>Total depreciation and amortisation</b>	<b>22,617</b>	<b>25,054</b>	<b>2,438</b>	<b>10.8%</b>

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 \$2.438m or 10.8% over 2018-19 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 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Interest - borrowings	2,405	<b>2,155</b>	(250)	(10.4%)
Bank charges	221	<b>265</b>	44	19.9%
<b>Total Borrowing costs</b>	<b>2,626</b>	<b>2,420</b>	<b>(206)</b>	<b>(7.8%)</b>

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

Borrowing costs are budgeted to reduce by \$206k or 7.8% from 2018-19. Interest on loans are budgeted to decrease due to the payment of reducing interest costs on existing loans, partly offset by the interest on a new low interest loan. Bank charges, particularly in the rates area, are expected to increase due to an increase in the volume of transactions.

#### 4.1.13 Other expenses

	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Change	
			\$'000	%
Auditors' remuneration - VAGO	100	<b>102</b>	2	2.5%
Auditors' remuneration - internal	107	<b>114</b>	7	6.7%
Councillors' allowances	306	<b>306</b>	0	0.0%
Operating lease rentals	575	<b>757</b>	182	31.7%
Other expenses	1,282	<b>1,120</b>	(162)	(12.6%)
<b>Total other expenses</b>	<b>2,369</b>	<b>2,399</b>	<b>30</b>	<b>1.3%</b>

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 increase by \$30k or 1.3% from 2018-19, with an increase in lease rental payments partly offset by a decrease in the other expenses account.



## 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 decrease by \$8.479m, mainly in cash and cash equivalents, which is expected to decrease by \$9.413m 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 \$97.630m during the 2019-20 year, entirely 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 \$3.341m, 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 decrease by \$1.811m, mainly as a result of a decrease in interest-bearing liabilities due to the repayment of existing loans being greater than the drawdown of the budgeted new loan.

### 4.2.3 Borrowings

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

	2018-19	2019-20
	\$	\$
Amount borrowed as at 30 June of the prior year	41,678	37,164
Amount proposed to be borrowed	0	3,000
Amount projected to be redeemed	(4,514)	(4,786)
Amount of borrowings as at 30 June	37,164	35,378

## 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 \$11.016m or 18.2% from 2018-19 primarily due to increased receipts for capital grants, rates & charges and developer levy income partly offset by increased payments to suppliers and employees.

### **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 increase by \$9.265m or 13.7% due to an increase in the costs of the capital works program partly offset by an increase in proceeds from asset sales.

### **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 outflow of financing activities is forecast to decrease by \$2.935m or 41.1% mainly as a result of the drawdown of the budgeted new loan of \$3.0m.

## 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2019-20 year, classified by expenditure type and funding

### 4.5.1 Summary

Capital Works Area	Forecast	Budget	Change	
	2018-19 \$'000	2019-20 \$'000	\$'000	%
Property	23,759	<b>26,947</b>	3,189	13.4%
Plant and equipment	4,085	<b>2,885</b>	(1,200)	(29.4%)
Infrastructure	39,587	<b>30,853</b>	(8,733)	(22.1%)
<b>Total</b>	67,431	<b>60,686</b>	(6,745)	(10.0%)

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Property	<b>26,947</b>	13,916	4,877	4,622	3,532	8,677	6,661	8,609	3,000
Plant and equipment	<b>2,885</b>	273	2,105	508	-	-	-	2,885	-
Infrastructure	<b>30,853</b>	14,589	8,558	7,215	492	10,929	4,473	15,451	-
<b>Total</b>	<b>60,686</b>	28,778	15,541	12,344	4,023	19,606	11,135	26,945	3,000

## 4.5.2 Current Budget

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>									
Land	6,236	6,236	-	-	-	-	6,236	-	-
Buildings	20,711	7,680	4,877	4,622	3,532	8,677	425	8,609	3,000
<b>TOTAL PROPERTY</b>	<b>26,947</b>	<b>13,916</b>	<b>4,877</b>	<b>4,622</b>	<b>3,532</b>	<b>8,677</b>	<b>6,661</b>	<b>8,609</b>	<b>3,000</b>
<b>PLANT AND EQUIPMENT</b>									
Plant, Machinery and Equipment	2,115	215	1,900	-	-	-	-	2,115	-
Fixtures, Fittings and Furniture	210	58	145	8	-	-	-	210	-
Computers and Telecommunications	560	-	60	500	-	-	-	560	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>2,885</b>	<b>273</b>	<b>2,105</b>	<b>508</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,885</b>	<b>-</b>
<b>INFRASTRUCTURE</b>									
Roads	14,095	3,150	4,744	6,201	-	8,646	2,223	3,226	-
Bridges	452	-	362	90	-	-	-	452	-
Footpaths and Cycleways	1,369	765	519	85	-	-	-	1,369	-
Drainage	450	-	225	225	-	-	-	450	-
Recreation, Leisure and Community Facilities	8,179	6,797	887	381	115	333	1,850	5,995	-
Parks, Open Space and Streetscapes	3,138	1,453	1,486	152	47	500	400	2,238	-
Off Street Car Parks	546	-	136	80	330	-	-	546	-
Other Infrastructure	2,624	2,424	200	-	-	1,450	-	1,174	-
<b>TOTAL INFRASTRUCTURE</b>	<b>30,853</b>	<b>14,589</b>	<b>8,558</b>	<b>7,215</b>	<b>492</b>	<b>10,929</b>	<b>4,473</b>	<b>15,451</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS</b>	<b>60,686</b>	<b>28,778</b>	<b>15,541</b>	<b>12,344</b>	<b>4,023</b>	<b>19,606</b>	<b>4,898</b>	<b>33,182</b>	<b>3,000</b>

A detailed listing of each project is contained in Appendix B.

## 4.5.3 Works carried forward from the 2018-19 year

## Summary

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Property	15,423	6,650	2,745	2,208	3,820	269	1,700	13,455	-
Plant and equipment	50	-	-	50	-	-	-	50	-
Infrastructure	27,080	3,155	591	21,299	2,035	1,447	2,385	15,248	8,000
<b>Total</b>	<b>42,553</b>	<b>9,805</b>	<b>3,336</b>	<b>23,557</b>	<b>5,855</b>	<b>1,716</b>	<b>4,085</b>	<b>28,753</b>	<b>8,000</b>
<b>PROPERTY</b>									
Buildings	15,423	6,650	2,745	2,208	3,820	269	1,700	13,455	-
<b>TOTAL PROPERTY</b>	<b>15,423</b>	<b>6,650</b>	<b>2,745</b>	<b>2,208</b>	<b>3,820</b>	<b>269</b>	<b>1,700</b>	<b>13,455</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>									
Plant, Machinery and Equipment	50	-	-	50	-	-	-	50	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>
<b>INFRASTRUCTURE</b>									
Roads	25,072	1,985	-	21,087	2,000	950	3,587	12,535	8,000
Bridges	250	-	200	50	-	-	-	250	-
Footpaths and Cycleways	395	325	30	40	-	-	-	395	-
Recreation, Leisure and Community Facilities	(2)	(2)	-	-	-	-	(1,202)	1,200	-
Parks, Open Space and Streetscapes	1,194	746	356	92	-	395	-	798	-
Off Street Car Parks	70	-	5	30	35	-	-	70	-
Other Infrastructure	102	102	-	-	-	102	-	-	-
<b>TOTAL INFRASTRUCTURE</b>	<b>27,080</b>	<b>3,155</b>	<b>591</b>	<b>21,299</b>	<b>2,035</b>	<b>1,447</b>	<b>2,385</b>	<b>15,248</b>	<b>8,000</b>
<b>TOTAL WORKS CARRIED OVER FROM 2018-19</b>	<b>42,553</b>	<b>9,805</b>	<b>3,336</b>	<b>23,557</b>	<b>5,855</b>	<b>1,716</b>	<b>4,085</b>	<b>28,753</b>	<b>8,000</b>

## 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.

Indicator	Measure	Notes	Actual 2017-18	Forecast 2018-19	Budget 2019-20	Strategic Resource Plan Projections			Trend	
						2020-21	2021-22	2022-23		
<b>Operating position</b>										
OPI	Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	7.9%	3.8%	5.7%	4.6%	6.0%	6.6%	+
<b>Liquidity</b>										
L1	Working Capital	Current assets / current liabilities	2	351.0%	276.4%	237.1%	217.0%	239.4%	299.5%	+
L2	Unrestricted cash	Unrestricted cash / current liabilities	3	-8.8%	-27.0%	48.5%	26.4%	33.0%	80.0%	+
<b>Obligations</b>										
O1	Asset renewal	Asset renewal expenses / Asset depreciation	4	47.6%	67.9%	62.0%	45.5%	43.3%	47.9%	-
O2	Loans and borrowings	Interest bearing loans and borrowings / rate revenue	5	49.5%	41.1%	36.4%	37.6%	32.2%	27.7%	+
O3	Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		10.1%	7.9%	7.4%	7.2%	5.7%	4.8%	+
O4	Indebtedness	Non-current liabilities / own source revenue		49.2%	45.6%	40.6%	42.7%	38.1%	34.2%	+
<b>Stability</b>										
S1	Rates concentration	Rate revenue / adjusted underlying revenue	6	72.9%	76.2%	76.4%	78.0%	78.4%	78.9%	-
S2	Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.43%	0.34%	0.37%	0.37%	0.37%	0.38%	o
<b>Efficiency</b>										
E1	Revenue level	Residential rate revenue / no. of residential property assessments		\$1,835	\$1,896	\$1,965	\$1,992	\$2,016	\$2,037	+
E2	Expenditure level	Total expenses/ no. of property assessments		\$2,458	\$2,515	\$2,548	\$2,561	\$2,532	\$2,528	-
E3	Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		13.3%	12.7%	11.8%	12.3%	12.5%	12.7%	o

### 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. The trend is a increasing surplus over the four year period.
- 2. Working Capital** - The proportion of current liabilities represented by current assets. Working capital is forecast to improve over the four year period.
- 3. Unrestricted cash** - 2018-19 restricted cash is impacted by forecast capital carry-overs to 2019-20. The carry-over amount for future years is unknown at this stage.
- 4. Asset renewal** - This percentage indicates the extent of Council's renewals 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. 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. The trend over the period is unfavourable.
- 5. Loans & Borrowings** - The loans and borrowing balance decreases over the period, due to repayments of existing loans being higher than the value of drawdown of two new loans during the period.
- 6. Rates Concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend over the period is a higher reliance on rate revenue.

## Appendices

The following appendices include voluntary and statutory disclosures of information which provide support for the analysis contained in the earlier sections of this report.

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. Council has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government.

The contents of the appendices are summarised below:

- A Fees and charges schedules
- B Capital Works Program
- C Borrowing guidelines

