

1 PROPOSED BUDGET 2018-19

FILE REFERENCE INT1818819

RESPONSIBLE GENERAL MANAGER Derek Madden

AUTHOR Richard Williams

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 on Monday 7 May 2018 at 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 2018-19 financial year at the Council Meeting to be held on Monday 21 May 2018.

Attachments

- 1 Proposed Budget 201-19 72 Pages

EXECUTIVE SUMMARY

To consider adoption of the proposed Budget for the forthcoming financial year and to release the budget for public feedback.

BACKGROUND

This budget was developed with a proposed 2.25% rate increase for 2018-19 (2.0% in 2017-18). This rate increase has been able to be achieved due to strong financial planning 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 2018-19 is a surplus of \$4.941m, before adjusting for capital and other one-off items. After these adjustments, the underlying result is a deficit of \$557k, which is \$571k unfavourable to the 2017-18 budgeted underlying result of a surplus of \$14k.

Note that due to ongoing issues with the sale of recycled material overseas, the garbage charge may change from what is currently reported in the proposed budget. This should be resolved over the coming weeks, at which time the new charge will be determined. This will also affect the rates and charges (garbage charge income) and materials and services (garbage contract costs) in the Comprehensive Income Statement, but should have minimal overall impact on the underlying result.

Council has prepared a proposed budget for the 2018-19 financial year that focuses on delivering the right balance between managing Cardinia Shire's ongoing development, while ensuring continued support and services for residents in the community. It is important that Council's response to the impact of lower rating is a "planned" response and not a reactive year on year response. The financial viability of the Council will depend on these decisions.

The ongoing challenge for this Council is that 79.1% of Council's operating 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 2018-19 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.

In response to the lower rating environment, future budgets will be created and managed based on the six principles below:

1. Effectively manage the Asset Renewal Gap
 - Performance Indicator: Gap existing at July 2017 does not grow
2. Continue to manage debt
 - Performance Indicator: Debt is managed as per the adopted Debt Management Strategy
3. Underlying financial result to remain in surplus*
 - Performance Indicator: Council adopted underlying result to be positive at 30 June each year
4. Improved community understanding of the budgeting process
 - Performance Indicator: Council workshops and feedback received annually
5. Key services maintained at existing levels
 - Performance Indicator: Annual Customer Satisfaction Survey results, Community Feedback
6. Any further cost shifting by either state or federal government is to be rejected.
 - Performance indicator: All cost shifting to be reported quarterly via council meetings.

*Due to the borrowings associated with delivery of the roads sealing program, a small underlying deficit is forecast for 2018-19.

As one of Victoria's fastest growing municipalities, Cardinia Shire's population is expected to grow from the 2016 population of 97,629 to an estimated 185,387 in 2036, an increase of 89.9%. The number of dwellings in Cardinia Shire is forecast to grow from 35,645 in 2016 to 67,125 in 2036 an increase of 88.3%. 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 2018-19 Proposed Budget will enable Council to continue to meet the challenges associated with this rapidly expanding population. A Capital Works program of \$55.656m 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. In addition to the Capital Works council have identified significant works that will be completed subject to funding from State Government, a detailed listing of these contained in Appendix B.

Highlights of the Capital Works program are:

New projects totalling \$20.993m, including:
Lang Lang Recreation Facility (\$4.724m),
Comely Banks Children's Facility (\$2.580m),
James Bathe Recreation Reserve (\$2.025m),
Deep Creek Reserve (\$1.865m), and
Bunyip soccer facility (\$1.8m)

Asset Renewal and Upgrade:

Expenditure of \$10.544m on asset renewal, including roads, bridges, footpaths, drains, buildings and plant, and \$24.119m on asset upgrades, the major project being a strategic road sealing program across the Shire at a budgeted cost of \$20.0m.

The \$50 rebate scheme for residential ratepayers who are in receipt of a NewStart Allowance will continue in 2018-19.

In line with the SRP, the 2018-19 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 2018-19 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 (for example, the continuing impact of the state government cap on rates) 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. During the public consultation period, public information sessions, where the Proposed Budget is presented to the public and any questions answered, will be held

FINANCIAL AND RESOURCE IMPLICATIONS

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

CONCLUSION

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 2018-19

Cardinia Shire Council Proposed Budget 2018-19

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Executive Summary

Council has prepared a Budget for 2018-19 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 2.25% for the 2018-19 year. This raises total rates of \$75.603m, including \$800k generated from supplementary rates. The rate increase for the 2017-18 year was 2.0%.

Refer to Section 4.1.1 for further Rates and Charges details.

2. Result

The projected result for 2018-19, before adjusting for capital and other once-off items, is a surplus of \$4.941m, which is \$2.723m lower than in 2017-18. 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 adjusted underlying result for the 2018-19 year is a deficit of \$557k which is \$571k lower than the 2017-18 year. This reflects the additional pressure of Council in delivering the increasing level of service to a growing residential base.

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

3. Capital Works

The proposed capital works program totals \$55.656m, compared to \$44.864m for 2017-18. The program is funded by Council cash of \$22.347m, grants and contributions of \$4.621m and \$5.578m respectively, and \$23.110m of borrowings. \$49.908m is budgeted for infrastructure works (which includes recreation, leisure and community facilities, as well as roads, drains and footpaths), \$2.820m is budgeted for plant and equipment, and \$2.928m for property (land and buildings).

New projects in the capital works program total \$20.993m, the major projects being Deep Creek Reserve \$1.865m, Lang Lang recreation facility \$4.724m, James Bathe Recreation Reserve \$2.025m and Comely Banks children's facility \$2.580m. In addition, \$34.663m is budgeted for renewal and upgrade projects, including an additional \$20.0m to be allocated to a resealing program for roads across the shire.

The Statement of Capital Works can be found in Section 3 and further details on the 2018-19 capital works program can be found in Section 4.5.

In addition to the capital works, Council have identified significant works that will be completed subject to funding from the State Government. A detailed listing of these is contained in Appendix B.

4. Budget Influences

External Influences

In preparing the 2018-19 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.

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.
- Fire Services Property Levy - this will continue to be collected by Council on behalf of the State Government with the introduction of the Fire Services Property Levy Act 2012.
- Population growth will continue to place significant stress on Council's resources.

Internal Influences

As well as external influences, there are also internal influences which are expected to have an impact on the preparation of the 2018-19 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

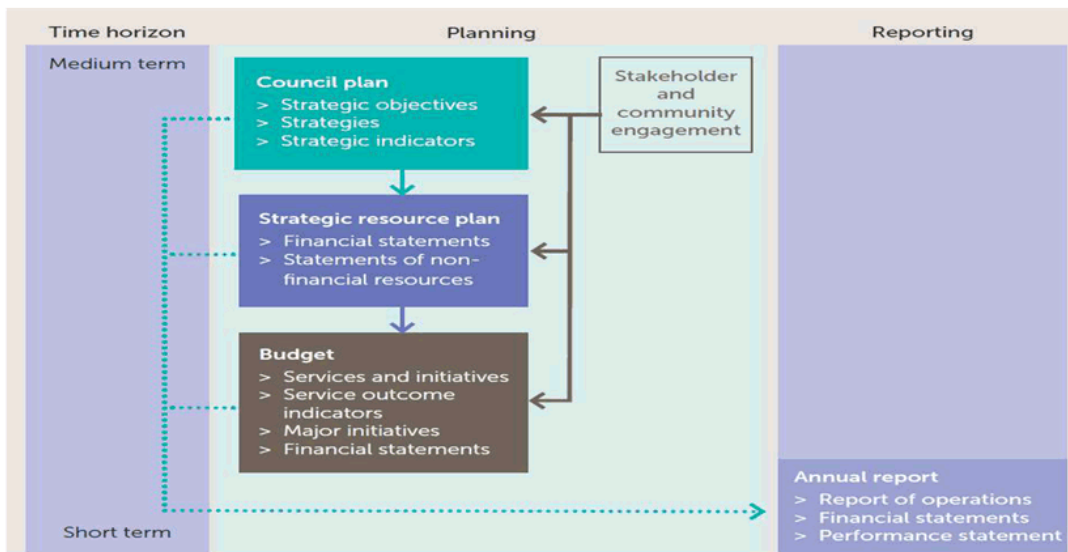
This section describes how the Annual Budget links to the achievement of the Council plan within an overall planning framework. This framework guides the Council in identifying community needs and aspirations over the long term (Vision), medium term (Council Plan) and short term (Annual Budget) and then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

I.1 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.

1.2 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 57 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 2018-19 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.

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 activities and initiatives to be funded in the Budget for the 2018-19 year and how these will contribute to achieving the strategic objectives specified in the Council Plan. It also includes a number of initiatives, major initiatives and service performance outcome indicators.