## Appendix A

### Fees and charges schedule

Description	GST Applies	Set by Council	Total Fee 2018-19 incl. GST (if applicable)	Total Fee 2019-20 incl. GST (if applicable)	% Change 18-19 to 19-20
<b>Proposed</b>					
<b>Family &amp; Community Services</b>					
<b>Aged Services</b>					
Mecwacare Pakenham provide Home & Community Care (HACC) services in Cardinia Shire. Contact them on 5941-5454 for current fees and charges. These services include Home Care, Personal Care, Respite Care, Home Maintenance, Meals on Wheels, and Planned Activity Groups.					
<b>MCH Service</b>					
Breast Pump Kit Purchase - double	No	Yes	\$45.00	\$45.00	0.0%
<b>My Place</b>					
Casual Room Hire - Consulting Room Half Day Rate	Yes	Yes	\$42.00	\$43.00	2.4%
Casual Room Hire - Consulting Room Full Day Rate	Yes	Yes	\$79.00	\$81.00	2.5%
Casual Room Hire - Meeting Room Half Day Rate	Yes	Yes	\$53.00	\$54.50	2.8%
Casual Room Hire - Meeting Room Full Day Rate	Yes	Yes	\$105.50	\$108.00	2.4%
Casual Room Hire - Activity Room Half Day Rate	Yes	Yes	\$58.00	\$59.50	2.6%
Casual Room Hire - Activity Room Full Half Day Rate	Yes	Yes	\$116.00	\$119.00	2.6%
Regular Room Hire - Consulting Room Half Day Rate	Yes	Yes	\$26.00	\$26.50	1.9%
Regular Room Hire - Consulting Room Full Day Rate	Yes	Yes	\$47.00	\$48.00	2.1%
Regular Room Hire - Meeting Room Half Day Rate	Yes	Yes	\$31.75	\$32.50	2.4%
Regular Room Hire - Meeting Room Full Day Rate	Yes	Yes	\$63.50	\$65.00	2.4%
Regular Room Hire - Activity Room Half Day Rate	Yes	Yes	\$37.00	\$38.00	2.7%
Regular Room Hire - Activity Room Full Day Rate	Yes	Yes	\$74.00	\$76.00	2.7%
Note - Half Day - up to and including 4 hours, Day - 4 to 8 hours					
Regular Rates - 6 or more consecutive bookings					
<b>Integrated Child and Family Centres and Children's Centres</b>					
<b>Private/for profit organisations:</b>					
Community room half day	Yes	Yes	\$76.00	\$78.00	2.6%
Committee room half day	Yes	Yes	\$65.00	\$66.50	2.3%
Activity room (half room) half day	Yes	Yes	\$65.00	\$66.50	2.3%
Consult room - half day	Yes	Yes	\$65.00	\$66.50	2.3%
Community room full day	Yes	Yes	\$156.00	\$156.00	0.0%
Committee room full day	Yes	Yes	\$130.00	\$133.00	2.3%
Activity room (half room) full day	Yes	Yes	\$130.00	\$133.00	2.3%
Consult room full day	Yes	Yes	\$130.00	\$133.00	2.3%
<b>Not for profit organisations:</b>					
Community Room half day	Yes	Yes	\$52.75	\$54.00	2.4%
Committee Room half day	Yes	Yes	\$43.25	\$44.25	2.3%
Activity room (half room) half day	Yes	Yes	\$43.25	\$44.25	2.3%
Consult room half day	Yes	Yes	\$43.25	\$44.25	2.3%
Community room full day	Yes	Yes	\$106.00	\$109.00	2.8%
Committee room full day	Yes	Yes	\$86.50	\$88.75	2.6%
Activity room (half room) full day	Yes	Yes	\$86.50	\$88.75	2.6%
Consult room full day	Yes	Yes	\$86.50	\$88.75	2.6%
<b>Community groups:</b>					
Community room half day	Yes	Yes	\$21.50	\$22.00	2.3%
Committee room half day	Yes	Yes	\$16.40	\$16.80	2.4%
Activity room (half room) half day	Yes	Yes	\$16.40	\$16.80	2.4%
Community room full day	Yes	Yes	\$43.25	\$44.35	2.5%
Committee Room full day	Yes	Yes	\$32.75	\$33.60	2.6%
Activity room (half room) full day	Yes	Yes	\$32.75	\$33.60	2.6%
<b>Kindergarten Central Enrolment</b>	No	Yes	\$27.50	\$28.20	2.5%
<b>Community Halls</b>					
<b>Full Venue</b>					
<b>Private/for profit organisations:</b>					
Two hour (min)	Yes	Yes	\$124.00	\$127.00	2.4%
Half day / evening (up to 4 hours)	Yes	Yes	\$225.00	\$230.00	2.2%
Full Day	Yes	Yes	\$435.00	\$445.00	2.3%
Bond	Yes	Yes	\$512.00	\$525.00	2.5%



Description	GST Applies	Set by Council	Total Fee 2018-19 incl. GST (if applicable)	Total Fee 2019-20 incl. GST (if applicable)	% Change 18-19 to 19-20
<b>Proposed</b>					
<b>Not for profit:</b>					
Two hour (min)	Yes	Yes	\$61.50	\$63.00	2.4%
Half day / evening (up to 4 hours)	Yes	Yes	\$102.50	\$105.00	2.4%
Full Day	Yes	Yes	\$205.00	\$210.00	2.4%
Bond	Yes	Yes	\$150.00	\$150.00	0.0%
<b>Community Groups</b>					
Two hour (min)	Yes	Yes	\$61.50	\$63.00	2.4%
Half day / evening (up to 4 hours)	Yes	Yes	\$102.50	\$105.00	2.4%
Full Day	Yes	Yes	\$205.00	\$210.00	2.4%
Bond	Yes	Yes	\$150.00	\$150.00	0.0%
<b>Customer Communications</b>					
Land information certificates (statutory fee)	No	No	\$26.30	\$26.80	1.9%
Late payment of rates administration fee	No	Yes	\$35.00	\$0.00	-100.0%
<b>Governance &amp; Property</b>					
Sales Data (Valuers)	Yes	Yes	\$87.00	\$90.00	3.4%
Community Liability Insurance - for groups/individuals using Council facilities	Yes	Yes	\$22.00	\$24.00	9.1%
<b>Information Services</b>					
Fees - FOI (statutory fees applicable under FOI Act):					
Application Fee	No	No	\$28.90	\$28.90	0.0%
Search Charge per hour or part thereof	No	No	\$21.70	\$21.70	0.0%
Supervision Charge \$21.70 per hour charged per quarter hour	No	No	\$21.70	\$21.70	0.0%
Photocopy charge	No	No	\$0.20	\$0.20	0.0%
<b>IT - Geographic Information System maps</b>					
Setup fee per map	Yes	Yes	\$54.50	\$55.90	2.6%
A3 Plotter (per map)	Yes	Yes	\$19.00	\$19.50	2.6%
A2 (per map)	Yes	Yes	\$27.50	\$28.00	1.8%
A1 (per map)	Yes	Yes	\$42.00	\$43.00	2.4%
A0 (per map)	Yes	Yes	\$61.50	\$63.00	2.4%
<b>IT - Plan printing charges (per copy)</b>					
PLAN OF SUBDIVISION (A3)	Yes	Yes	\$4.90	\$5.00	2.0%
SHIRE PLAN (AO)	Yes	Yes	\$35.50	\$36.00	1.4%
A4 PHOTOCOPIES	Yes	Yes	\$0.90	\$0.90	0.0%
Multiple Copies (10+)	Yes	Yes	\$0.90	\$0.90	0.0%
A1 SIZE PLAN	Yes	Yes	\$12.50	\$12.50	0.0%
A0 SIZE PLAN	Yes	Yes	\$23.00	\$23.50	2.2%
<b>Development &amp; Compliance Services</b>					
<b>Public Health and Wellbeing Act Premises (PHWBA)</b>					
Low Risk - Temporary makeup, hairdressing, spray tanning	No	Yes		\$172.00	
Medium Risk - Beauty, waxing, threading, facials, nails, eyelash extensions, tinting, Ongoing Registration of Hairdressers	No	Yes		\$220.00	
	No	Yes	\$307.50	\$315.00	2.4%
High risk - Skin Penetration, tattooing, colonic irrigation.	No	Yes	\$168.00	\$235.00	39.9%
Registration renewal of prescribed accommodation (4-10 persons)	No	Yes	\$168.00	\$173.00	3.0%
Registration renewal of prescribed accommodation (11-20 persons)	No	Yes	\$253.90	\$260.00	2.4%
Registration renewal of prescribed accommodation (21-30 persons)	No	Yes	\$345.75	\$355.00	2.7%
Registration renewal of prescribed accommodation (more than 30 persons)	No	Yes	\$437.70	\$450.00	2.8%
Transfer of Registration (Health Act premises)	No	Yes	50% Annual Fee	50% Annual Fee	
Caravan Parks	No	No	\$14.45 per fee unit	TBA	
*NOTE: - Transfer of Registration currently 5 fee units	No	No	\$72.25	TBA	
<b>Food Act Registered Premises</b>					
* Up to 5 employees					
Class 1 (includes one routine inspection and assessment of audit)	No	Yes	\$545.30	\$560.00	2.7%
Class 2 (includes one routine inspection and compliance check)	No	Yes	\$545.30	\$560.00	2.7%
Class 3 (includes one routine inspection)	No	Yes	\$300.00	\$307.00	2.3%
Class 3 Domestic Business (for small single operator part-time businesses operating from home)	No	Yes		\$205.00	
Fee for inspections in addition to routine inspection - rate per hour.	Yes	Yes	\$87.00	\$89.00	2.3%
Audit fees - rate per hour.	Yes	Yes	\$87.00	\$89.00	2.3%
* For each additional effective full-time employee greater than 5.	No	Yes	\$27.80	\$29.00	4.3%
<b>School Canteens</b>					
* Not for Profit	No	Yes	\$121.40	\$125.00	3.0%
* Privately run - calculated according to Class of premises	No	Yes			
Transfer of Registration (Food Act premises)	No	Yes	\$204.40	\$210.00	2.7%
Food Act Premises Establishment and PHWBA Fee	No	Yes	50% Annual Fee	50% Annual Fee	
Maximum Fee (greater than 75 effective full time employees)	No	Yes	\$2,409.15	\$2,470.00	2.5%
Class 1 and 2 (Temporary Food Premises) Not for Profit organisation	No	Yes	\$64.90	\$67.00	3.2%

Description	GST Applies	Set by Council	Total Fee 2018-19 incl. GST (if applicable)	Total Fee 2019-20 incl. GST (if applicable)	% Change 18-19 to 19-20
				<b>Proposed</b>	
Class 1 and 2 (Temporary Food Premises)	No	Yes	\$545.30	\$559.00	2.5%
Class 3 (Temporary Food Premises) Not for Profit organisation	No	Yes	\$41.30	\$43.00	4.1%
Class 3 (Temporary Food Premises)	No	Yes	\$300.00	\$308.00	2.7%
Vending machine - class 3	No	Yes		\$308.00	
Infringements (Food Act 184 and Public Health & Wellbeing Act 2008) as prescribed by State Government	No	No	As prescribed by State Government legislation	As prescribed by State Government legislation	
<b>PHWBA and Food Act</b>					
Pre application Site Consultation.	Yes	Yes	\$87.00	\$89.00	2.3%
After 1st July the Registration Fee will be 50% of the annual fee (plus the establishment fee).	No	Yes	50% Annual Fee	50% Annual Fee	
After 1st Sept the Registration Fee will be 25% of the annual fee (plus the establishment fee).				25% Annual Fee	
Inspection requests from Solicitors or proposed proprietors	Yes	Yes	\$151.20	\$227.00	50.1%
Inspection requests from Solicitors or proposed proprietors Express 2 day	Yes	Yes		\$340.00	
Late fee for Registration- All premises (after 31st December)	No	Yes	50% Annual Fee	50% Annual Fee	
<b>Septic Tanks</b>					
Installation permits (new)	No	Yes	\$560.00	\$574.00	2.5%
Permit for Alteration	No	Yes	\$357.00	\$366.00	2.5%
Septic Tank consent report	No	Yes	\$70.00	\$72.00	2.9%
Septic Tank Plan Search Fee	No	Yes	\$70.00	\$72.00	2.9%
Reissue Septic permit	No	Yes	\$70.00	\$72.00	2.9%
Infringements (Septic tanks) currently 5 penalty units as prescribed by State Government	No	No	As prescribed by State Government legislation	As prescribed by State Government legislation	
<b>Regulatory Services - Animal Control</b>					
Dog registration	No	Yes	\$121.45	\$125.00	2.9%
Cat registration	No	Yes	\$121.45	\$125.00	2.9%
Reduced Fee Dog - (microchipped, sterilised, 10 years of age plus, working dog)	No	Yes	\$36.75	\$38.00	3.4%
Reduced Fee Cat - (microchipped, sterilised, 10 years of age plus)	No	Yes	\$36.40	\$38.00	4.4%
Member Canine Assoc (unsterilized)	No	Yes	\$36.75	\$38.00	3.4%
Reduced Fee Unsterilized Dog - Pensioner	No	Yes	\$60.70	\$62.00	2.1%
Reduced Fee Unsterilized Cat - Pensioner	No	Yes	\$60.70	\$62.00	2.1%
Reduced Fee Sterilised Dog - Pensioner	No	Yes	\$18.40	\$19.00	3.3%
Reduced Fee Sterilised Cat - Pensioner	No	Yes	\$18.40	\$19.00	3.3%
Domestic animal businesses - Licence to operate breeding establishment	No	Yes	\$500.00	\$513.00	2.6%
Animal Register inspection fees	No	Yes	\$37.85	\$39.00	3.0%
Hire of cat traps	Yes	Yes	\$32.60	\$34.00	4.3%
Bonds/deposits on anti barking collars, cat traps, and possum traps	No	Yes	\$68.50	\$70.00	2.2%
Animal Release Fee - Cat - day one	No	No	\$136.50	\$136.50	0.0%
Animal Release Fee - Dog - day one	No	No	\$210.00	\$210.00	0.0%
Daily Impound (Court hold only)			\$37.50/day	\$37.50/day	
Animals - Excess numbers permit	No	Yes	\$80.20	\$82.00	2.2%
Animal-related fines	No	No	As prescribed by State Government legislation	As prescribed by State Government legislation	
Animals - Excess numbers	No	Yes	\$80.20	\$82.00	2.2%
Animals - Grazing on nature strips	No	Yes	\$168.15	\$172.00	2.3%
Animals - Fence off nature strip for grazing	No	Yes	\$168.15	\$172.00	2.3%
Impound fee (small and large animals )	No	No	\$47.35	\$48.55	2.5%
Sustenance large animal	No	No	\$14.50	\$14.85	2.4%
Sustenance small animal	No	No	\$11.15	\$11.40	2.2%
Labour (business hours / out-of-business hours)	No	Yes	\$72.45 / \$102.50	\$74.25 / \$105.05	2.5%
Stock Transportation	Yes	No	Fees as charged by contractor	Fees as charged by contractor	
Surrender of animal			\$100.00	\$100.00	0.0%
<b>Regulatory Services - Local Laws</b>					
Local Law Fines	No	Yes	As per CSC Local Laws	As per CSC Local Laws	
Parking Fines	No	No	As per CSC Local Laws	As per CSC Local Laws	
Copies of any local laws	No	Yes	\$29.35	\$30.00	2.2%
Charity bins	No	Yes	\$71.80	\$74.00	3.1%
Advertising Signs - A Frames	No	Yes	\$164.15	\$168.00	2.3%
Advertising Signs - Real Estate Auction Boards (3 months)	No	Yes	\$215.25	\$221.00	2.7%
Advertising Signs, Flags overhanging roads-3 metres (3 months)	No	Yes	\$215.25	\$221.00	2.7%
Advertising signs schools (up to three per year)	No	Yes	\$105.60	\$108.00	2.3%
Camping and Caravans (per month)	No	Yes	\$164.15	\$168.00	2.3%
Footpath - Display goods (per item)	No	Yes	\$164.15	\$168.00	2.3%
Footpath - Table and Chairs - Fee per table	No	Yes	\$51.60	\$53.00	2.7%