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

Services	Service Objective	2016-17	2017-18	2018-19	
		Actual \$'000	Budget \$'000	Budget \$'000	
Aquatic & 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.	<i>Rev</i>	132	382	382
		<i>Exp</i>	1,211	1,267	1,303
		<i>NET</i>	(1,080)	(885)	(921)
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.	<i>Rev</i>	560	551	447
		<i>Exp</i>	1,097	1,216	1,189
		<i>NET</i>	(537)	(666)	(742)
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.	<i>Rev</i>	82	76	77
		<i>Exp</i>	1,336	862	878
		<i>NET</i>	(1,254)	(786)	(801)
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.	<i>Rev</i>	1,314	1,794	1,745
		<i>Exp</i>	2,547	2,570	2,630
		<i>NET</i>	(1,233)	(777)	(884)

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	108	124	126
		Exp	4	5	5
		NET	105	119	121
Health	To minimise environmental problems within the community and as far as practicable to ensure food safety within the community.	Rev	335	385	400
		Exp	1,045	1,039	1,058
		NET	(709)	(654)	(659)
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	72	81	83
		Exp	201	189	193
		NET	(130)	(108)	(110)
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	1,860	1,916	2,011
		NET	(1,860)	(1,916)	(2,011)
Maternal & 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	1,299	1,135	1,163
		Exp	2,429	2,486	2,572
		NET	(1,130)	(1,351)	(1,409)
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	209	230	241
		NET	(209)	(230)	(241)
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	310	179	184
		Exp	1,288	1,106	1,254
		NET	(978)	(927)	(1,071)

Major Initiatives

Finalise the construction, fit-out and opening of the Integrated Children's Centre at Comely Banks.
Commence the design of the Worrell Reserve Sports Pavilion.
Complete construction of netball courts, car parking and pavilion at Pepi's Land Emerald.
Construction Bunyip Soccer Stadium.
Continue to implement Services for Success service attraction model to ensure appropriate services are being attracted into the Shire.
Deep Creek Reserve (Pakenham) - Complete Eco Centre/Golf Club House construction along with all abilities play space.
Implement priorities within the Playground Strategy and playground renewal program. Project nominated include: Gembrook Regional Playground, RJ Chambers Flora and Fauna (Pakenham Upper), Mt Cannibal Flora and Fauna (Garfield Nth), Officer Recreation Reserve.

James Bathe Recreation Reserve - Finalise civil works of ovals and car parks.
Lang Lang Community and Recreation Precinct - Finalise Stage 1 civil works including the ovals, car parks and roads.
Pepi's Land (Emerald) Master Plan – construction of path to Hamilton and revegetation planting.
Support continued implementation of family violence projects in the shire at a local, regional and state level including , Together We Can initiative and White Ribbon Accreditation.

Initiatives

Advocate for a range of education, training and development opportunities for young people.
Advocate to State Government for funds for development of Comely Banks Reserve.
Assess and report on the utilisation of community facilities for the benefit of community.
Assess the outcomes for children being achieved through the Best Start program's two outcome indicators: a) increased numbers of vulnerable children into Maternal and Child Health service and b) increased numbers of vulnerable children into kindergarten and ensure that council services respond to the learnings in order to strengthen the universal systems.
Construct redevelopment of Cora Lyn Reserve Pavilion.
Continue to identify and implement an Annual Renewal Program for all existing Council buildings, that ensures set and required building standards and condition are maintained throughout the life of the building. The Program includes and is not limited to replacement of roofs, floor coverings, re-painting, replacement of heating and cooling plant, re-stumping, kitchen upgrades, minor additions, etc.
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, senior citizens centres.
Continue to support committees to protect and maintain existing reserves of high environmental significance including grants to each of the 'friends' groups.
Coordinate health and wellbeing initiatives across the shire with a focus on priorities set in Liveability Plan.
Explore options for expansion or relocation of My Place to cater for increased services for young people.
Identify need for new schools annually and advocate to the Victorian government and local MPs for the allocation of funding in the state budget.
Identify service gaps and utilise the 'Services for Success' model to advocate for additional infrastructure.
Implement the ' Action Agenda ' by November 2018 of the Liveability Plan and complete an annual progress report.
Implement the long term plan for burning in Council reserves. Review the Municipal Emergency Management Plan (including CERA -Community Emergency Risk Assessment), Annual review VFRR. Undertake Municipal Emergency Management Plan audit. Conduct annual fire inspection program.
Implementation of year one of Child, Youth and Family Strategy with a focus on the development of a joint learning and service support model 'Our Place' for the integrated Gum Scrub Creek Child and Family Centre.
In line with the World Health Organisation Guidelines, work in partnership with older people on an annual basis to develop and implement key actions from the Age Friendly Strategy 2015-2019 for the coming year.
Incorporate Crime Prevention Through Environmental Design (CPTED) principles into the design of Precinct Structure Plans and planning projects.
Lead the regular review and exercising of the various elements of Cardinia Shire's Municipal Emergency Management arrangements to ensure their relevance to its risk profile. Review – Municipal Relief and Recovery Plan and Municipal Heat Health Plan.
PB Ronald Reserve (Pakenham) – demolish depot buildings and construct car park.
Present options to Council for the potential redevelopment and expansion of Cardinia Life. If approved,
Promote resilience and community preparations for emergencies by engaging with communities to assist the development of localised plans and actions. Initial focus will be on Upper Beaconsfield community.
Report on the progress of the Aged and Disability Service Provider Partnership.
Resurface and upgrade current Recreation Sports Ovals - Officer (ROC) Oval.

Start the design and in part the construction of the Integrated Children's' Centre at Timbertop.
Support community initiatives (i.e.. Ready to Go) and assist communities to develop community emergency management plans. 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.
To continue to work with the Cardinia Safer Communities Strategic Committee and action groups to address safety issues within the shire. Conduct real-time evaluation of implementation/effectiveness of key actions contained within Safer Communities Framework.
Undertake social research and disseminate the findings within Council and the local community to inform service provision and community planning.
Work with education providers to enhance opportunities for further education for residents of all ages.
Work with user groups to design and construct Gembrook Reserve Pavilion.

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	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		2016-17	2017-18	2018-19
			Actual \$'000	Budget \$'000	Budget \$'000
Arts & 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	720	767	783
		Exp	1,086	1,121	1,147
		NET	(366)	(354)	(364)
Communications and Customer Communications	Facilitate effective communication between Cardinia Council, the community and other stakeholders.	Rev	2	0	0
		Exp	765	882	846
		NET	(763)	(882)	(846)
Family & 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	161	126	129
		Exp	599	519	388
		NET	(439)	(393)	(259)
Community Strengthening Management and Community Development and Social & Community Planning	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	47	3	3
		Exp	1,839	2,170	2,109
		NET	(1,792)	(2,167)	(2,106)
Events	Provide Support for seven key events per year, including Australia Day Events and volunteer ceremonies and others.	Rev	0	0	0
		Exp	4	10	10
		NET	(4)	(10)	(10)

Major Initiatives

Advocate and work with local housing provider to monitor the impact of social housing.
Complete construction of the Cardinia Arts Space at CCC.
Host annual Mayoral volunteer reception to recognise and value the contribution of volunteers in our shire.
Implement the Disability - Access and Inclusion action plan.
Upgrade pathways and walking tracks across the shire in accordance with the footpath program and revised Pedestrian Bicycle Strategy.

Initiatives

Complete the economic review of the railway townships and develop a program for land use strategies in priority locations.
Coordinate a range of community engagement activities in the shire that inform development or review of Council strategies and policies. Begin planning and preparation of the new Community Plan.
Coordinate and implement the Food Circles Collective Impact project(e.g., Develop a Local Food Strategy).
Deliver a range of community leadership initiatives in the shire to meet identified local needs by providing targeted training for community groups/leaders. Evaluate and assess the current Community Leadership Program.
Development of a new Reconciliation Action Plan.
Development of new Cultural Diversity Action Plan.
Development of new Digital Communications Strategy.
Identify, collate and share demographic data, social and health statistics and emerging trends. Maintain the centralised research database(i.e. Factsheets, Population projection updates and Social health Profile).
In conjunction with the Public Art Coordination team, deliver public art works in Ranges Ward.
Participate in programs linked to the Resilient Melbourne Initiative where appropriate.
Plan and deliver a Community Summit in line with the Community Wellbeing Grants.
Provide training and support to staff across the organisation regarding the Community Engagement Framework and toolkit to enhance the community's participation.
Update the Child and Family Centre Build Plan and report on build progress and capacity to meet needs.
Work with partners to ensure local health and wellbeing priorities are delivered through the Pakenham Health Centre.

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		2016-17	2017-18	2018-19
			Actual \$'000	Budget \$'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	613	596	597
		NET	(613)	(596)	(597)
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	62	0	0
		Exp	212	236	241
		NET	(150)	(236)	(241)
Building Management	To administer and enforce building legislation within the Shire.	Rev	133	231	231
		Exp	3,700	4,096	4,225
		NET	(3,566)	(3,865)	(3,994)
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	229	0	0
		Exp	6,693	0	0
		NET	(6,464)	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	307	723	711
		NET	(307)	(723)	(711)
Development	To ensure that council's strategic and corporate objectives in relation to assets and infrastructure are effectively implemented.	Rev	2,097	1,819	1,932
		Exp	1,161	1,035	1,287
		NET	936	783	645
Development Services and Developer Contribution Plans	To administer and enforce the aims and objectives of the Cardinia Planning Scheme.	Rev	2,271	1,578	1,664
		Exp	2,201	2,151	2,383
		NET	70	(574)	(719)
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	37	38
		Exp	258	262	269
		NET	(226)	(225)	(231)
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	3	0	0
		Exp	1,806	1,752	1,785
		NET	(1,803)	(1,752)	(1,785)

Emerald Lake Park - Maintenance & Operations	To provide a safe, enjoyable environment for users of the park, while improving facilities and service levels and reducing ratepayer subsidy.	Rev	130	82	85
		Exp	387	379	187
		NET	(257)	(297)	(103)
Engineering Services and Infrastructure Services	To ensure that council's strategic and corporate objectives in relation to assets and infrastructure are effectively implemented.	Rev	1,108	353	304
		Exp	2,504	3,092	3,304
		NET	(1,396)	(2,739)	(3,000)
Environment Maintenance & Programs	Facilitate the on-going maintenance of natural and cultural resources in the Shire.	Rev	54	0	0
		Exp	363	321	275
		NET	(309)	(321)	(275)
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	555	681	813
		NET	(544)	(681)	(813)
Footpaths & Street Furniture - Operations	To maintain the street furniture, footpaths and shared path network while ensuring safety and accessibility to residents and visitors.	Rev	1	7	7
		Exp	707	1,057	1,002
		NET	(706)	(1,050)	(995)
General Garbage Charge	To deliver efficient and cost effective waste disposal to the community.	Rev	9,283	9,652	9,667
		Exp	8,547	9,179	9,403
		NET	736	474	265
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	2,365	2,602	2,602
		Exp	1,503	2,483	2,542
		NET	862	119	60
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	6	4	5
		Exp	866	1,010	994
		NET	(860)	(1,006)	(990)
Parks & 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	79	40	93
		Exp	6,147	6,372	7,754
		NET	(6,068)	(6,332)	(7,661)
Passive Reserves	Development of strategic direction and activation of Council's passive reserves and open spaces.	Rev	1	0	79
		Exp	3	170	450
		NET	(1)	(170)	(372)
Planning Policy & Projects	To administer and enforce the aims and objectives of the Cardinia Planning Scheme.	Rev	0	0	0
		Exp	10	0	0
		NET	(10)	0	0

Safe & Inclusive Communities and Community Resilience	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	416	335	342
		Exp	1,080	1,247	1,332
		NET	(664)	(913)	(990)
Sealed Roads & Bridges	To maintain the sealed road network & bridges in order to provide safe travel for vehicles - pedestrians and to enable the preservation of the network at an acceptable standard.	Rev	0	2	2
		Exp	1,002	1,047	917
		NET	(1,002)	(1,045)	(914)
Strategic Planning and Growth Area 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	427	336	337
		Exp	2,543	2,823	2,810
		NET	(2,116)	(2,486)	(2,473)
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	2,177	1,512	1,512
		Exp	3,420	3,554	3,702
		NET	(1,243)	(2,042)	(2,190)
Waste Management		Rev	0	0	0
		Exp	27	8	8
		NET	(27)	(8)	(8)
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	130	65	66
		Exp	354	268	275
		NET	(223)	(203)	(209)

Major Initiatives

Begin review and development of system for diverting food waste from landfill. To include review best practice of food waste collection system at the kerbside and learn from other examples, identify collection service change requirements and review service specifications, develop behaviour change program and identify support required, and identify resources required for 2 year implementation.
Complete review of Councils Municipal Strategic Statement into the Planning scheme.
Continue construction of Hills Hub with a view to completing in 2019. Provide regular communication updates to the community, SLT and Council. Work with user group to develop new management structure.
Finalise the upgrading program at Emerald Lake Park Arboretum. Complete path and road renewal works within Emerald Lake Park including desilting of lake. Complete review of service standards for the open space contract.
Implementation of the Lang Lang Bypass from Westernport Road to McDonalds Track.
Preserve and improve natural environment by undertaking weed management and indigenous plantings.

Initiatives

Annual prioritised works to existing buildings, which will improve access, use and engagement by our diverse Community. Our works will meet enhanced and over and above Disability Discrimination Act requirements. Typically each year anywhere between 4 to 6 or so buildings and associated grounds are prioritised for such improvements, which include ramps to entry areas of buildings, car parking for the disable, hand railing, tactile markers, toilet for the disable, etc.
Boronia Cr, Caroline Ave, Rouen Rd, and Bell St (Cockatoo) – Road and Drainage Scheme planning phase and preliminary design. Review SCS Program in conjunction with Policy update.
Build on success of new resource recovery facilities by advocating for improved resource recovery and reuse options (such as e-waste/detox your home/SV programs/new streams/reuse opportunities/education).
Collaborate on regional project with south east councils and MWRRG to procure landfill and alternative to landfill services, including pre sort options for commencement post 2021.
Commence construction of a special charge scheme for O'Sullivan's Road, Hill Street and Peet Street (Pakenham) and finalise statutory process.
Conduct a program of resurfacing of playing surfaces at recreation reserves – Officer Reserve oval 2 (complete redevelopment).
Depot Master Plan (Pakenham) – Stage 4 – development of amenities, lunchroom and training/toolbox facilities in former laundry facility.
Develop and distribute the Down to Earth environmental eNewsletter promoting Council's environmental and sustainable initiatives.
Enhance biodiversity across the shire via long term strategic planning and offering community participation opportunities and incentives.
Facilitate investment in farm practises and work with State Government to review the regulatory system whilst implementing the Westernport green wedge management plan.
Finalise the development of a formal ESD strategy for all new and existing Council buildings and commence implementation. Continue to work in conjunction with Planning & Development Division and Environment unit on Sustainable Design Assessment in the Planning Process (SDAPP), to assist them to review planning applications against required sustainability standards to be achieved, including reductions of carbon emissions.
Implement approved structure plans for the growth area including implementing developer contributions in an orderly manner.
Implement recommendations from revised Road Safety Strategy, including cyclist awareness program.
Implement the Aspirational Energy Transition plan including phase two of the decorative street lighting retrofit with energy efficient lighting.
Implement the Integrated Water Management Plan including the continued implementation of water-efficiency measures recommended in the water audits at Cardinia Life and Holm Park Reserve.
Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire.
Implement the Westernport Green wedge Management plan and Continue advocacy for Green Wedge Management Plan for the remainder of Cardinia Shire. Implement the ESO for bandicoot corridors.
Implementation of the footpaths identified in the Pedestrian Bicycle Strategy.
Inspections and maintenance of the road network in accordance with the Road Management Plan.
Ongoing review of PSP's and DCP's and complete the Pakenham East & Pakenham South PSPs. Commence Officer South PSP with the VPA.
Promote the development and implementation of water sensitive urban design elements into infrastructure works.
Proposed Implementation of Road Development Program to seal rural collector roads.
Provide education material and support to schools and ELC to improve engagement and resource recovery.
Provide information when required to the Interface Councils' Group and South Eastern Metro Integrated Transport Group as part of aim to enhance the frequency and coverage of public transport within Cardinia Shire and the south-east region.
Reduce off-site septic discharges by advocating to water authorities to complete the backlog sewer program and mandate property connection in 2018–19.

Reseal and renewal of identified roads and footpaths in accordance with the Road and Footpath Asset Management Plans.
Review of Open Space Asset Management Plan.
Review of township strategies in line with the adopted program.
Review SCS Program in conjunction with Policy update.
Support South East Councils Climate Change Alliance (SECCCA) through membership and participating in relevant projects (e.g. to reduce community energy use).
Undertake consultation as part of the review of Councils Municipal Strategic Statement and the Cardinia Planning scheme.
Upgrade of the Gembrook Reserve Sports Pavilion.