Description	GST Applies	Set by Council	Total Fee 2018-19 incl. GST (if applicable)	Total Fee 2019-20 incl. GST (if applicable)	% Change 18-19 to 19-20
				<b>Proposed</b>	
Footpath - Table and Chairs - Fee per chair	No	Yes	\$32.60	\$34.00	4.3%
Footpath - Windbreaker screen	No	Yes	\$193.50	\$198.00	2.3%
Rubbish Containers - Skips on public land per day	No	Yes	\$51.60	\$53.00	2.7%
Commercial Bins Business use eg. restaurants, businesses in CBD per month	No	Yes	\$164.15	\$168.00	2.3%
Heavy Vehicle – on land under 0.8ha (2 acres)	No	Yes	\$164.15	\$168.00	2.3%
Liquor - Consumption/Possession – within 500 metres of licensed premises	No	Yes	\$164.15	\$168.00	2.3%
Recreational Vehicles	No	Yes	\$380.10	\$390.00	2.6%
General Permit	No	Yes	\$164.15	\$168.00	2.3%
Mobile Crane/Tower	No	Yes	\$164.15	\$168.00	2.3%
Roadside Trading (Highway Sites by Tender) - per year	No	Yes	Subject to undertaking	Subject to undertaking	
Roadside Trading (Highway Sites by Tender) - per day	No	Yes	Subject to undertaking	Subject to undertaking	
Street Stalls (inc. sausage sizzles) (No charge applicable to Community Groups) per day	No	Yes	\$50.55	\$52.00	2.9%
Vegetation/Firewood - removal/destruction per application	No	Yes	\$99.50	\$102.00	2.5%
Abandoned Vehicle Release	Yes	Yes	\$283.80	\$291.00	2.5%
Impounded Item Release	Yes	Yes	\$141.35	\$145.00	2.6%
General Local Laws Fines	No	Yes	As per CSC Local Laws	As per CSC Local Laws	
Release of impounded recreational vehicle/monkey bike	Yes	Yes	\$325.20	\$335.00	3.0%
Asset protection fee	No	Yes	\$260.80	\$268.00	2.8%
Asset protection bond	No	Yes	\$1,100.00	\$1,100.00	0.0%
Asset protection blanket bond	No	Yes	\$10,000.00	\$10,000.00	0.0%
Street Occupation (Hoarding) Day Permit	No	Yes	\$217.50/15m + \$90/month	\$50 plus week/sqm	
Street Occupation (Hoarding) - 1 week	No	Yes		\$150.00	
Street Occupation (Hoarding) - 2 week	No	Yes		\$200.00	
Street Occupation (Hoarding) - 3 week	No	Yes		\$250.00	
Street Occupation (Hoarding) - 4 week	No	Yes		\$300.00	
Street Occupation (Hoarding) - 2 months	No	Yes		\$400.00	
Street Occupation (Hoarding) - 3 months	No	Yes		\$500.00	
Street Occupation (Hoarding) per sqm	No	Yes		\$10.00	
<b>Building</b>					
Note that Council charge the maximum statutory fee as set out in the Building Regulations 2006					
Building Permit Lodgement (cost of building work \$5,000 or more)	No	No	\$39.10	\$118.90	204.1%
Property Information Request	No	No	\$52.20	\$46.10	-11.7%
Retrieval (PDF) of Plans	No	Yes	Domestic \$110.50 Commercial \$132.55	Domestic \$113.25 Commercial \$135.85	2.5%
Copy of Plans (printed copies)	No	Yes		In addition to retrieval Domestic \$10 Commercial \$20	
Retrieval(PDF) of Documents	No	Yes	Domestic \$107.50 Commercial \$132.55	Domestic \$110.20 Commercial \$135.85	
Copy of Documents (printed copies)	No	Yes		In addition to retrieval Domestic \$10 Commercial \$20	
Council Consent/Siting dispensation	No	No	\$262.10	\$283.40	8.1%
Council Consent/Building over easement dispensation	No	No	\$262.10	\$262.10	0.0%
Council Consent/Land liable to flood/inundation dispensation	No	No	\$262.10	\$283.40	8.1%
Council Consent/Protection of the Public	No	No	\$420.60	\$287.60	-31.6%
Building Inspection	No	Yes	\$174.25	\$178.60	2.5%
Heritage/Demolition Consent (Section 29a)	No	No	\$83.10	\$65.40	-21.3%
Temporary Public Structure Siting	No	Yes	\$359.00	\$368.00	2.5%
Occupancy Permits - Place of Public Entertainment (POPE)	No	Yes	\$1,000.00	\$1,025.00	2.5%
Community Infrastructure Levy - Pakenham	No	Yes	\$642.00	TBA	
Community Infrastructure Levy - Cardinia Rd DCP Cell 1,2,3,5,6	No	Yes	\$1,150.00	TBA	
Community Infrastructure Levy - Cardinia Rd DCP Cell 4	No	Yes	\$642.00	TBA	
Community Infrastructure Levy - Officer	No	Yes	\$1,122.00	TBA	

Description	GST Applies	Set by Council	Total Fee 2018-19 incl. GST (if applicable)	Total Fee 2019-20 incl. GST (if applicable)	% Change 18-19 to 19-20
				<b>Proposed</b>	
<b>Planning</b>					
Note that Council charge the maximum statutory fee as set out in the Building Regulations 2006 For a declaration by the Council as to whether a matter specified on a permit to be carried out to the "satisfaction of the Council" has in fact been completed:-	No	No	\$306.70	\$306.70	0.0%
<b>Applications for Permits</b>					
1 An application for use only.	No	No	\$1,240.70	\$1,240.70	0.0%
An application to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:					
2 < \$10,000 - \$100,000	No	No			
3 > \$100,001	No	No			
An application to develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:					
4 <= \$10,000	No	No			
5 > \$10,001 - \$250,000	No	No			
6 > \$250,001 - \$500,000	No	No			
7 > \$500,001 - \$1,000,000	No	No			
8 > \$1,000,001 - \$7,000,000	No	No			
9 > \$7,000,001 - \$10,000,000	No	No			
# > \$10,000,001 - \$50,000,000	No	No			
# > \$50,000,001	No	No			
# An application to subdivide an existing building.	No	No	\$1,240.70	\$1,240.70	0.0%
# An application to subdivide land into two lots	No	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	No	No	\$1,240.70	\$1,240.70	0.0%
# An application to subdivide land	No	No	40.70 per 100 lots	240.70 per 100 lots	
# An application to remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act 1987 but for the existence of the restriction.	No	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 1988; or to create or remove a right of way	No	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 the nature of an easement other than a right of way in a Crown grant	No	No	\$1,240.70	\$1,240.70	0.0%
An application to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:		No			
2 Less than \$10,000		No	\$188.20	\$188.20	0.0%
3 \$10,000 - \$100,000		No	\$592.50	\$592.50	0.0%
4 \$100,000 - \$500,000		No	\$1,212.80	\$1,212.80	0.0%
5 \$500,000 - \$1,000,000		No	\$1,310.40	\$1,310.40	0.0%
6 \$1,000,000 - \$2,000,000		No	\$1,407.90	\$1,407.90	0.0%
VicSmart application:					
7 Less than \$10,000		No	\$188.20	\$188.20	0.0%
8 More than \$10,000		No	\$404.30	\$404.30	0.0%
9 To subdivide or consolidate land		No			
To develop land (other than a class 2, 3, 7 or 8 or a permit to subdivide or consolidate land) if the estimated cost of development is:					
# Less than \$100,000		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 estimated cost of development is:					
# \$100,000 - \$1,000,000		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 estimated cost of development is:					
# \$1,000,001 - \$5,000,000		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 estimated cost of development is:					
# \$5,000,000 - \$15,000,000		No	\$8,189.80	\$8,189.80	0.0%
# \$15,000,000 - \$50,000,000		No	\$24,151.10	\$24,151.10	0.0%
# more than \$50,000,000		No	\$54,282.40	\$54,282.40	0.0%

Description	GST Applies	Set by Council	Total Fee 2018-19 incl. GST (if applicable)	Total Fee 2019-20 incl. GST (if applicable)	% Change 18-19 to 19-20
				<b>Proposed</b>	
Plan of subdivision (certification)	No	No	\$164.50	\$164.50	0.0%
Planning Enquiries / Pre Application advice	No	Yes	\$116.15	\$119.00	2.5%
Provide a copy of an endorsed plan	No	Yes	\$105.60	\$108.00	2.3%
Extension of time to planning permit	No	Yes	\$132.00	\$135.00	2.3%
Voluntary amendment permit and or plan (Secondary Consent)	No	Yes	\$211.15	\$216.00	2.3%
Advertising Fee (up to 20 notices)	No	Yes	\$92.35	\$95.00	2.9%
Advertising Fee (20 to 40 notices)	No	Yes	\$184.75	\$189.00	2.3%
Advertising Fee (over 40 notices)	No	Yes	\$211.15	\$216.00	2.3%
Planning Certificate (Priority)	No	Yes	\$62.00	\$64.00	3.2%
Sign	Yes	Yes	\$63.35	\$65.00	2.6%
<b>Applications for Amendments to Permits</b>					
1 An application to amend a permit to use the land if that amendment is to change the use for which the land may be used.	No	No	\$1,240.70	\$1,240.70	0.0%
2 An application to amend a permit (other than a permit to develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot) - (a) to change the statement of what the permit allows; or (b) to change any or all of the conditions which apply to the permit; or (c) in any way not otherwise provided for in this regulation. An application to amend a permit (other than a permit to subdivide land) to - (a) develop land for a single dwelling per lot; or (b) use and develop land for a single dwelling per lot; or (c) undertake development ancillary to the use of the land for a single dwelling per lot - if the estimated cost of any additional development to be permitted by the amendment is:	No	No	\$1,240.70	\$1,240.70	0.0%
3 >\$10,000 or less	No	No	\$188.20	\$188.20	0.0%
4 >\$10,000 - \$100,000	No	No	\$592.50	\$592.50	0.0%
5 >\$100,000 - \$500,000	No	No	\$1,212.80	\$1,212.80	0.0%
6 >\$500,000 - \$2,000,000	No	No	\$1,310.40	\$1,310.40	0.0%
7 An application to amend a permit originally assessed in accordance with VicSmart if the estimated cost of any additional development to be permitted by the amendment is:	No				
8 \$10,000 or less	No	No	\$188.20	\$188.20	0.0%
9 >\$10,000	No	No	\$404.30	\$404.30	0.0%
An application to amend a permit originally assessed in accordance with VicSmart to subdivide or consolidate land			\$188.20	\$188.20	0.0%
Certificates of compliance	No	No	\$306.70	\$306.70	0.0%
Amendment of plans prior to certification	No	No	\$104.60	\$104.60	0.0%
Amendment of plans after certification			\$132.40	\$132.40	0.0%
An application to amend a permit to develop land, other than - (a) a permit to undertake development ancillary to the use of the land for a single dwelling per lot where the total estimated cost of the development originally permitted and the additional development to be permitted by the amendment is not more than \$100,000; or (b) a permit to subdivide land; (c) or a permit originally assessed in accordance with VicSmart - if the estimated cost of any additional development to be permitted by the amendment is not more than \$100,000 or less.	No	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 consolidate land) to amend a permit if the estimated cost of any additional development to be permitted by the amendment is more than \$100,000 and not more than \$1,000,000.			\$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 amend a permit if the estimated cost of any additional development to be permitted by the amendment is more than \$5,000,000.			\$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 2 or more lots (other than a Class 9 or Class 16 permit); or (3) effect a realignment of a common boundary between lots or to consolidate 2 or more lots (other than a Clause 9 permit).			\$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 Class 18)			\$1240.70 per 100 lots created	\$1240.70 per 100 lots created	
An application to amend a permit to - (a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or (b) create or remove a right of way; or (c) create, vary or remove an easement other than a right of way; or (d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.	No	No	\$1,240.70	\$1,240.70	0.0%

Description	GST Applies	Set by Council	Total Fee 2018-19 incl. GST (if applicable)	Total Fee 2019-20 incl. GST (if applicable)	% Change 18-19 to 19-20
				<b>Proposed</b>	
<b>Policy, Design and Growth Area Planning</b>					
1 Planning Scheme Amendment Stage 1	No	No	\$2,976.70	\$2,976.70	0.0%
a) considering a request to amend a planning scheme; and					
b) taking action required by Division 1 of Part 3 of the Act; and					
c) considering any submissions which do not seek a change to the amendment; and					
d) if applicable, abandoning the amendment					
2 Planning Scheme Amendment Stage 2					
a) considering					
(i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	No	No	\$14,753.50	\$14,753.50	0.0%
(ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	No	No	\$29,478.00	\$29,478.00	0.0%
(iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and	No	No	\$39,405.20	\$39,405.20	0.0%
b) providing assistance to a panel in accordance with section 158 of the Act; and			\$469.60	\$469.60	0.0%
c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and					
d) considering the panel's report in accordance with section 27 of the Act; and					
e) after considering submissions and the panel's report, abandoning the amendment.					
3 Planning Scheme Amendment Stage 3	No	No	\$469.60	\$469.60	0.0%
a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and					
b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and					
c) giving the notice of the approval of the amendment required by section 36(2) of the Act.					
4 Planning Scheme Amendment Stage 4	No	No	\$469.60	\$469.60	0.0%
a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and					
b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.					
<b>Community Strengthening</b>					
<b>Fire Prevention</b>					
Fall to Comply with a Notice (Fire Prevention Notice)	No	No	\$1,611.00	TBA	
Fire Prevention Works - Administration Fee	Yes	Yes	\$32.50	\$33.00	1.5%
<b>Active Communities</b>					
<b>Beaconsfield Community Complex</b>					
Please phone 8768 4400 for the current hire rates					
<b>Cardinia Cultural Centre</b>					
<b>Banquet Room (incl. Lakeview &amp; Dance rooms)</b>					
4 hours - Standard	Yes	Yes	\$677.00	\$694.00	2.5%
8 hours - Standard	Yes	Yes	\$1,179.00	\$1,208.00	2.5%
Expo rate (10 hours+) - Standard	Yes	Yes	\$1,692.00	\$1,734.00	2.5%
4 hours - Community Group	Yes	Yes	\$574.00	\$588.00	2.4%
8 hours - Community Group	Yes	Yes	\$1,000.00	\$1,025.00	2.5%
Expo rate (10 hours+) - Community Group	Yes	Yes	\$1,435.00	\$1,471.00	2.5%
<b>Lakeview Room</b>					
4 hours - Standard	Yes	Yes	\$359.00	\$368.00	2.5%
8 hours - Standard	Yes	Yes	\$636.00	\$651.00	2.4%
Expo rate (10 hours+) - Standard	Yes	Yes	\$897.00	\$919.00	2.5%
4 hours - Community Group	Yes	Yes	\$308.00	\$316.00	2.6%
8 hours - Community Group	Yes	Yes	\$535.00	\$548.00	2.4%
Expo rate (10 hours+) - Community Group	Yes	Yes	\$769.00	\$788.00	2.5%
<b>Dance Room</b>					
4 hours - Standard	Yes	Yes	\$339.00	\$347.00	2.4%
8 hours - Standard	Yes	Yes	\$585.00	\$600.00	2.6%
Expo rate (10 hours+) - Standard	Yes	Yes	\$841.00	\$862.00	2.5%
4 hours - Community Group	Yes	Yes	\$293.00	\$300.00	2.4%
8 hours - Community Group	Yes	Yes	\$503.00	\$516.00	2.6%
Expo rate (10 hours+) - Community Group	Yes	Yes	\$713.00	\$731.00	2.5%
<b>Gallery Room</b>					
4 hours - Standard	Yes	Yes	\$195.00	\$200.00	2.6%
8 hours - Standard	Yes	Yes	\$344.00	\$352.00	2.3%
Expo rate (10 hours+) - Standard	Yes	Yes	\$492.00	\$504.00	2.4%
4 hours - Community Group	Yes	Yes	\$170.00	\$174.00	2.4%
8 hours - Community Group	Yes	Yes	\$293.00	\$300.00	2.4%
Expo rate (10 hours+) - Community Group	Yes	Yes	\$410.00	\$420.00	2.4%

Description	GST Applies	Set by Council	Total Fee 2018-19 incl. GST (if applicable)	Total Fee 2019-20 incl. GST (if applicable)	% Change 18-19 to 19-20
<b>Proposed</b>					
<b>Seminar Room</b>					
4 hours - Standard	Yes	Yes	\$175.00	\$179.00	2.3%
8 hours - Standard	Yes	Yes	\$303.00	\$310.00	2.3%
Expo rate (10 hours+) - Standard	Yes	Yes	\$436.00	\$447.00	2.5%
4 hours - Community Group	Yes	Yes	\$149.00	\$152.00	2.0%
8 hours - Community Group	Yes	Yes	\$267.00	\$274.00	2.6%
Expo rate (10 hours+) - Community Group	Yes	Yes	\$380.00	\$390.00	2.6%
<b>Workshop Room</b>					
4 hours - Standard	Yes	Yes	\$72.00	\$74.00	2.8%
8 hours - Standard	Yes	Yes	\$123.00	\$126.00	2.4%
Expo rate (10 hours+) - Standard	Yes	Yes	\$170.00	\$174.00	2.4%
4 hours - Community Group	Yes	Yes	\$62.00	\$64.00	3.2%
8 hours - Community Group	Yes	Yes	\$103.00	\$106.00	2.9%
Expo rate (10 hours+) - Community Group	Yes	Yes	\$144.00	\$148.00	2.8%
When used as overflow Dressing Room			\$103.00	\$106.00	2.9%
<b>Theatre</b>					
White light rehearsal per hour (includes 1 tech) - Standard	Yes	Yes	\$195.00	\$200.00	2.6%
White light rehearsal per hour (includes 1 tech) - Not for Profit	Yes	Yes	\$154.00	\$158.00	2.6%
Performance per hour (includes 1 tech) - Standard	Yes	Yes	\$257.00	\$263.00	2.3%
Performance per hour (includes 1 tech) - Not for Profit	Yes	Yes	\$205.00	\$210.00	2.4%
Orchestra Pit	Yes	Yes	\$328.00	\$336.00	2.4%
Stage extension	Yes	Yes	\$477.00	\$489.00	2.5%
<b>Amphitheatre</b>					
Amphitheatre hire	Yes	Yes	\$226.00	\$232.00	2.7%
3 Phase power - provision thereof	Yes	Yes	\$190.00	\$195.00	2.6%
<b>Ticketing fees</b>					
Standard Booking fee	Yes	Yes	\$2.20	\$2.20	0.0%
Not for profit Booking fee	Yes	Yes	\$1.10	\$1.10	0.0%
Ticket set	Yes	Yes	\$183.00	\$188.00	2.7%
Subsequent ticket sets	Yes	Yes	\$92.00	\$94.00	2.2%
Inside Charge	Yes	Yes		\$2.50	100.0%
Administration levy 3.5% on all EFTPOS and CC sales administered at Centre	Yes	Yes			
<b>Staff Recovery</b>					
Technicians	Yes	Yes	\$57.00	\$58.00	1.8%
Ushers	Yes	Yes	\$41.00	\$42.00	2.4%
<b>Pakenham Hall</b>					
Community Hall, Supper Room & Kitchen - Standard - per hour	Yes	Yes	\$91.00	\$93.00	2.2%
Community Hall - Standard - per hour	Yes	Yes	\$70.00	\$71.00	1.4%
Supper Room - Standard - per hour	Yes	Yes	\$62.00	\$64.00	3.2%
Kitchen - Standard - per hour	Yes	Yes	\$62.00	\$64.00	3.2%
Community Hall & Kitchen - Standard - per hour	Yes	Yes	\$82.00	\$84.00	2.4%
Community Hall & Supper Room - Standard - per hour	Yes	Yes	\$77.00	\$79.00	2.6%
Supper Room & Kitchen - Standard - per hour	Yes	Yes	\$72.00	\$74.00	2.8%
Community Hall, Supper Room & Kitchen - Community Group - per hour	Yes	Yes	\$77.00	\$79.00	2.6%
Community Hall - Community Group - per hour	Yes	Yes	\$57.00	\$58.00	1.8%
Supper Room - Community Group - per hour	Yes	Yes	\$47.00	\$48.00	2.1%
Kitchen - Community Group - per hour	Yes	Yes	\$47.00	\$48.00	2.1%
Community Hall & Kitchen - Community Group - per hour	Yes	Yes	\$62.00	\$64.00	3.2%
Community Hall & Supper Room - Community Group - per hour	Yes	Yes	\$62.00	\$64.00	3.2%
Supper Room & Kitchen - Community Group - per hour	Yes	Yes	\$57.00	\$58.00	1.8%
<b>Emerald Lake Park</b>					
Parking - all day	Yes	Yes	\$6.00	\$6.00	0.0%
Shelter Hire - Lions Den	Yes	Yes	\$155.00	\$155.00	0.0%
Shelter Hire - Messmate	Yes	Yes	\$140.00	\$140.00	0.0%
Shelter Hire - Boatshed	Yes	Yes	\$140.00	\$143.00	2.1%
Shelter Hire - Poolside	Yes	Yes	\$140.00	\$143.00	2.1%
Shelter Hire - Lakeside	Yes	Yes	\$140.00	\$143.00	2.1%
Amphitheatre Hire - Gus Ryberg	Yes	Yes	\$310.00	\$318.00	2.6%
Amphitheatre Hire - Bunerong	Yes	Yes	\$232.00	\$238.00	2.6%
Amphitheatre Hire - Carl Stemp	Yes	Yes	\$232.00	\$238.00	2.6%
Amphitheatre Hire - The Pines	Yes	Yes	\$93.00	\$95.00	2.2%
Amphitheatre Hire - The Gums	Yes	Yes	\$232.00	\$238.00	2.6%
Lakeside Function Room	Yes	Yes	\$212.00	\$217.00	2.4%
Weddings (Lakeside)	Yes	Yes	\$700.00	\$700.00	0.0%
Weddings (Gardens)	Yes	Yes	\$500.00	\$500.00	0.0%
<b>Kooweerup Community Complex</b>					
Please phone 5997-9679 for the current hire rates					

Description	GST Applies	Set by Council	Total Fee 2018-19 incl. GST (if applicable)	Total Fee 2019-20 incl. GST (if applicable)	% Change 18-19 to 19-20
				<b>Proposed</b>	
<b>Council Managed Recreation Reserves</b>					
<b>Lakeside Recreation Reserve</b>					
Oval (Seasonal use 6 months, summer and winter)	Yes	Yes	\$1,344.00	\$1,378.00	2.5%
Personal trainers in a public place				\$200.00	
Public event bookings				\$140.00	
Public market space hire				\$200.00	
<b>O'Neil Road Recreation Reserve</b>					
Oval (Seasonal use 6 months, summer and winter)	Yes	Yes	\$1,344.00	\$1,378.00	2.5%
Personal trainers in a public place				\$200.00	
Public event bookings				\$140.00	
Public market space hire				\$200.00	
<b>Don Jackson Recreation Reserve</b>					
Oval (Seasonal use 6 months, summer and winter)	Yes	Yes	\$1,344.00	\$1,378.00	2.5%
Personal trainers in a public place				\$200.00	
Public event bookings				\$140.00	
Public market space hire				\$200.00	
<b>Holm Park Recreation Reserve</b>					
Ovals (Seasonal use 6 months, summer and winter)	Yes	Yes	\$1,344.00	\$1,378.00	2.5%
Netball courts (4) - full year	Yes	Yes	\$1,247.00	\$1,278.00	2.5%
Personal trainers in a public place				\$200.00	
Public event bookings				\$140.00	
Public market space hire				\$200.00	
Pavilion Community Room	Yes	Yes	\$26.00 per hour Non Community group \$13.00 per hour Community group	\$27 per hour Non Community group \$13.5 per hour Community group	
<b>Heatherbrae Recreation Reserve</b>					
Oval (Seasonal use 6 months, summer and winter)	Yes	Yes	\$1,344.00	\$1,378.00	2.5%
Netball courts (2) - full year	Yes	Yes	\$624.00	\$639.00	2.4%
Personal trainers in a public place				\$200.00	
Public event bookings				\$140.00	
Public market space hire				\$200.00	
Pavilion Community Space (no kitchen)				\$30 p/hr Commercial Rate. \$20 p/hr Community group rate	
Pavilion Community Space (with kitchen)				\$40 p/hr Commercial Rate. \$20 p/hr Community group rate	
<b>Nar Nar Goon Recreation Reserve</b>					
Oval (Seasonal use 6 months, summer and winter)	Yes	Yes		\$1,378.00	
Netball Courts (Seasonal use 6 months, summer and winter)				\$639.00	
Netball Courts (full year)				\$1,278.00	
Tennis Courts (full year)				\$961.00	
Personal trainers in a public place				\$200.00	
Public event bookings				\$140.00	
Public market space hire				\$200.00	
<b>IYU Recreation Reserve</b>					
Pavilion Community Space (no kitchen)				\$30 p/hr Commercial Rate. \$20 p/hr Community group rate	
Pavilion Community Space (with kitchen)				\$40 p/hr Commercial Rate. \$20 p/hr Community group rate	
IYU Recreation Reserve - Northern / Junior Turf Soccer Pitches (Seasonal use 6 months, summer and winter)	Yes	Yes	\$901.00	\$923.00	2.4%
IYU Recreation Reserve - Southern / Senior Turf Soccer Pitch (Seasonal use 6 months, summer and winter)	Yes	Yes	\$672.00	\$689.00	2.5%