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		2016-17	2017-18	2018-19
			Actual \$'000	Budget \$'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	0	11	11
		Exp	97	134	138
		NET	(97)	(124)	(126)
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	227	271	297
		NET	(227)	(271)	(297)

Major Initiatives

Implement the actions of the Green Wedge Management Plan.
Implement the Casey Cardinia Tourism Strategy and establish a tourism board to guide future development of the sector.
Undertake review of Cardinia Road Employment precinct to encourage investment & employment opportunities and commence the Officer South PSP. Finalise the Pakenham South PSP.
Work with the VPA in the preparation of Officer South Precinct Structure Plan and Infrastructure Contribution Plan.
Work with the VPA in the preparation of Pakenham East Precinct Structure Plan and Infrastructure Contribution Plan.
Work with the VPA in the preparation of Pakenham South Employment Precinct Structure Plan and Infrastructure Contribution Plan.
Work with the VPA to complete the review of Officer Town Centre as part of the Officer PSP.

Initiatives

Advocate for easier access to markets via regional food plan and enabling infrastructure including airports, Bunyip Food Belt and Thompsons Road extension.
Advocate to the relevant authority for the development of the priority roads identified to support primary production.
Assist businesses to develop in the Casey-Cardinia region.
Continue to work with local businesses within the shire to improve viability.
Council will help facilitate training opportunities for local businesses.
Facilitate business networking opportunities through Casey Cardinia and individuals.
Facilitate development of key sites in the core commercial areas in Officer and Pakenham.
Implement the actions of the Casey Cardinia Attracting Employment and Investment Strategy, whilst working with the South Eastern Metropolitan Partnership to attract jobs and investment to the region.

Tender documentation and consideration includes weighting for local products and services.
Work with the Casey Cardinia Business Group and the Department of Economic Development, Jobs, Transport and Resources to attract new enterprises and enhance the economic activity in the region.

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	2016-17	2017-18	2018-19
		Actual \$'000	Budget \$'000	Budget \$'000
Corporate Management	Provide leadership and direction to Council staff to ensure Council's vision and Council plans and decisions are achieved.	Rev 71	0	0
		Exp 2,326	3,463	4,205
		NET (2,255)	(3,463)	(4,205)
Finance Management and Corporate Financials	Ensure balanced budget outcomes and prudent management of debt and asset management, for a sustainable financial environment recognising inter-generational responsibility.	Rev 13,543	8,997	9,604
		Exp 5,258	5,159	6,373
		NET 8,285	3,837	3,232
Depreciation	Wear and tear of Council's non-currents assets over their useful life.	Rev 0	0	0
		Exp 19,681	21,843	22,598
		NET (19,681)	(21,843)	(22,598)
Governance & Property and Valuation	Promote Council activities in a positive way, develop policy as required, and monitor compliance with legislative requirements.	Rev 259	101	0
		Exp 635	711	663
		NET (376)	(610)	(663)
Mayor & Councillors	Effectively resource the operations of the elected Council.	Rev 173	75	0
		Exp 1,093	959	951
		NET (920)	(884)	(951)

Major Initiatives

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.
Ensure that asset management and financial management are transparent via the budget and planning process and ensure the long-term viability of Council.
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.

Initiatives

Adopt Debt Management Policy.
Council will continue to increase its use of online platforms to educate, inform and engage the community. This includes the use of the Shire's website and social media channels to promote community engagement activities, initiatives and outcomes.
Develop and maintain 'internal consulting' ability within Service Planning and Improvement Team, and work with internal divisions/teams to facilitate the identification and implementation of cost containment actions.

Ensure all contracts and procurement guidelines adhere to a full life cycle cost and are not purely driven on any one factor.
Implementation of new 5-year communications strategy.
Maintain and update the register of information to be available to the public.
Monitor adherence to commitments contained in Councillor Code of Conduct.
Monitor compliance with statutory reporting requirements.
Participate in the advocacy campaigns determined by the Interface Councils CEOs group and the Human Services Directors Group and supported through SOCOM.

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 Corporate Expenditure and Revenue

The balance of funds represents the corporate expenditure and revenue to deliver the key outcomes of Council.

Services

Services	Service Objective		2016-17	2017-18	2018-19
			Actual	Budget	Budget
			\$'000	\$'000	\$'000
Customer Service	Provide customer service that is responsive to residents and is solution focused.	Rev	0	0	0
		Exp	1,155	1,252	1,300
		NET	(1,155)	(1,252)	(1,300)
Fleet & 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	3,266	3,315	3,428
		Exp	1,913	2,201	2,280
		NET	1,353	1,114	1,148
HR and Learning & Organisation Development	Provide services that are responsive to organisational needs, ensure legislative compliance, and support the development of a competent, flexible, and focused workforce committed to our shared values.	Rev	26	3	3
		Exp	1,721	1,472	1,742
		NET	(1,696)	(1,469)	(1,739)
Information Services and Egap	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	9	0	0
		Exp	3,987	4,887	5,311
		NET	(3,977)	(4,887)	(5,311)
Purchasing	Ensure councils procurement is managed in a sustainable manner to achieve the best outcome for Cardinia Shire.	Rev	0	2	2
		Exp	58	87	139
		NET	(58)	(86)	(138)
Rates & Revenue Services	Manage Cardinia's rateable properties and provide a responsive, solution focused service to rate queries.	Rev	68,423	70,761	76,164
		Exp	1,247	1,253	1,358
		NET	67,176	69,509	74,806
Rental Properties	Provide access to affordable housing for the aged and disabled.	Rev	113	101	104
		Exp	123	66	126
		NET	(9)	36	(22)
Risk, Health & Safety	Minimise Council's exposure to risk and ensure Council staff have received the appropriate training and are operating in a safe workplace.	Rev	24	0	0
		Exp	1,091	1,238	1,243
		NET	(1,067)	(1,238)	(1,243)

Service Planning & 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	354	483	536
		NET	(354)	(483)	(536)

2.7 Reconciliation with budgeted operating result

	Revenue Expenditure Net Surplus		
	\$'000	\$'000	(Deficit) \$'000
1. Our People	4,607	13,334	(8,727)
2. Our Community	915	4,499	(3,584)
3. Our Environment	18,965	47,267	(28,302)
4. Our Economy	11	434	(423)
5. Our Governance	9,604	34,791	(25,186)
Total	34,103	100,326	(66,223)
add Rates less non attributable areas			65,666
Underlying deficit for the year			(557)
add Capital income and other abnormals			5,498
Surplus for the year			4,941

3. Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2018-19 has been supplemented with projection to 2021-22 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

3.1 Comprehensive Income Statement

For the four years ending 30 June 2022

	Notes	Budget	Budget	Strategic Resource Plan Projections		
		2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Income						
Rates and charges	4.1.1	81,965	87,425	90,606	93,655	96,568
Statutory fees and fines	4.1.2	4,227	4,466	4,425	4,468	4,612
User fees	4.1.3	2,878	3,197	3,326	3,400	3,475
Grants - Operating	4.1.4	11,928	12,269	12,324	12,381	12,439
Grants - Capital	4.1.4	6,770	4,621	1,171	4,079	1,171
Contributions - monetary	4.1.5	130	78	78	78	78
Capital contributions - monetary	4.1.5	0	0	400	0	0
Development levies - monetary	4.1.5	881	877	895	895	895
Other income	4.1.6	3,269	3,061	3,086	2,862	3,040
Total Income		112,045	115,993	116,312	121,817	122,279
Expenses						
Employee costs	4.1.7	34,025	35,797	37,129	38,694	39,961
Materials and services	4.1.8	42,540	45,533	47,251	48,679	50,891
Bad & doubtful debts	4.1.9	176	176	176	176	176
Depreciation and amortisation	4.1.10	21,843	22,598	23,042	23,039	23,088
Borrowing costs	4.1.11	3,402	4,447	4,189	3,940	3,851
Other expenses	4.1.12	2,395	2,502	2,485	2,513	2,498
Total Expenses		104,381	111,053	114,273	117,042	120,465
Surplus/(deficit) for the year		7,664	4,941	2,039	4,776	1,814
less Capital income & other abnormals		(7,651)	(5,498)	(2,466)	(4,974)	(2,066)
Adjusted underlying result		14	(557)	(427)	(198)	(252)