Description	GST Applies	Set by Council	Total Fee 2018-19 incl. GST (if applicable)	Total Fee 2019-20 incl. GST (if applicable)	% Change 18-19 to 19-20
<b>Proposed</b>					
<b>IYU Recreation Reserve Synthetic Soccer Pitch - Full Pitch, no lights</b>					
Cardinia based Sporting Clubs - per hour	Yes	Yes	\$48.00	\$49.00	2.1%
Non Cardinia based Sporting Clubs - per hour	Yes	Yes	\$59.00	\$60.00	1.7%
Cardinia Schools - per hour	Yes	Yes	\$24.00	\$25.00	4.2%
Non Cardinia Schools - per hour	Yes	Yes	\$32.00	\$33.00	3.1%
Corporate - per hour	Yes	Yes	\$74.00	\$76.00	2.7%
<b>IYU Recreation Reserve Synthetic Soccer Pitch - Full Pitch, with lights</b>					
Cardinia based Sporting Clubs - per hour	Yes	Yes	\$64.00	\$66.00	3.1%
Non Cardinia based Sporting Clubs - per hour	Yes	Yes	\$74.00	\$76.00	2.7%
Cardinia Schools - per hour	Yes	Yes	\$32.00	\$33.00	3.1%
Non Cardinia Schools - per hour	Yes	Yes	\$43.00	\$44.00	2.3%
Corporate - per hour	Yes	Yes	\$90.00	\$92.00	2.2%
<b>IYU Recreation Reserve Synthetic Soccer Pitch - Half Pitch, no lights</b>					
Cardinia based Sporting Clubs - per hour	Yes	Yes	\$32.00	\$33.00	3.1%
Non Cardinia based Sporting Clubs - per hour	Yes	Yes	\$43.00	\$44.00	2.3%
Cardinia Schools - per hour	Yes	Yes	\$17.00	\$18.00	5.9%
Non Cardinia Schools - per hour	Yes	Yes	\$24.00	\$25.00	4.2%
Corporate - per hour	Yes	Yes	\$59.00	\$60.00	1.7%
<b>IYU Recreation Reserve Synthetic Soccer Pitch - Half Pitch, with lights</b>					
Cardinia based Sporting Clubs - per hour	Yes	Yes	\$43.00	\$44.00	2.3%
Non Cardinia based Sporting Clubs - per hour	Yes	Yes	\$54.00	\$55.00	1.9%
Cardinia Schools - per hour	Yes	Yes	\$22.00	\$23.00	4.5%
Non Cardinia Schools - per hour	Yes	Yes	\$32.00	\$33.00	3.1%
Corporate - per hour	Yes	Yes	\$69.00	\$71.00	2.9%
<b>IYU Recreation Reserve Synthetic Soccer Pitch - Quarter Pitch, no lights</b>					
Cardinia based Sporting Clubs - per hour	Yes	Yes	\$22.00	\$23.00	4.5%
Non Cardinia based Sporting Clubs - per hour	Yes	Yes	\$32.00	\$33.00	3.1%
Cardinia Schools - per hour	Yes	Yes	\$12.00	\$13.00	8.3%
Non Cardinia Schools - per hour	Yes	Yes	\$17.00	\$18.00	5.9%
Corporate - per hour	Yes	Yes	\$40.00	\$41.00	2.5%
<b>IYU Recreation Reserve Synthetic Soccer Pitch - Quarter Pitch, with lights</b>					
Cardinia based Sporting Clubs - per hour	Yes	Yes	\$29.00	\$30.00	3.4%
Non Cardinia based Sporting Clubs - per hour	Yes	Yes	\$39.00	\$40.00	2.6%
Cardinia Schools - per hour	Yes	Yes	\$17.00	\$18.00	5.9%
Non Cardinia Schools - per hour	Yes	Yes	\$22.00	\$23.00	4.5%
Corporate - per hour	Yes	Yes	\$48.00	\$49.00	2.1%
<b>Tynong North Community Hall</b>					
Ongoing - long term bookings - per booking				\$15.00	
Corporate - per hr				\$25.00	
Community/ casual use - per hr				\$12.50	
<b>James Bathe Recreation Reserve</b>					
Ovals (Seasonal use 6 months, summer and winter)	Yes	Yes		\$1,378.00	
Netball courts (2) - full year	Yes	Yes		\$639.00	
Netball courts (2) -seasonal use (6 months)				\$320.00	
Personal trainers in a public place				\$200.00	
Public event bookings				\$140.00	
Public market space hire				\$200.00	
Pavilion Community Space (no kitchen)				\$30 p/hr	
				Commercial Rate.	
				\$20 p/hr	
				Community group rate	
Pavilion Community Space (with kitchen)				\$40 p/hr	
				Commercial Rate.	
				\$20 p/hr	
				Community group rate	

Description	GST Applies	Set by Council	Total Fee 2018-19 incl. GST (if applicable)	Total Fee 2019-20 incl. GST (if applicable)	% Change 18-19 to 19-20
<b>Lang Lang Community Recreation Reserve</b>					
Ovals (Seasonal use 6 months, summer and winter)	Yes	Yes		\$1,378.00	
Netball courts (4) -seasonal use (6 months)	Yes	Yes		\$639.00	
Netball courts (4) - full year				\$1,278.00	
Personal trainers in a public place				\$200.00	
Public event bookings				\$140.00	
Public market space hire				\$200.00	
Pavilion Community Space (no kitchen)				\$30 p/hr Commercial Rate. \$20 p/hr Community group rate	
Pavilion Community Space (with kitchen)				\$40 p/hr Commercial Rate. \$20 p/hr Community group rate	
<b>Passive Reserves</b>					
Personal trainers in a public place	No	Yes	\$200.00	\$200.00	0.0%
Public event bookings	Yes	Yes	\$140.00	\$140.00	0.0%
Public market space hire	Yes	Yes	\$200.00	\$200.00	0.0%
<b>Operations</b>					
Assessment of hazardous trees on private property	Yes	Yes	\$200 for first tree and \$87 for each additional tree	\$200 for first tree and \$87 for each additional tree	
Arborist reports for private property planning applications	Yes	Yes	\$400 for the report and up to the first 5 trees. \$60 for each additional tree.	\$400 for the report and up to the first 5 trees. \$60 for each additional tree.	
<b>Infrastructure Services</b>					
<b>Engineering Services</b>					
Asset protection fee	No	Yes	\$260.80	\$267.30	2.5%
Asset protection bond	No	Yes	\$1,100.00	\$1,100.00	0.0%
Application For Works Within Road Reserve Inspection Fee on Road	No	No	\$132.84	\$136.16	2.5%
Application For Works Within Road Reserve Inspection Fee not on Road	No	No	\$85.90	\$88.04	2.5%
Road opening permits - works conducted on, or any part of, the roadway, shoulder, or pathway (minor works)	No	No	\$144.36	\$144.36	0.0%
Road opening permits - works not conducted on, or any part of, the roadway, shoulder, or pathway	No	No	\$63.00	\$63.00	0.0%
<b>Garbage Collection/Waste Disposal</b>					
Residential Garbage (1 x 120L garbage bin and 1 recycling bin)	No	Yes	\$283.70	\$283.70	0.0%
Residential Garbage (1 x 80L garbage bin and 1 recycling bin)	No	Yes	\$253.70	\$253.70	0.0%
Commercial Waste service	Yes	Yes	\$312.07	\$312.07	0.0%
Green Waste Service	No	Yes	\$117.00	\$123.16	5.3%
Additional Residential Recycling Service	No	Yes	\$84.00	\$66.63	-20.7%
Additional Residential Garbage Bin (120 litre bin only)	No	Yes	\$200.00	\$215.00	7.5%
Additional Commercial Garbage Bin	Yes	Yes	\$240.00	\$245.44	2.3%
Additional Commercial Recycling Bin	Yes	Yes	\$92.40	\$86.63	-6.2%
Additional Bundled Branch option - Green and Hard Waste service (being	No	Yes	\$70.00	\$72.00	2.9%
Litter and Waste Amenity Charge	No	Yes	\$117.45	\$117.45	0.0%
Community Event Bin Service	Yes	Yes	\$65.00	\$70.00	7.7%
<b>Development</b>					
Supervision of private works	No	No	2.5% of E.C.	2.5% of Actual cost	
Design checking	No	No	0.75% of E.C.	0.75% of estimated cost	
Supervision of private landscape works	No	No	2.5% of E.C.	2.5% of Actual cost	
Landscape design checking	No	No	0.75% of E.C.	0.75% of estimated cost	
Tree planting	Yes	Yes	\$412.15	412.15	0.0%
Stormwater discharge points (LPD - legal point of discharge)	No	No	\$35.00	141.20	303.4%
Drainage Levy	No	No	Set in line with Melbourne Water Area Drainage Levies	Set in line with Melbourne Water Area Drainage Levies	
Build Over Easement	No	No	\$262.10	\$262.10	

## Sport &amp; Aquatics - Fees and charges schedule

	Price - Including GST	Price - Excluding GST	Price - Including GST	Price - Excluding GST	Change 18- 19 to 19-20
	2018-19		2019-20		
<b>Cardinia Life</b>					
<b>Aquatics (Casual)</b>					
Adult Rec Swim	\$6.90	\$6.27	\$7.10	\$6.45	3.0%
Child Rec Swim	\$5.60	\$5.09	\$5.80	\$5.27	3.6%
Concession Rec Swim	\$5.60	\$5.09	\$5.80	\$5.27	3.6%
Family Rec Swim	\$18.50	\$16.82	\$19.00	\$17.27	2.7%
Spectator	\$2.00	\$1.82	\$2.00	\$1.82	0.0%
Casual Health Club	\$16.00	\$14.55	\$16.50	\$15.00	3.1%
Casual Health Club (Concession)	\$16.00	\$14.55	\$16.50	\$15.00	3.1%
<b>Group Fitness</b>					
Aqua Aerobics	\$15.10	\$13.73	\$15.60	\$14.18	3.3%
Aqua Aerobics (Concession)	\$12.10	\$11.00	\$12.50	\$11.36	3.3%
Group Fitness	\$15.10	\$13.73	\$15.60	\$14.18	3.3%
Group Fitness (Concession)	\$12.10	\$11.00	\$12.50	\$11.36	3.3%
<b>Older Adults Programs</b>					
Aqua Movers	\$7.80	\$7.09	\$8.00	\$7.27	2.6%
Gentle Exercise	\$7.80	\$7.09	\$8.00	\$7.27	2.6%
<b>Memberships</b>					
Health and Wellness Membership Fortnightly Fee	\$43.30	\$39.36	\$44.60	\$40.55	3.0%
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	
Health and Wellness Membership (Concession) Fortnightly Fee	\$35.00	\$31.82	\$36.00	\$32.73	2.9%
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	\$27.80	\$25.27	\$28.70	\$26.09	3.2%
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	\$35.00	\$31.82	\$36.00	\$32.73	2.9%
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	\$27.80	\$25.27	\$28.70	\$26.09	3.2%
Health and Wellness Membership (Concession / Family) Start-up Fee	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Aquatic Membership Fortnightly Fee	\$27.80	\$25.27	\$28.70	\$26.09	3.2%
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	
Aquatic Membership Fortnightly Fee (Concession)	\$22.20	\$20.18	\$22.90	\$20.82	3.2%
Aquatic Membership Start-up Fee (Concession)	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Aquatic Membership Fortnightly Fee (Family)	\$22.20	\$20.18	\$22.90	\$20.82	3.2%
Aquatic Membership Start-up Fee (Family)	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Aquatic Membership Fortnightly Fee (Concession & Family)	\$17.60	\$16.00	\$18.20	\$16.55	3.4%
Aquatic Membership Start-up Fee (Concession & Family)	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Pryme Mover Membership (Restricted) Fortnightly Fee	\$27.80	\$25.27	\$28.70	\$26.09	3.2%
Pryme Mover Membership (Restricted) Start-up Fee	\$99.00	\$90.00	\$99.00	\$90.00	0.0%
Aquatic Education Membership Fortnightly Fee 12 month (School Age)	\$37.10	\$33.73	\$38.20	\$34.73	3.0%
Aquatic Education Membership Fortnightly Fee 12 month (School Age - Family)	\$35.20	\$32.00	\$36.20	\$32.91	2.8%

## Sport &amp; Aquatics - Fees and charges schedule

	Price - Including GST	Price - Excluding GST	Price - Including GST	Price - Excluding GST	Change 18- 19 to 19-20
	2018-19		2019-20		
Aquatic Education Membership Fortnightly Fee Month by Month /Term (School Age)	\$40.20	\$36.55	\$41.40	\$37.64	3.0%
Aquatic Education Membership Fortnightly Fee Month by Month / Term (School Age - Family)	\$38.20	\$34.73	\$39.30	\$35.73	2.9%
Aquatic Education Membership Fortnightly Fee (Pre School Age)	\$33.60	\$30.55	\$34.60	\$31.45	3.0%
Aquatic Education Membership Fortnightly Fee (Pre School Age - Family)	\$31.90	\$29.00	\$32.90	\$29.91	3.1%
Aquatic Education Membership Fortnightly Fee Month by Month (Pre School Age)	\$36.10	\$32.82	\$37.20	\$33.82	3.0%
Aquatic Education Membership Fortnightly Fee Month by Month (Pre School Age - Family)	\$34.30	\$31.18	\$35.30	\$32.09	2.9%
Aquatic Education Membership Fortnightly Fee 12 month (Pre Squad)	\$45.30	\$41.18	\$46.70	\$42.45	3.1%
Aquatic Education Membership Fortnightly Fee 12 month (Squad)	\$54.20	\$49.27	\$55.80	\$50.73	3.0%
Aquatic Education Membership Fortnightly Fee 12 month (Private)	\$70.30	\$63.91	\$72.40	\$65.82	3.0%
Aquatic Education Membership Fortnightly Fee month by month (Pre Squad)	\$48.80	\$44.36	\$50.30	\$45.73	3.1%
Aquatic Education Membership Fortnightly Fee month by month (Squad)	\$57.30	\$52.09	\$59.00	\$53.64	3.0%
Aquatic Education Membership Fortnightly Fee month by month (Private)	\$73.10	\$66.45	\$75.30	\$68.45	3.0%
Personal Training (Average Fee) - 1/2 hour session per fortnight	\$36.00	\$32.73	\$36.00	\$32.73	0.0%
<b>Schools - Aquatic</b>					
Aquatic Education (1:6) - Per Participant	\$8.20	\$7.45	\$8.50	\$7.73	3.7%
Aquatic Education (1:7) - Per Participant	\$7.90	\$7.18	\$8.20	\$7.45	3.8%
Aquatic Education (1:8) - Per Participant	\$7.60	\$6.91	\$7.90	\$7.18	3.9%
Aquatic Education (1:9) - Per Participant	\$7.40	\$6.73	\$7.60	\$6.91	2.7%
Aquatic Education (1:10) - Per Participant	\$7.10	\$6.45	\$7.30	\$6.64	2.8%
Kinder Group	\$12.80	\$11.64	\$13.20	\$12.00	3.1%
Homes School	\$9.60	\$8.73	\$9.90	\$9.00	3.1%
Carnival Hire	\$785.00	\$713.64	\$810.00	\$736.36	3.2%
<b>Stadium</b>					
Casual Stadium Participant	\$3.00	\$2.73	\$3.50	\$3.18	16.7%
Basketball - Junior Teamsheet	\$66.00	\$60.00	\$68.00	\$61.82	3.0%
Basketball - Senior Teamsheet	\$74.00	\$67.27	\$76.00	\$69.09	2.7%
Basketball - VBA Teamsheet					
Basketball - Junior Registration	\$120.00	\$109.09	\$125.00	\$113.64	4.2%
Basketball - Senior Registration	\$150.00	\$136.36	\$155.00	\$140.91	3.3%
Late Registration Fee			\$25.00	\$22.73	
Average Referee Fee per game (Junior)	\$16.80	\$16.80	\$17.30	\$17.30	3.0%
Average Referee Fee per game (Senior)	\$19.30	\$19.30	\$19.90	\$19.90	3.1%
Average Referee Fee per game (VBA)	\$18.50	\$18.50	\$19.00	\$19.00	2.7%
Netball - Junior Teamsheet	\$66.00	\$60.00	\$68.00	\$61.82	3.0%
Netball - Senior Teamsheet	\$74.00	\$67.27	\$76.00	\$69.09	2.7%
Netball - Senior Teamsheet (Midweek Competition)	\$74.00	\$67.27	\$76.00	\$69.09	2.7%
Netball - Junior Registration	\$66.00	\$60.00	\$68.00	\$61.82	3.0%
Netball - Senior Registration	\$88.00	\$80.00	\$90.00	\$81.82	2.3%
Netball - Average Junior VNA payment	\$48.50	\$44.09	\$50.00	\$45.45	3.1%
Netball - Average Senior VNA payment	\$48.50	\$44.09	\$50.00	\$45.45	3.1%
Late Registration Fee			\$25.00	\$22.73	
Average Umpire Fee per game (Junior)	\$17.00	\$17.00	\$17.50	\$17.50	2.9%
Average Umpire Fee per game (Senior)	\$21.00	\$21.00	\$21.60	\$21.60	2.9%
Floorball / Soccer / Volleyball - Teamsheet	\$76.00	\$69.09	\$78.00	\$70.91	2.6%
Floorball / Soccer / Volleyball Registration	\$76.00	\$69.09	\$78.00	\$70.91	2.6%

## Sport &amp; Aquatics - Fees and charges schedule

	Price - Including GST	Price - Excluding GST	Price - Including GST	Price - Excluding GST	Change 18- 19 to 19-20
	2018-19		2019-20		
Average Floorball / Soccer / Volleyball Referee Fee per game	\$17.00	\$17.00	\$17.50	\$17.50	2.9%
Childcare - Members	\$7.10	\$6.45	\$7.30	\$6.64	2.8%
Childcare - Casuals	\$7.95	\$7.23	\$8.20	\$7.45	3.1%
Childcare - Members (Occasional)	\$7.10	\$6.45	\$7.30	\$6.64	2.8%
Childcare - Casuals(Occasional)	\$9.60	\$8.73	\$10.00	\$9.09	4.2%
Children Birthday Parties (per participant) - Option A	\$27.60	\$25.09	\$28.50	\$25.91	3.3%
Children Birthday Parties (per participant) - Option B	\$28.60	\$26.00	\$29.50	\$26.82	3.1%
Children Birthday Parties (per participant) - Option C	\$29.70	\$27.00	\$30.60	\$27.82	3.0%
Court Rental - Teams	\$39.10	\$35.55	\$40.30	\$36.64	3.1%
Court Rental - Badminton	\$21.20	\$19.27	\$21.90	\$19.91	3.3%
Court Rental - Regular	\$54.60	\$49.64	\$56.30	\$51.18	3.1%
Court Rental - Casual	\$60.20	\$54.73	\$62.00	\$56.36	3.0%
Facility Rental	\$53.00	\$48.18	\$54.60	\$49.64	3.0%
Lane Hire	\$36.60	\$33.27	\$37.70	\$34.27	3.0%
<b>IYU</b>					
<b>Futsal</b>					
Team Sheet	\$52.00	\$47.27	\$54.00	\$49.09	3.8%
Referee Cost	\$24.00	\$24.00	\$24.70	\$24.70	2.9%
<b>Program</b>					
Soccer Program	\$5.00	\$4.55	\$5.00	\$4.55	0.0%
Mini Roos Kick Off	\$13.00	\$11.82	\$13.50	\$12.27	3.8%
<b>Officer Community Hub Fees</b>					
<b>Court Hire Casual</b>					
Regular	\$42.50	\$38.64	\$43.80	\$39.82	3.1%
Casual	\$53.00	\$48.18	\$54.60	\$49.64	3.0%
<b>Function</b>					
Room Community Rate / hr	\$42.50	\$38.64	\$43.80	\$39.82	3.1%
<b>Pakenham Regional Tennis Centre Fees and Charges</b>					
<b>Court Hire Casual</b>					
M-F No Lights	\$21.20	\$19.27	\$21.80	\$19.82	2.8%
M-F Lights	\$26.60	\$24.18	\$27.40	\$24.91	3.0%
WE No Lights	\$26.60	\$24.18	\$27.40	\$24.91	3.0%
WE Lights	\$31.80	\$28.91	\$32.80	\$29.82	3.1%
Racquet	\$3.60	\$3.27	\$3.70	\$3.36	2.8%
Ball	\$2.60	\$2.36	\$2.70	\$2.45	3.8%
<b>Court Hire Members</b>					
M-F No Lights	\$12.80	\$11.64	\$13.20	\$12.00	3.1%
M-F Lights	\$18.00	\$16.36	\$18.50	\$16.82	2.8%
WE No Lights	\$12.80	\$11.64	\$13.20	\$12.00	3.1%
WE Lights	\$18.00	\$16.36	\$18.50	\$16.82	2.8%
Club and School Court Hire (2 hours or less)	\$12.40	\$11.27	\$12.80	\$11.64	3.2%
Club and School Court Hire (2 - 4 hours)	\$19.60	\$17.82	\$20.20	\$18.36	3.1%
Tournament Court Hire (all day)	\$40.00	\$36.36	\$41.20	\$37.45	3.0%
Tournament Light Hire	\$12.00	\$10.91	\$12.40	\$11.27	3.3%
Racquet	\$3.40	\$3.09	\$3.50	\$3.18	3.0%
Ball	\$2.30	\$2.09	\$2.40	\$2.18	4.3%
Guest Fee	\$5.20	\$4.73	\$5.40	\$4.91	3.8%

## Sport &amp; Aquatics - Fees and charges schedule

	Price - Including GST	Price - Excluding GST	Price - Including GST	Price - Excluding GST	Change 18- 19 to 19-20
	2018-19		2019-20		
Full Access Light Fee	\$8.40	\$7.64	\$8.70	\$7.91	3.6%
Full Access 12 Month Light Fee Per Year	\$100.00	\$90.91	\$103.00	\$93.64	3.0%
<b>Equipment</b>					
Used Tennis Balls	\$5.15	\$4.68	\$5.30	\$4.82	2.9%
<b>Membership</b>					
Family	\$424.00	\$385.45	\$437.00	\$397.27	3.1%
Couple	\$318.00	\$289.09	\$328.00	\$298.18	3.1%
Single	\$191.00	\$173.64	\$197.00	\$179.09	3.1%
Concession	\$138.00	\$125.45	\$142.00	\$129.09	2.9%
Junior	\$107.00	\$97.27	\$110.00	\$100.00	2.8%
Hot shot single	\$32.00	\$29.09	\$33.00	\$30.00	3.1%
Hot Shot Family	\$69.00	\$62.73	\$71.00	\$64.55	2.9%
Affiliate Family	\$42.50	\$38.64	\$43.80	\$39.82	3.1%
Affiliate Single	\$13.00	\$11.82	\$13.40	\$12.18	3.1%
<b>Program Costs</b>					
Tennis Hot Shots (Blue / Red)	\$10.30	\$9.36	\$10.60	\$9.64	2.9%
Tennis Hot Shots (Orange / Green)	\$12.30	\$11.18	\$12.70	\$11.55	3.3%
Hot Shot Match Play	\$10.30	\$9.36	\$10.60	\$9.64	2.9%
Hot Shots Squad	\$10.30	\$9.36	\$10.60	\$9.64	2.9%
BDTA Squad	\$10.30	\$9.36	\$10.60	\$9.64	2.9%
Youth Group Coaching	\$15.50	\$14.09	\$16.00	\$14.55	3.2%
Girls Squad	\$12.40	\$11.27	\$12.80	\$11.64	3.2%
Adult Beginners Coaching	\$15.50	\$14.09	\$16.00	\$14.55	3.2%
Holiday Program (Half Day)	\$30.90	\$28.09	\$31.90	\$29.00	3.2%
Holiday Program (Full Day)	\$51.50	\$46.82	\$53.00	\$48.18	2.9%
School Coaching Fee	\$51.50	\$46.82	\$53.00	\$48.18	2.9%
Wheelchair Tennis	\$10.30	\$9.36	\$10.60	\$9.64	2.9%
Cardio Tennis	\$12.40	\$11.27	\$12.80	\$11.64	3.2%
Outlook Coaching	\$4.00	\$3.64	\$4.00	\$3.64	0.0%
Schools Coaching (Coach per hour)	\$60.00	\$54.55	\$62.00	\$56.36	3.3%
Fast 4 Tennis	\$12.30	\$11.18	\$12.70	\$11.55	3.3%
Doubles	\$10.30	\$9.36	\$10.60	\$9.64	2.9%
Red Ball Comp	\$51.50	\$46.82	\$53.00	\$48.18	2.9%
Private 30 minutes	\$30.90	\$28.09	\$31.90	\$29.00	3.2%
Private 45 minutes	\$46.35	\$42.14	\$47.80	\$43.45	3.1%
Private 60 minutes	\$61.80	\$56.18	\$63.70	\$57.91	3.1%
Social	\$10.30	\$9.36	\$10.60	\$9.64	2.9%
<b>Function Room Hire</b>					
5 hour base rate (includes 2 staff, security additional)	\$1,100.00	\$1,000.00	\$1,140.00	\$1,036.36	3.6%
Full Room Meeting Rate / h	\$77.00	\$70.00	\$80.00	\$72.73	3.9%
Half Room Meeting Rate / h	\$55.00	\$50.00	\$57.00	\$51.82	3.6%
Full Room Party Hire Rate / h	\$100.00	\$90.91	\$103.00	\$93.64	3.0%
Half Room Party Hire Rate / h	\$70.00	\$63.64	\$72.00	\$65.45	2.9%
<b>Coaching</b>					
Average Fee	\$62.00	\$56.36	\$64.00	\$58.18	3.2%
<b>Tournaments</b>					
Entry Fee	\$42.50	\$38.64	\$43.80	\$39.82	3.1%