3.2 Balance Sheet

For the four years ending 30 June 2022

	Notes	Budget	Budget	Strategic Resource Plan		
		2017-18	2018-19	Projections		
		\$'000	\$'000	2019-20	2020-21	2021-22
				\$'000	\$'000	\$'000
Current assets						
Cash and cash equivalents*		44,259	37,542	36,120	34,318	30,810
Trade and other receivables		15,633	16,530	17,043	17,349	17,935
Inventories		16	16	16	16	16
Other assets		560	560	560	560	560
Total current assets	4.2.1	60,468	54,648	53,739	52,243	49,322
Non-current assets						
Trade and other receivables		761	761	761	761	761
Investments in associates and joint ventures		1,432	1,432	1,432	1,432	1,432
Property, infrastructure, plant and equipment		934,076	961,454	959,430	963,750	965,677
Intangible assets		382	382	382	382	382
Total non-current assets	4.2.1	936,651	964,029	962,005	966,325	968,252
Total assets		997,119	1,018,677	1,015,744	1,018,567	1,017,574
Current liabilities						
Trade and other payables		19,170	17,807	15,984	16,875	16,846
Trust funds and deposits		5,405	5,405	5,405	5,405	5,405
Provisions		6,408	6,840	7,302	7,795	8,321
Interest bearing liabilities	4.2.3	5,599	6,686	6,414	6,566	5,843
Total current liabilities	4.2.2	36,582	36,738	35,105	36,641	36,415
Non-current liabilities						
Provisions		1,775	1,839	1,907	1,978	2,052
Interest bearing liabilities	4.2.3	54,550	70,207	66,800	63,241	60,585
Total non-current liabilities	4.2.2	56,325	72,046	68,707	65,219	62,637
Total liabilities		92,907	108,784	103,812	101,860	99,052
Net assets		904,212	909,893	911,932	916,708	918,522
Equity						
Accumulated Surplus		595,051	606,033	609,974	615,755	618,774
Reserves		309,161	303,860	301,958	300,953	299,748
Total equity		904,212	909,893	911,932	916,708	918,522

* Cash and cash equivalents balance has been restated in 2017-18.

3.3 Statement of Changes in Equity

For the four years ending 30 June 2022

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018-19					
Balance at beginning of the financial year		904,952	595,791	286,197	22,964
Surplus/(deficit) for the year		4,941	4,941	0	0
Transfer from reserves	4.3.1	0	6,178	0	(6,178)
Transfer to reserves	4.3.1	0	(877)	0	877
Balance at end of the financial year	4.3.2	909,893	606,033	286,197	17,663
2019-20					
Balance at beginning of the financial year		909,893	606,033	286,197	17,663
Surplus/(deficit) for the year		2,039	2,039	0	0
Transfer from reserves		0	2,797	0	(2,797)
Transfer to reserves		0	(895)	0	895
Balance at end of the financial year		911,932	609,974	286,197	15,761
2020-21					
Balance at beginning of the financial year		911,932	609,974	286,197	15,761
Surplus/(deficit) for the year		4,776	4,776	0	0
Transfer from reserves		0	1,900	0	(1,900)
Transfer to reserves		0	(895)	0	895
Balance at end of the financial year		916,708	615,755	286,197	14,756
2021-22					
Balance at beginning of the financial year		916,708	615,755	286,197	14,756
Surplus/(deficit) for the year		1,814	1,814	0	0
Transfer from reserves		0	2,100	0	(2,100)
Transfer to reserves		0	(895)	0	895
Balance at end of the financial year		918,522	618,774	286,197	13,551

3.4 Statement of Cash Flows

For the four years ending 30 June 2022

	Budget 2017-18 \$'000 Inflows Notes	Budget 2018-19 \$'000 Inflows (Outflows)	Strategic Resource Plan Projections			
			2019-20 \$'000 Inflows (Outflows)	2020-21 \$'000 Inflows (Outflows)	2021-22 \$'000 Inflows (Outflows)	
Cash flows from operating activities						
Rates and charges	81,331	86,844	90,116	93,178	96,105	
Statutory Fees and fines	4,227	4,466	4,425	4,468	4,612	
User Fees	1,839	3,003	3,134	3,401	3,182	
Grants - operating	11,928	12,269	12,324	12,381	12,439	
Grants - capital	6,770	4,621	1,171	4,079	1,171	
Contributions - monetary	130	78	78	78	78	
Interest received	922	792	655	548	563	
Capital contributions - monetary	0	0	400	0	0	
Development levies - monetary	881	877	895	895	895	
Other receipts	2,547	2,438	2,600	2,483	2,646	
Employee costs	(33,546)	(35,300)	(36,599)	(38,131)	(39,361)	
Materials and services	(42,744)	(49,625)	(51,736)	(50,477)	(53,594)	
Net cash provided by operating activities	4.4.1	34,284	30,462	27,464	32,903	28,738
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(44,864)	(55,656)	(25,624)	(28,259)	(25,915)
Proceeds from sale of property, infrastructure, plant and equipment		13,439	6,180	4,606	900	900
Net cash used in investing activities	4.4.2	(31,425)	(49,476)	(21,018)	(27,359)	(25,015)
Cash flows from financing activities						
Finance costs		(3,402)	(4,447)	(4,189)	(3,940)	(3,851)
Proceeds from borrowings		3,000	23,110	3,000	3,000	3,180
Repayment of borrowings		(5,096)	(6,366)	(6,679)	(6,407)	(6,559)
Net cash provided by (used in) financing activities	4.4.3	(5,498)	12,297	(7,868)	(7,347)	(7,230)
Net change in cash & cash equivalents		(2,639)	(6,717)	(1,422)	(1,803)	(3,507)
Cash & cash equivalents at beginning of year		46,898	44,259	37,542	36,120	34,318
Cash & cash equivalents at end of year		44,259	37,542	36,120	34,318	30,810

3.5 Statement of Capital Works

For the four years ending 30 June 2022

	Notes	Budget	Budget	Strategic Resource Plan Projections		
		2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
New works						
Property						
Land		2,000	1,300	1,500	1,500	500
Buildings		1,413	1,628	2,171	1,972	1,126
Total Property		3,413	2,928	3,671	3,472	1,626
Plant and equipment						
Plant, machinery and equipment		2,070	2,360	1,950	1,850	2,300
Computers and telecommunications		410	460	460	580	580
Total Plant and equipment		2,480	2,820	2,410	2,430	2,880
Infrastructure						
Roads		4,900	24,938	5,653	5,695	6,532
Bridges		700	420	452	463	430
Footpaths and cycleways		2,375	2,770	1,369	1,496	1,456
Drainage		400	421	450	450	452
Recreation, leisure and community facilities		22,393	18,031	8,027	11,653	11,005
Parks, open space and streetscapes		7,595	2,666	2,617	1,862	763
Off street car parks		88	92	96	99	122
Other infrastructure		520	570	880	640	650
Total Infrastructure		38,971	49,908	19,544	22,358	21,410
Total capital works expenditure	4.5.1	44,864	55,656	25,625	28,259	25,916
Represented by:						
New asset expenditure		21,491	20,993	10,132	11,728	10,980
Asset renewal expenditure		11,457	10,544	10,018	12,027	11,786
Asset upgrade expenditure		11,916	24,119	5,475	4,505	3,150
Total capital works expenditure	4.5.1	44,864	55,656	25,625	28,259	25,916
Funding sources represented by:						
Grants		6,770	4,621	1,171	4,080	1,171
Contributions		3,889	5,578	3,050	1,900	2,100
Council cash		31,205	22,347	18,404	19,280	19,465
Borrowings		3,000	23,110	3,000	3,000	3,180
Total capital works expenditure	4.5.1	44,864	55,656	25,625	28,259	25,916

3.6 Statement of Human Resources

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan		
	2017-18	2018-19	Projections		
	\$'000	\$'000	2019-20	2020-21	2021-22
Staff expenditure					
Salaries and Oncosts - operating	33,130	34,880	36,212	37,777	39,044
Total staff expenditure	33,130	34,880	36,212	37,777	39,044
Staff numbers	EFT	EFT	EFT	EFT	EFT
Employees	322.8	336.7	339.2	342.2	344.7
Total staff numbers	322.8	336.7	339.2	342.2	344.7

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

Division	Budget	Comprises			
	2018-19	Permanent		Casual	Temporary
	\$'000	Full Time	Part Time	\$'000	\$'000
Chief Executive Officer	2,387	2,387	-	-	-
Assets & Services	9,852	9,373	446	-	33
Corporate Services	6,684	5,606	1,078	-	-
Community Wellbeing	7,926	4,789	2,872	167	99
Planning & Development	6,171	4,807	1,261	104	-
People & Culture	773	717	57	-	-
Total permanent, casual and temporary staff	33,794	27,678	5,713	272	132
Other staff	1,086				
Total expenditure	34,880				

The amounts in the table 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	Comprises			
	2018-19	Permanent		Casual	Temporary
	EFT	Full Time	Part Time	\$'000	\$'000
Chief Executive Officer	11.5	11.5	-	-	-
Assets & Services	108.2	103.0	4.8	-	0.4
Corporate Services	64.3	51.5	12.8	-	-
Community Wellbeing	71.2	42.0	27.1	0.8	1.2
Planning & Development	61.8	46.0	15.2	0.6	-
People & Culture	7.6	7.0	0.6	-	-
Total permanent, casual and temporary staff	324.6	261.0	60.5	1.4	1.6
Other staff	12.2				
Total EFT	336.7				

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 2018-19 the FGRS cap has been set at 2.25%. 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 2.25% in line with the rate cap.