## Sport &amp; Aquatics - Fees and charges schedule

	Price - Including GST	Price - Excluding GST	Price - Including GST	Price - Excluding GST	Change 18- 19 to 19-20
	2018-19		2019-20		
<b>Outdoor Pools Fees and Charges</b>					
<b>Aquatic Entry</b>					
Adult Rec Swim	\$5.20	\$4.73	\$5.40	\$4.91	3.8%
Child Rec Swim	\$4.30	\$3.91	\$4.50	\$4.09	4.7%
Concession Rec Swim	\$4.30	\$3.91	\$4.50	\$4.09	4.7%
Family Rec Swim	\$16.00	\$14.55	\$16.50	\$15.00	3.1%
Spectator	\$2.00	\$1.82	\$2.00	\$1.82	0.0%
<b>Season Passes</b>					
Adult	\$122.00	\$110.91	\$126.00	\$114.55	3.3%
Concession/Child	\$102.00	\$92.73	\$105.00	\$95.45	2.9%
Family	\$282.00	\$256.36	\$290.00	\$263.64	2.8%
25 Visit Pass - Adult	\$96.00	\$87.27	\$99.00	\$90.00	3.1%
25 Visit Pass - Child	\$77.00	\$70.00	\$79.50	\$72.27	3.2%
<b>Aquatic Education</b>					
Aquasafe Holiday Program	\$69.50	\$63.18	\$71.60	\$65.09	3.0%
<b>School Aquatic Programs</b>					
School Programs - Per participant	\$4.70	\$4.27	\$4.90	\$4.45	4.3%
<b>Facility Hire</b>					
Carnival Hire - Full Day	\$710.00	\$645.45	\$732.00	\$665.45	3.1%
Carnival Hire - Half Day	\$345.00	\$313.64	\$356.00	\$323.64	3.2%
Lane Hire (per hour)	\$32.00	\$29.09	\$33.00	\$30.00	3.1%
Lane Hire (paid individually, minimum 10 people)	\$8.00	\$7.27	\$8.30	\$7.55	3.8%
<b>Programs</b>					
Fun Days - Per Participant	\$4.70	\$4.27	\$4.90	\$4.45	4.3%
Birthday Parties	\$21.20	\$19.27	\$21.90	\$19.91	3.3%

## Appendix B

### Capital works program

#### 2019-20 Capital Works Budget

##### Summary

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Property	26,947	13,916	4,877	4,622	3,532	8,677	6,661	8,609	3,000
Plant and equipment	2,885	273	2,105	508	-	-	-	2,885	-
Infrastructure	30,853	14,589	8,558	7,215	492	10,929	4,473	15,451	-
<b>Total</b>	<b>60,686</b>	<b>28,778</b>	<b>15,541</b>	<b>12,344</b>	<b>4,023</b>	<b>19,606</b>	<b>11,135</b>	<b>26,945</b>	<b>3,000</b>



Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>									
<b>Land</b>									
Land Acquisition	6,236	6,236	-	-	-	-	6,236	-	-
<b>Total Land</b>	<b>6,236</b>	<b>6,236</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,236</b>	<b>-</b>	<b>-</b>
<b>Buildings</b>									
Lang Lang Recreation Facility - stage 1 - including pavilion	2,700	2,700	-	-	-	1,500	-	1,200	-
Public Toilets	180	180	-	-	-	-	-	180	-
KWR Pavilion - football/cricket	2,500	-	1,250	625	625	1,248	-	1,252	-
KWR Pavilion - netball	1,342	-	671	336	336	40	-	1,302	-
Cockatoo Community Hall / Senior Citizens improvements	94	-	28	28	38	44	-	50	-
Design Construct of the Buryip Soccer Facility	1,080	1,080	-	-	-	900	-	180	-
Cora Lynn Reserve - Pavilion Design/Construct	2,000	-	1,000	500	500	-	-	1,000	3,000
Gembrook Reserve - Pavilion Upgrade	1,150	-	575	288	288	1,000	-	150	-
Emerald Community Hub (Hills Hub)	600	60	150	180	210	-	-	600	-
My Place Youth Facility*	300	300	-	-	-	150	-	150	-
Environmental projects	250	225	-	25	-	-	-	250	-
Purton Road Depot Development	50	-	10	40	-	-	-	50	-
Pakenham Tennis Club Relocation	50	-	-	50	-	-	-	50	-
Ash Wednesday Bushfire Educational Centre - Shade Cloth	10	10	-	-	-	-	-	10	-
Buildings	750	-	450	300	-	-	-	750	-
Cardinia Community Nursery & Education Hub	525	525	-	-	-	-	225	300	-
Toomuc Reserve south oval (junior) pavilion upgrade*	50	-	-	25	25	50	-	-	-
Toomuc Reserve north oval (senior) pavilion upgrade - netball changerooms*	2,500	-	-	1,250	1,250	1,500	-	1,000	-
Library facilities improvement works	40	-	32	8	-	-	-	40	-
Worrell Reserve Recreation Pavilion	700	-	560	70	70	-	-	700	-
Disability Access Works	150	-	-	150	-	-	-	150	-
Universal Design Rec Facilities Upgrade*	550	-	110	440	-	645	-	95	-
Netball pavilion upgrades	65	-	16	33	16	-	-	65	-
KWR Recreation Reserve Power and Sewage Upgrade	250	-	-	250	-	-	-	250	-
Cardinia Life extension	175	-	-	-	175	-	-	175	-
Pavilion at Upper Beaconsfield Recreation Reserve	50	-	25	25	-	-	-	50	-
Comely Banks Reserve Pavilion	2,500	2,500	-	-	-	-	-	2,500	-
Integrated Children's Facility - Timbertop - open January 2020	-	-	-	-	-	1,600	100	1,700	-
Integrated Children's Facility - Officer Rix Road DCP Open Jan 22 - Design	100	100	-	-	-	-	100	-	-
<b>Total Buildings</b>	<b>20,711</b>	<b>7,680</b>	<b>4,877</b>	<b>4,622</b>	<b>3,532</b>	<b>8,677</b>	<b>425</b>	<b>8,609</b>	<b>3,000</b>
<b>TOTAL PROPERTY</b>	<b>26,947</b>	<b>13,916</b>	<b>4,877</b>	<b>4,622</b>	<b>3,532</b>	<b>8,677</b>	<b>6,661</b>	<b>8,609</b>	<b>3,000</b>

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>PLANT AND EQUIPMENT</b>									
<b>Plant, Machinery and Equipment</b>									
New plant program	215	215	-	-	-	-	-	215	-
Plant replacement	1,900	-	1,900	-	-	-	-	1,900	-
<b>Total Plant, Machinery and Equipment</b>	<b>2,115</b>	<b>215</b>	<b>1,900</b>	-	-	-	-	<b>2,115</b>	-
<b>Fixtures, Fittings and Furniture</b>									
Cardinia Cultural Centre minor equipment	60	-	60	-	-	-	-	60	-
Implementation of Arts and Culture Strategy	100	50	50	-	-	-	-	100	-
Furniture and Equipment renewal	50	8	35	8	-	-	-	50	-
<b>Total Fixtures, Fittings and Furniture</b>	<b>210</b>	<b>58</b>	<b>145</b>	<b>8</b>	-	-	-	<b>210</b>	-
<b>Computers and Telecommunications</b>									
IT Strategy	400	-	-	400	-	-	-	400	-
IT Corporate Security upgrade	100	-	-	100	-	-	-	100	-
GIS Strategy	60	-	60	-	-	-	-	60	-
<b>Total Computers and Telecommunications</b>	<b>560</b>	-	<b>60</b>	<b>500</b>	-	-	-	<b>560</b>	-
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>2,885</b>	<b>273</b>	<b>2,105</b>	<b>508</b>	-	-	-	<b>2,885</b>	-

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
Traffic management devices	150	150	-	-	-	-	-	150	-
McGregor Road and Pakenham Bypass interchange upgrade*	3,000	3,000	-	-	-	3,000	-	-	-
Local Area Traffic Improvements	200	-	-	200	-	-	-	200	-
Resurfacing-VGC part	2,053	-	2,053	-	-	793	-	1,260	-
Resurfacing Preparation	526	-	526	-	-	-	-	526	-
Unsealed Road Resheeting	1,053	-	1,053	-	-	-	-	1,053	-
Pavement Renewals (reconstruction)-RTR	1,390	-	1,112	278	-	1,353	-	37	-
Roads Sealing Program*	2,500	-	-	2,500	-	2,500	-	-	-
Princes Hwy Intersections-Officer*	1,000	-	-	1,000	-	1,000	-	-	-
DCP - Kenilworth Stage 2	2,223	-	-	2,223	-	-	2,223	-	-
<b>Total roads</b>	<b>14,095</b>	<b>3,150</b>	<b>4,744</b>	<b>6,201</b>	<b>-</b>	<b>8,646</b>	<b>2,223</b>	<b>3,226</b>	<b>-</b>
<b>Bridges</b>									
Bridges - replacement/upgrade	452	-	362	90	-	-	-	452	-
<b>Total Bridges</b>	<b>452</b>	<b>-</b>	<b>362</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>452</b>	<b>-</b>
<b>Footpaths and Cycleways</b>									
Pedestrian & Bicycle strategy - shared path linkages	200	200	-	-	-	-	-	200	-
Footpaths	600	540	-	60	-	-	-	600	-
Equestrian Trails strategy implementation	50	25	-	25	-	-	-	50	-
Concrete footpaths	404	-	404	-	-	-	-	404	-
Gravel pathway resheeting	65	-	65	-	-	-	-	65	-
Equestrian Trails	50	-	50	-	-	-	-	50	-
<b>Total Footpaths and Cycleways</b>	<b>1,369</b>	<b>765</b>	<b>519</b>	<b>85</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,369</b>	<b>-</b>
<b>Drainage</b>									
Drainage replacement	450	-	225	225	-	-	-	450	-
<b>Total Drainage</b>	<b>450</b>	<b>-</b>	<b>225</b>	<b>225</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>450</b>	<b>-</b>

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>Recreational, Leisure and Community Facilities</b>									
Emerald Netball Pavilion/Courts	800	800	-	-	-	-	-	800	-
Community Grants	450	225	-	225	-	-	-	450	-
SRV Minor Grants matching funding	50	-	-	50	-	-	-	50	-
Shade structures renewals	150	-	120	15	15	-	-	150	-
Netball/Tennis courts resurfacing	110	-	110	-	-	-	-	110	-
Koo Wee Rup Tennis facility and clubrooms upgrade	197	-	99	-	99	25	-	172	-
Cricket practice net renewal program	10	-	8	1	1	-	-	10	-
Recreation reserve resurfacing	450	-	360	90	-	-	-	450	-
Swimming facilities	190	-	190	-	-	-	-	190	-
James Bathe Recreation Reserve	5,572	5,572	-	-	-	308	1,650	3,613	-
Officer District Park Masterplan implementation	200	200	-	-	-	-	200	-	-
<b>Total Recreation, Leisure and Community Facilities</b>	<b>8,179</b>	<b>6,797</b>	<b>887</b>	<b>381</b>	<b>115</b>	<b>333</b>	<b>1,850</b>	<b>5,995</b>	<b>-</b>
<b>Parks, Open Space and Streetscapes</b>									
Deep Creek Reserve	700	700	-	-	-	-	400	300	-
New playgrounds and recreation facilities for young people	180	180	-	-	-	-	-	180	-
PB Ronald Reserve - Masterplan	40	40	-	-	-	-	-	40	-
Tree planting program	50	25	25	-	-	-	-	50	-
Open Space Program	100	40	60	-	-	-	-	100	-
Landscape renewal	50	-	50	-	-	-	-	50	-
Shade tree program	65	65	-	-	-	-	-	65	-
Emerald Lake Park Strategic Plan Implementation	100	100	-	-	-	-	-	100	-
Gembrook Playground and Skatepark	1,050	-	945	105	-	500	-	550	-
BMX Facility Asset renewal	30	-	30	-	-	-	-	30	-
Associated playspace infrastructure renewal	153	153	-	-	-	-	-	153	-
Playground renewals as per council plan	470	-	376	47	47	-	-	470	-
Implementation of Off Leash parks infrastructure	150	150	-	-	-	-	-	150	-
<b>Total Parks, Open Space and Streetscapes</b>	<b>3,138</b>	<b>1,453</b>	<b>1,486</b>	<b>152</b>	<b>47</b>	<b>500</b>	<b>400</b>	<b>2,238</b>	<b>-</b>

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>Off Street Car Parks</b>									
PB Ronald Reserve - Develop Car Park and Demolition works	400	-	40	80	280	-	-	400	-
Carpark resurfacing	96	-	96	-	-	-	-	96	-
Parking at Lang Lang Hall	50	-	-	-	50	-	-	50	-
<b>Total Off Street Car Parks</b>	<b>546</b>	<b>-</b>	<b>136</b>	<b>80</b>	<b>330</b>	<b>-</b>	<b>-</b>	<b>546</b>	<b>-</b>
<b>Other Infrastructure</b>									
Cochrane Park station platform works	168	168	-	-	-	-	-	168	-
Installation of new lighting	80	80	-	-	-	-	-	80	-
Tree management at high risk sites	100	-	100	-	-	-	-	100	-
Tourism Promotion	100	-	100	-	-	-	-	100	-
Public Art Program	5	5	-	-	-	-	-	5	-
Koo Wee Rup High School sports facilities upgrade	2,021	2,021	-	-	-	1,450	-	571	-
Priority Works	150	150	-	-	-	-	-	150	-
<b>Total Other Infrastructure</b>	<b>2,624</b>	<b>2,424</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>1,450</b>	<b>-</b>	<b>1,174</b>	<b>-</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>30,853</b>	<b>14,589</b>	<b>8,558</b>	<b>7,215</b>	<b>492</b>	<b>10,929</b>	<b>4,473</b>	<b>15,451</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS</b>	<b>60,686</b>	<b>28,778</b>	<b>15,541</b>	<b>12,344</b>	<b>4,023</b>	<b>19,606</b>	<b>11,134</b>	<b>26,945</b>	<b>3,000</b>

\* Refer to Section 4.1.4 for further information regarding the funding for these projects.

## 2018-19 Works carried forward into future years

## Summary

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
Property	15,423	6,650	2,745	2,208	3,820	269	1,700	13,455	-
Plant and equipment	50	-	-	50	-	-	-	50	-
Infrastructure	27,080	3,155	591	21,299	2,035	1,447	2,385	15,248	8,000
<b>Total</b>	<b>42,553</b>	<b>9,805</b>	<b>3,336</b>	<b>23,557</b>	<b>5,855</b>	<b>1,716</b>	<b>4,085</b>	<b>28,753</b>	<b>8,000</b>

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>PROPERTY</b>									
<b>Buildings</b>									
Lang Lang Recreation Facility - stage 1 - including pavilion	2,600	2,600	-	-	-	-	-	2,600	-
Cardinia Cultural Centre Stage 1 redevelopment Exhibition Space	1,350	-	-	-	1,350	-	-	1,350	-
Design/Construct Stage 2 of Bunyip Stadium	700	-	-	-	700	-	-	700	-
Design Construct of the Bunyip Soccer Facility	1,920	1,920	-	-	-	-	-	1,920	-
Fit-out of Civic Centre Ground Floor	200	-	-	200	-	-	-	200	-
Cora Lynn Reserve - Pavilion Design/Construct	950	-	475	238	238	-	-	950	-
Gembrook Reserve - Pavilion Upgrade	865	-	433	216	216	-	-	865	-
Emerald Community Hub (Hills Hub)	2,550	255	638	765	893	-	-	2,550	-
Cardinia Community Nursery & Education Hub	175	175	-	-	-	-	-	175	-
Toomuc Reserve south oval (junior) pavilion upgrade	450	-	-	225	225	-	-	450	-
Library facilities improvement works	100	-	80	20	-	-	-	100	-
Worrell Reserve Recreation Pavilion	1,300	-	1,040	130	130	-	-	1,300	-
Disability Access Works	25	-	-	25	-	-	-	25	-
Universal Design Rec Facilities Upgrade	400	-	80	320	-	269	-	131	-
Officer Recreation Reserve Pavilion extension	138	-	-	69	69	-	-	138	-
Integrated Children's Facility - Timbertop - open January 2020	1,700	1,700	-	-	-	-	1,700	-	-
<b>Total Buildings</b>	<b>15,423</b>	<b>6,650</b>	<b>2,745</b>	<b>2,208</b>	<b>3,820</b>	<b>269</b>	<b>1,700</b>	<b>13,455</b>	<b>-</b>
<b>TOTAL PROPERTY</b>	<b>15,423</b>	<b>6,650</b>	<b>2,745</b>	<b>2,208</b>	<b>3,820</b>	<b>269</b>	<b>1,700</b>	<b>13,455</b>	<b>-</b>
<b>PLANT AND EQUIPMENT</b>									
<b>Computers and Telecommunications</b>									
IT Strategy	50	-	-	50	-	-	-	50	-
<b>Total Plant, Machinery and Equipment</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50</b>	<b>-</b>

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>INFRASTRUCTURE</b>									
<b>Roads</b>									
DCP-McGregor Road Duplication over Railway	954	-	-	954	-	-	954	-	-
Lang Lang Bypass	1,035	1,035	-	-	-	-	-	1,035	-
Fairbridge Lane Cockatoo	413	-	-	413	-	-	413	-	-
Ivory Drive, Pakenham	220	-	-	220	-	-	220	-	-
O'Sullivan's Rd / Hill & Peet Streets Pakenham	2,000	-	-	-	2,000	-	2,000	-	-
Roads Sealing Program	19,500	-	-	19,500	-	-	-	11,500	8,000
Blackspot Paternoster Rd	200	200	-	-	-	200	-	-	-
Blackspot Main Drain Rd	750	750	-	-	-	750	-	-	-
<b>Total roads</b>	<b>25,072</b>	<b>1,985</b>	<b>-</b>	<b>21,087</b>	<b>2,000</b>	<b>950</b>	<b>3,587</b>	<b>12,535</b>	<b>8,000</b>
<b>Bridges</b>									
Bridges - Replacement/Upgrade	250	-	200	50	-	-	-	250	-
<b>Total Bridges</b>	<b>250</b>	<b>-</b>	<b>200</b>	<b>50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250</b>	<b>-</b>
<b>Footpaths and Cycleways</b>									
Implementation of Pepi's Land Strategy	150	150	-	-	-	-	-	150	-
Equestrian Trails strategy implementation	50	25	-	25	-	-	-	50	-
Emerald-Gembrook Trail	150	135	-	15	-	-	-	150	-
Maryknoll Canteen upgrade	15	15	-	-	-	-	-	15	-
Equestrian Trails	30	-	30	-	-	-	-	30	-
<b>Total Footpaths and Cycleways</b>	<b>395</b>	<b>325</b>	<b>30</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>395</b>	<b>-</b>
<b>Recreational, Leisure and Community Facilities</b>									
Emerald Netball Pavilion/Courts	1,200	1,200	-	-	-	-	-	1,200	-
James Bathe Recreation Reserve	(1,500)	(1,500)	-	-	-	-	(1,500)	-	-
Comely Banks Reserve sports fields and car parking	150	150	-	-	-	-	150	-	-
McMullan Recreation Reserve and Soccer Facility	100	100	-	-	-	-	100	-	-
Gin Gin Bin Recreation Reserve (Brunt Rd)	48	48	-	-	-	-	48	-	-
<b>Total Recreation, Leisure and Community Facilities</b>	<b>(2)</b>	<b>(2)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(1,202)</b>	<b>1,200</b>	<b>-</b>



Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>Parks, Open Space and Streetscapes</b>									
Deep Creek Reserve	450	450	-	-	-	-	-	450	-
Gembrook Playground and Skatepark	395	-	356	40	-	395	-	-	-
Alma Treloar Skate Park/BMX	348	296	-	52	-	-	-	348	-
<b>Total Parks, Open Space and Streetscapes</b>	<b>1,194</b>	<b>746</b>	<b>356</b>	<b>92</b>	<b>-</b>	<b>395</b>	<b>-</b>	<b>798</b>	<b>-</b>
<b>Off Street Car Parks</b>									
PB Ronald Reserve - Develop Car Park and Demolition works	50	-	5	10	35	-	-	50	-
IYU Recreation Reserve Regional Soccer Facility	20	-	-	20	-	-	-	20	-
<b>Total Off Street Car Parks</b>	<b>70</b>	<b>-</b>	<b>5</b>	<b>30</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>70</b>	<b>-</b>
<b>Other Infrastructure</b>									
Koo Wee Rup High School sports facilities upgrade	102	102	-	-	-	102	-	-	-
<b>Total Other Infrastructure</b>	<b>102</b>	<b>102</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>102</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>27,080</b>	<b>3,155.19</b>	<b>591</b>	<b>21,299</b>	<b>2,035</b>	<b>1,446.98</b>	<b>2,384.78</b>	<b>15,247.99</b>	<b>8,000</b>
<b>TOTAL WORKS CARRIED OVER FROM 2018-19</b>	<b>42,553</b>	<b>9,805</b>	<b>3,336</b>	<b>23,557</b>	<b>5,855</b>	<b>1,716</b>	<b>4,085</b>	<b>28,752.53</b>	<b>8,000</b>

## Appendix C

### Borrowing guidelines

The purpose of these guidelines is to provide for the effective management of the Council's debt in the short to medium term. Debt does not mean a Council is living beyond its means, debt merely provides an alternative and immediate form of capital to allow works to proceed in line with growth and other associated factors. A zero debt policy is often inappropriate for local government as it implies that current ratepayers are expected to meet the full cost of infrastructure assets, while in reality most of the benefit will actually be gained by future ratepayers.

#### 1. Intent

These guidelines outline Cardinia Shire Council's Borrowing Strategy and its intent is to ensure the sound management of Council's existing and future debt. Whilst the preferred policy position of the Cardinia Shire Council is to reduce the existing debt (except for self supporting loans), the Council recognises that in order to ensure intergenerational equity in funding the acquisition, renewal or construction of assets, it may need to resort to the prudent use of loan borrowings from time to time.

#### 2. Scope

2.1 As part of the Council's continuing commitment to the development of Cardinia Shire and in accordance with Section 146 of the Local Government Act, Council is required, as part of its annual budgetary process, to identify the borrowings planned for each budgetary year.

2.2 These borrowings will include funds borrowed:

- a. to finance the cost of new capital works and asset acquisitions, which cannot be financed from normal Council operating revenues such as rates, fees and charges;
- b. for short-term working capital, which is to be repaid within the current financial year; and
- c. for a genuine emergency hardship.

2.3 Where assets are acquired, the Council will minimise debt servicing obligations by maintaining debt at terms in accordance with the effective life of the class of assets acquired.

#### 3. Objectives

To disclose Council's planned Financial Management for existing and future debt:

- 3.1 Borrowing is the financial funding option of last resort;
- 3.2 Existing assets are to be replaced from depreciation costs;
- 3.3 Operational works are not to be funded from long term debt.
- 3.4 Councils Target is to reduce debt to recommended levels of the MAV and Victorian Auditor General.

#### 4. Policy Principles

##### 4.1 Borrowing Purposes

- a. Borrowings will only be used to finance capital works that will provide services now, and into the future. No borrowings will be used to finance recurrent expenditure and the operational activities of the Council; and
- b. When seeking funding for capital works, Council will, whenever possible, use its existing cash reserves. The use of any existing cash reserves will be subject to maintaining all relevant financial ratios and measures within adopted targets.

#### 4.2 Repayments and Repayment Ability

- a. Borrowings will be undertaken for capital works only where the interest and debt principal repayments can be serviced and relevant financial ratios and measures are maintained within approved targets;
- b. If sufficient cash resources are available, Council may further consider repaying instalment(s) in advance;
- c. Council will continue to discharge this debt in the shortest possible time subject to overall budgetary constraints; and
- d. New loans will be taken up only if the subsequent increase in debt servicing payments allows the total debt servicing ratio to remain within corporate targets.

#### 4.3 Borrowing Sources

Council shall raise all external borrowings at the most competitive rates available and from sources available as defined by legislation.

### 5. Schedule of borrowings

Total borrowing requirements over the next four years are expected to be in the order of:

- \$3.0m for 2019-20;
- \$8.0m for 2020-21;
- \$nil for 2021-22; and
- \$nil for 2022-23.

### 6. Controls

Prior to undertaking any borrowing the Council shall assess its capacity to pay, to ensure that the community is not burdened with unnecessary risk. The Council shall then reassess its capacity to

6.1 A report will be prepared as part of budget discussions each year to Council suggesting strategies for debt financial management, with key ratios identified and approval sought for each borrowing requirement annually.

6.2 Detailed capital works and asset acquisition programs for the next five (5) years together with the ten (10) year financial model will provide the basis for determination of funding options.

6.3 Table of Maximum Debt

### 7. Debt Management: Total Debt as a % of Rates and Charges Revenue

Total Debt as a % of Rate & Charges Revenue	Target	Period for Achievement
> 100%	Proposed New Borrowing Rejected	
85%, < 100%	85%	
66%, < 85%	66%	2 Years
50%, < 66%	50%	6 Years
40%, < 50%	Review Debt Strategy	Not applicable