The garbage charge is budgeted to increase by \$10.00 (4.3%) to \$245.05 per rateable property and the green waste charge is budgeted to decrease by \$12.85 (9.7%) to \$120.00 per rateable property.

This will raise total rates and charges for 2018-19 to \$87.425m, which also includes interest on rates and charges.

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

	Budget 2017-18 \$'000	Budget 2018-19 \$'000	Change \$'000	%
General rates*	69,323	74,683	5,361	7.7%
Waste management charge	11,653	11,653	0	0.0%
Supplementary rates and rate adjustments	687	800	113	16.4%
Cultural and recreational	101	120	19	18.4%
Interest on rates and charges	201	169	(32)	(15.7%)
Total rates and charges	81,965	87,425	5,461	6.7%

*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	2017-18 cents/\$CIV*	2018-19 cents/\$CIV*	Change %
Base Rate	0.003431	0.002913	(15.1%)
Agricultural Land	0.002573	0.002185	(15.1%)
Urban Rate	0.003637	0.003088	(15.1%)
Urban Vacant Land	0.007892	0.006669	(15.5%)
Urban Commercial and Industrial	0.004976	0.004225	(15.1%)
Urban Agricultural Land	0.002916	0.002477	(15.1%)
Lakeside Residential	0.003706	0.003147	(15.1%)
Lakeside Vacant Land	0.007995	0.006796	(15.0%)
Rate concession for cultural and recreational land	25%	25%	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	2017-18 \$'000	2018-19 \$'000	Change \$'000	%
Base Rate	25,037	27,185	2,147	8.6%
Agricultural Land	3,216	3,268	52	1.6%
Urban Rate	27,186	28,981	1,795	6.6%
Urban Vacant Land	4,717	6,335	1,618	34.3%
Urban Commercial and Industrial	5,497	5,128	(369)	(6.7%)
Urban Agricultural Land	104	134	30	28.7%
Lakeside Residential	3,546	3,639	93	2.6%
Lakeside Vacant Land	19	13	(5)	(27.9%)
Cultural and Recreational Land	101	120	19	18.4%
Supplementary	687	800	113	16.4%
Total amount to be raised by general rates	70,111	75,603	5,492	7.8%

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	2017-18 Number	2018-19 Number	Change \$'000	%
Base Rate	14,939	15,536	597	4.0%
Agricultural Land	1,170	1,153	(17)	(1.5%)
Urban Rate	18,661	20,072	1,411	7.6%
Urban Vacant Land	1,893	2,657	764	40.4%
Urban Commercial and Industrial	1,333	1,374	41	3.1%
Urban Agricultural Land	15	15	0	0.0%
Lakeside Residential	2,398	2,402	4	0.2%
Lakeside Vacant Land	12	7	(5)	(41.7%)
Cultural and Recreational Land	5	5	0	0.0%
Total number of assessments	40,426	43,221	2,795	6.9%

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	2017-18 \$'000	2018-19 \$'000	Change \$'000	%
Base Rate	7,296,770	9,332,173	2,035,403	27.9%
Agricultural Land	1,249,815	1,495,835	246,020	19.7%
Urban Rate	7,474,240	9,385,040	1,910,800	25.6%
Urban Vacant Land	597,745	949,915	352,170	58.9%
Urban Commercial and Industrial	1,104,738	1,213,709	108,971	9.9%
Urban Agricultural Land	35,765	54,209	18,444	51.6%
Lakeside Residential	956,895	1,156,275	199,380	20.8%
Lakeside Vacant Land	2,340	1,985	(355)	(15.2%)
Cultural and Recreational Land	39,230	54,725	15,495	39.5%
Total value of land	18,757,538	23,643,866	4,886,328	26.0%

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 2017-18	Per Rateable Property 2018-19	Change	
	\$	\$	\$	%
Garbage Charge	235.05	245.05	10.00	4.3%
Green Waste Charge	132.85	120.00	(12.85)	(9.7%)
Total	367.90	365.05	(2.85)	(0.8%)

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	2017-18	2018-19	Change	
	\$'000	\$'000	\$'000	%
Garbage Charge	9,051	9,051	0	0.0%
Green Waste Charge	2,602	2,602	0	0.0%
Total	11,653	11,653	0	0.0%

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

	2017-18	2018-19	Change	
	\$'000	\$'000	\$'000	%
General Rates	70,111	75,603	5,492	7.8%
Garbage Charge	9,051	9,051	0	0.0%
Green Waste Charge	2,602	2,602	0	0.0%
Total Rates and charges	81,764	87,256	5,492	6.7%

4.1.1(j) Fair Go Rates System Compliance

Cardinia Shire Council is fully compliant with the State Government's Fair Go Rates System.

	2018-19
Total Rates (\$'000)	\$ 74,803
Number of rateable properties	43,221
Base Average Rates	\$ 1,731
Maximum Rate Increase (set by the State Government)	2.25%
Capped Average Rate	\$ 1,731
Maximum General Rates Revenue (\$'000)	\$ 74,803
Budgeted General Rates Revenue (\$'000)	\$ 74,803

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	2017-18 cents/\$CIV	2018-19 cents/\$CIV
Base Rate	0.3431	0.2913
Agricultural Land	0.2573	0.2185
Urban Rate	0.3637	0.3088
Urban Vacant Land	0.7892	0.6669
Urban Commercial and Industrial	0.4976	0.4225
Urban Agricultural Land	0.2916	0.2477
Lakeside Residential	0.3706	0.3147
Lakeside Vacant Land	0.7995	0.6796
Cultural and Recreational Land	0.2573	0.2185

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 2017-18 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 2017-18 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 2017-18 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 2017-18 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 2017-18 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 2017-18 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

	Budget 2017-18	Budget 2018-19	Change	
	\$'000	\$'000	\$'000	%
Infringements and costs	1,206	1,071	(135)	(11.2%)
Town planning fees	1,550	1,662	113	7.3%
Land information certificates	111	113	3	2.5%
Permits	1,361	1,619	258	19.0%
Total statutory fees and fines	4,227	4,466	239	5.6%

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 \$239k or 5.6% over 2017-18. The increase is mainly attributed to Planning and Development fees (design checking and supervision fees) due to an increase in volume. Failure to vote at the Council election fines have not been budgeted in 2017-18, and Animal Control fines are expected to decrease due to better compliance.

4.1.3 User fees

	Budget 2017-18	Budget 2018-19	Change	
	\$'000	\$'000	\$'000	%
Aged and health services	49	51	1	2.5%
Leisure centre and recreation	1,428	1,632	204	14.3%
Child care/children's programs	262	270	8	3.0%
Parking	82	85	2	3.0%
Registration and other permits	455	473	19	4.1%
Building services	227	248	22	9.6%
Other fees and charges	374	438	63	17.0%
Total user fees	2,878	3,197	319	11.1%

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 \$319k or 11.1% over 2017-18. The main areas contributing to this are an increase in section 86 committee revenue and Passive Reserves user charges.

4.1.4 Grants

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

	Budget	Budget	Change	
	2017-18 \$'000	2018-19 \$'000	\$'000	%
Summary of grants				
Commonwealth funded grants	11,943	11,967	23	0.2%
State funded grants	6,755	4,923	(1,832)	(27.1%)
Total Grants	18,698	16,890	(1,808)	(9.7%)
(a) Operating Grants				
Recurrent - Commonwealth Government				
Victoria Grants Commission	9,643	10,046	402	4.2%
Recurrent - State Government				
School crossing supervisors	288	295	7	2.5%
Maternal and child health	1,039	1,065	26	2.5%
Recreation	56	57	1	2.5%
Community safety	79	81	2	2.5%
Best Start program	116	119	3	2.5%
Community health	220	226	6	2.5%
Disability	145	149	4	2.5%
Emergency management	60	62	2	2.5%
Environment and heritage	65	66	2	2.5%
Families and children	209	96	(114)	(54.2%)
Local infrastructure	6	6	0	2.5%
Total recurrent grants	11,928	12,269	341	2.9%
Total operating grants	11,928	12,269	341	2.9%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Victoria Grants Commission	750	750	0	0.0%
Roads to Recovery	1,550	1,171	(379)	(24.5%)
Total recurrent grants	2,300	1,921	(379)	(16.5%)
Non-recurrent - State Government				
Local Infrastructure	3,970	1,200	(2,770)	(69.8%)
Recreation	500	1,500	1,000	200.0%
Total non-recurrent grants	4,470	2,700	(1,770)	(39.6%)
Total capital grants	6,770	4,621	(2,149)	(31.7%)
Total Grants	18,698	16,890	(1,808)	(9.7%)

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 2.9% or \$341k over 2017-18. This is mainly relates to the financial assistance grants received from the Commonwealth Government through the Victoria Grants Commission (VGC). The Pre-School Field Officer (PSFO) funding from the State Government has ceased and is not budgeted in 2018-19.

Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Budgeted capital grants have decreased by \$2.149m or 31.7% compared to 2017-18. The budgeted grants for 2018-19 are \$1.9m for Roads to Recovery and VGC local roads funding, \$1.5m for the Lang Lang recreation facility, and \$1.2m for the Emerald-Gembrook Trail.

4.1.5 Contributions

	Budget 2017-18 \$'000	Budget 2018-19 \$'000	Change	
			\$'000	%
Monetary	130	78	(51)	(39.6%)
Total contributions	130	78	(51)	(39.6%)

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 \$51k or 39.6% compared to 2017-18. This is primarily due to a change in accounting treatment of decorative light poles developer contributions.

4.1.6 Other income

	Budget 2017-18 \$'000	Budget 2018-19 \$'000	Change	
			\$'000	%
Interest	721	623	(98)	(13.6%)
Other recoveries	1,614	1,553	(61)	(3.8%)
Other	933	885	(48)	(5.2%)
Total other income	3,268	3,061	(207)	(6.3%)

Other income relates to a range of items such as cost recoveries and other miscellaneous income items, and also includes interest revenue on investments. Other income is forecast to decrease by \$207k or 6.3% from 2017-18, primarily due to a change in accounting treatment of interest earned on Developer Contribution Plan (DCP) investment funds.

4.1.7 Employee costs

	Budget 2017-18 \$'000	Budget 2018-19 \$'000	Change	
			\$'000	%
Wages and salaries	30,161	31,789	1,628	5.4%
WorkCover	472	500	28	6.0%
Casual staff	233	240	6	2.7%
Superannuation	2,733	2,831	99	3.6%
Fringe benefits tax	401	411	10	2.5%
Other	26	26	0	0.0%
Total employee costs	34,025	35,797	1,772	5.2%

Employee costs include all labor 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 \$1.772m or 5.2% compared to 2017-18. This increase is primarily due to a combination of:

- Full year effect of new staff appointed during 2017-18,
- New staff appointments in 2018-19,
- An EBA increase, and
- Staff increment movements.

Overall, total budgeted EFT has increased from 322.8 in 2017-18 to 336.7 in 2018-19. The increase is primarily due to new staff appointments in 2018-19 from additional government 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).

4.1.8 Materials and services

	Budget	Budget	Change	
	2017-18 \$'000	2018-19 \$'000	\$'000	%
Building maintenance	142	145	4	2.5%
General maintenance	1,989	2,099	110	5.5%
Office administration	161	165	4	2.5%
Information technology	1,908	2,455	547	28.7%
Materials and services	9,953	10,339	386	3.9%
Contract payments	22,116	23,317	1,201	5.4%
Utilities	2,545	2,672	127	5.0%
Consultants	2,866	3,496	630	22.0%
Insurance	860	844	(15)	(1.8%)
Total materials and services	42,540	45,533	2,992	7.0%

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 \$2.992m or 7.0% compared to 2017-18. This is as a result of a general CPI increase, increases in costs due to the increase in population of the Shire, and the resultant increase in the number of facilities provided and services required by the additional population.

Contracts are forecast to increase by \$1.201m or 5.4% over 2017-18. The main contract contributing to this increase is the parks & gardens contract due to an increase in the number now being maintained by Council.

4.1.9 Bad & doubtful debts

	Budget	Budget	Change	
	2017-18 \$'000	2018-19 \$'000	\$'000	%
Local laws	137	137	0	0.0%
Other	39	39	0	0.0%
Total Bad & Doubtful debts	176	176	0	0.0%

Bad and doubtful debts are projected to stay at the same level as in 2017-18.

4.1.10 Depreciation and amortisation

	Budget	Budget	Change	
	2017-18 \$'000	2018-19 \$'000	\$'000	%
Property	4,777	4,942	165	3.5%
Plant & equipment	1,836	1,899	63	3.5%
Infrastructure	15,036	15,556	520	3.5%
Intangible assets	194	201	7	3.5%
Total depreciation and amortisation	21,843	22,598	755	3.5%

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 \$755k or 3.5% over 2017-18 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.

4.1.11 Borrowing costs

	Budget 2017-18 \$'000	Budget 2018-19 \$'000	Change	
			\$'000	%
Interest - borrowings	3,141	4,186	1,045	33.3%
Bank charges	261	261	0	0.0%
Total Borrowing costs	3,402	4,447	1,045	30.7%

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

Borrowing costs are forecast to increase by \$1.045m or 30.7% over 2017-18. This increase relates to the new loan of \$20.0m for the sealing of strategic road links across the Shire.

4.1.12 Other expenses

	Budget 2017-18 \$'000	Budget 2018-19 \$'000	Change	
			\$'000	%
Auditors' remuneration - VAGO	97	100	2	2.5%
Auditors' remuneration - internal	111	113	2	2.2%
Councillors' allowances	306	306	0	0.0%
Operating lease rentals	545	535	(10)	(1.8%)
Other expenses	1,336	1,448	112	8.4%
Total other expenses	2,395	2,502	107	4.5%

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 are forecast to increase by \$107k or 4.5% over 2017-18.

4.2 Balance Sheet

4.2.1 Assets

Current assets are those assets which are able to be converted to cash within twelve months. These current assets are forecast to increase by \$14.180m, mainly in cash and cash equivalents, which is expected to increase by \$13.283m 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 \$7.378m during the 2018-19 year, entirely in property, infrastructure, plant and equipment.

4.2.2 Liabilities

Current liabilities are those obligations Council must pay within the next year. These liabilities are budgeted to increase by \$156k, mainly due to an increase in interest-bearing liabilities (loans) and provisions, partly offset by a decrease in trade and other payables (creditors).

Non-current liabilities (that is, obligations Council must pay beyond the next year) are expected to increase by \$15.721m, mainly as a result of an increase in interest-bearing liabilities due to new borrowings of \$20.0m for the road sealing project as mentioned under 4.1.11 (Borrowing costs), and \$3.110m to partly fund the 2018-19 capital works program. These have been partly offset by the redemption of existing loans as they fall due.

4.2.3 Borrowings

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

	2017-18	2018-19
	\$	\$
Amount borrowed as at 30 June of the prior year	62,245	60,149
Amount proposed to be borrowed	3,000	23,110
Amount projected to be redeemed	(5,096)	(6,366)
Amount of borrowings as at 30 June	60,149	76,893

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 that 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 flows provided by operating activities is forecast to decrease by \$3.822m or 11.1% from 2017-18 primarily due to increased payments to suppliers and employees partly offset by increased receipts for rates & charges and user fees.

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. The variance in net cash used in investing activities is primarily due to an increase in the costs of the Capital Works program partly offset by an increase in proceeds from asset sales.

Net cash flows used in investing activities is expected to decrease by \$1.949m or 6.2% due to lower net payments for property, infrastructure, plant and equipment.

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 flows provided by in financing activities is forecast to increase by \$17.795m or 323.7% mainly as a result of the \$20.0m loan being taken out in 2018-19 to finance the road sealing project.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2018-19 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

Capital Works Area	Budget	Budget	Change	
	2017-18 \$'000	2018-19 \$'000	\$'000	%
Property	3,413	2,928	(485)	(14.2%)
Plant and equipment	2,480	2,820	340	13.7%
Infrastructure	38,971	49,908	10,937	28.1%
Total	44,864	55,656	10,792	24.1%

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	2,928	1,300	728	900	-	-	-	1,628	1,300
Plant and equipment	2,820	200	2,160	460	-	-	-	2,547	273
Infrastructure	49,908	19,493	7,656	22,759	-	4,621	5,578	18,172	21,537
Total	55,656	20,993	10,544	24,119	-	4,621	5,578	22,347	23,110

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
PROPERTY									
Land									
Land Acquisition	1,300	1,300							1,300
Total Land	1,300	1,300	-	-	-	-	-	-	1,300
Buildings									
Buildings	578		578					578	
Disability Access Works	150		150					150	
Female Friendly Facilities upgrade	250			250				250	
Purton Road Depot Development	650			650				650	
Total Buildings	1,628	-	728	900	-	-	-	1,628	-
TOTAL PROPERTY	2,928	1,300	728	900	-	-	-	1,628	1,300

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
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
New plant program	200	200						200	
Plant replacement	2,160		2,160					2,160	
Total Plant, Machinery and Equipment	2,360	200	2,160	-	-	-	-	2,360	-
Computers and Telecommunications									
GIS Strategy	60			60				60	
IT Strategy	400			400				127	273
Total Computers and Telecommunications	460	-	-	460	-	-	-	187	273
TOTAL PLANT AND EQUIPMENT	2,820	200	2,160	460	-	-	-	2,547	273

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
INFRASTRUCTURE									
Roads									
Traffic management devices	100	100						100	
Pavement Renewals (reconstruction)	1,171		1,171			1,171			
Resurfacing	2,052		2,052					2,052	
Resurfacing Preparation	526		526					526	
Unsealed Road Resheeting	1,049		1,049			750		299	
Roads sealing program	20,000			20,000					20,000
Special Charge Schemes - General Allocation	40			40				40	
Total roads	24,938	100	4,798	20,040	-	1,921	-	3,017	20,000
Bridges									
Bridges - replacement/upgrade	420		420					420	
Total Bridges	420	-	420	-	-	-	-	420	-
Footpaths and Cycleways									
Emerald-Gembrook Trail	1,430	1,430				1,200		230	
Equestrian Trails strategy implementation	50	50						50	
Pedestrian & Bicycle strategy - shared path linkages	200	200						200	
Footpaths	600	600						600	
Concrete footpaths	377		377					377	
Equestrian Trails	50		50					50	
Gravel pathway resheeting	63		63					63	
Total Footpaths and Cycleways	2,770	2,280	490	-	-	1,200	-	1,570	-
Drainage									
Drainage replacement	421		421					421	
Total Drainage	421	-	421	-	-	-	-	421	-

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
Recreational, Leisure and Community Facilities									
Cora Lynn Reserve - Pavilion Design/Construct	950	950						950	
Design Construct of the Bunyip Soccer Facility	1,800	1,800						1,800	
Emerald Netball Pavillion/Courts	150	150						150	
Integrated Childrens Facility - Comely Banks (open 2018)	2,580	2,580					2,580		
Integrated Childrens Facility - Timbertop (open 2020)	1,700	1,700					1,700		
James Bathe Recreation Reserve	2,025	2,025					1,298		727
Lang Lang Recreation Facility	4,724	4,724				1,500		3,224	
Worrell Reserve pavilion construction	500	500						500	
BMX Facility Asset renewal	30		30					30	
Cardinia Cultural Centre	60		60					60	
Golf Club Capital Expenditure	489		489					489	
Netball/Tennis courts	110		110					110	
Public Art Program	80		80					80	
Implementation of Arts and Culture Strategy	100		100					100	
Recreation reserve resurfacing	150		150					150	
Swimming facilities	90		90					90	
Cardinia Cultural Centre Exhibition Space	500			500				500	
Community Grants	500			500				500	
Gembrook Reserve - pavilion upgrade	1,000			1,000				1,000	
Netball facilities	130			130				130	
PB Ronald Reserve	124			124				124	
Recreation Reserve lighting and power upgrade	200			200				40	160
SRV Minor Grants matching funding	40			40				40	
Total Recreation, Leisure and Community Facilities	18,031	14,428	1,109	2,494	-	1,500	5,578	10,066	887

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
Parks, Open Space and Streetscapes									
Implementation of Pepi's Land Strategy	200	200							200
Tree planting program	50	50						50	
Deep Creek Reserve	1,865	1,865						1,415	450
Playgrounds	226		226					226	
Tree management at high risk sites	100		100					100	
Emerald Lake Park Strategic Plan	75			75				75	
Open Space Program	150			150				150	
Total Parks, Open Space and Streetscapes	2,666	2,115	326	225	-	-	-	2,016	650
Off Street Car Parks									
Carpark resurfacing	92		92					92	
Total Off Street Car Parks	92	-	92	-	-	-	-	92	-
Other Infrastructure									
Tourism Promotion	100	100						100	
Environmental projects	250	250						250	
Installation of new lighting	70	70						70	
Priority Works	150	150						150	
Total Other Infrastructure	570	570	-	-	-	-	-	570	-
TOTAL INFRASTRUCTURE	49,908	19,493	7,656	22,759	-	4,621	5,578	18,172	21,537
TOTAL CAPITAL WORKS	55,656	20,993	10,544	24,119	-	4,621	5,578	22,347	23,110

In addition to the capital works, Council have identified significant works that will be completed subject to funding from the State Government. A detailed listing of these is contained in Appendix B.

4.5.3 Works carried forward from the 2017-18 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
Plant and equipment	1,165	-	1,165	-	-	-	-	1,165	-
Infrastructure	19,756	12,328	767	6,661	-	3,450	6,222	9,549	535
Total	20,921	12,328	1,932	6,661	-	3,450	6,222	10,714	535

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
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment									
Plant replacement	1,165	-	1,165	-	-	-	-	1,165	-
Total Plant, Machinery and Equipment	1,165	-	1,165	-	-	-	-	1,165	-
TOTAL PLANT AND EQUIPMENT									
1,165	-	1,165	-	-	-	-	-	1,165	-
INFRASTRUCTURE									
Roads									
Cardinia Rd DCP - Mulcahy Road	1,793	1,793	-	-	-	-	1,793	-	-
Cardinia Rd DCP - Thewlis Rd PHE to Mulcahy Rd	350	350	-	-	-	-	350	-	-
Lang Lang Bypass	1,035	1,035	-	-	-	-	-	500	535
Bunyip River Rd/Thirteen Mile Rd/Pitt Rd Blackspot project	100	-	-	100	-	100	-	-	-
Fairbridge Lane, Cockatoo	416	-	-	416	-	-	-	416	-
Ivory Drive Pakenham	220	-	-	220	-	-	110	110	-
McGregor Rd Pakenham Duplication	954	-	-	954	-	-	-	954	-
O'Sullivan's Rd / Hill & Peet Streets Pakenham	2,800	-	-	2,800	-	-	2,800	-	-
Total roads	7,668	3,178	-	4,491	-	100	5,053	1,981	535

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
Bridges									
Bridges - Replacement/Upgrade	150		150					150	
Total Bridges	150	-	150	-	-	-	-	150	-
Footpaths and Cycleways									
Emerald-Gembrook Trail	50	50						50	
Total Footpaths and Cycleways	50	50	-	-	-	-	-	50	-
Recreational, Leisure and Community Facilities									
Comely Banks (Henry Rd West) Recreation Reserve	500	500					500		
Emerald Netball Pavilion/Courts	1,300	1,300						1,300	
IYU Recreation Reserve Regional Soccer Facility	100	100						100	
James Bathe Recreation Reserve	1,500	1,500					669	831	
Lang Lang Recreation Facility	200	200						200	
Recreation reserve resurfacing	617		617					617	
Koo Wee Rup High School sports facilities upgrade	1,600			1,600		1,600			
PB Ronald Reserve	410			410				410	
Recreation Reserve lighting and power upgrade	160			160				160	
Total Recreation, Leisure and Community Facilities	6,387	3,600	617	2,170	-	1,600	1,169	3,618	-

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
Parks, Open Space and Streetscapes									
Deep Creek Reserve	5,500	5,500				1,750		3,750	
Total Parks, Open Space and Streetscapes	5,500	5,500	-	-	-	1,750	-	3,750	-
TOTAL INFRASTRUCTURE	19,756	12,328	767	6,661	-	3,450	6,222	9,549	535
TOTAL WORKS CARRIED OVER FROM 2017-18	20,921	12,328	1,932	6,661	-	3,450	6,222	10,714	535

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	Strategic Resource Plan Projections						Trend
			Actual 2016-17	Budget 2017-18	Budget 2018-19	2019-20	2020-21	2021-22	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	13.1%	0.0%	1.2%	0.7%	0.8%	0.8%	+
Liquidity									
Working Capital	Current assets / current liabilities	2	291.6%	143.1%	148.8%	153.1%	142.6%	135.5%	-
Unrestricted cash	Unrestricted cash / current liabilities	3	48.0%	84.0%	36.4%	87.5%	78.9%	69.8%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	59.7%	65.0%	88.0%	80.8%	74.5%	68.8%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		10.5%	10.1%	12.4%	12.0%	11.1%	10.8%	o
Indebtedness	Non-current liabilities / own source revenue		58.2%	53.4%	73.4%	67.7%	62.5%	58.2%	+
Asset renewal	Asset renewal expenses / Asset depreciation	5	31.5%	52.5%	46.7%	43.5%	52.2%	51.1%	o
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	6	67.2%	78.3%	77.8%	78.8%	79.4%	79.6%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	o
Efficiency									
Expenditure level	Total expenses/ no. of property assessments		\$2,457	\$2,582	\$2,473	\$2,457	\$2,433	\$2,424	o
Revenue level	Residential rate revenue / no. of residential property assessments		\$1,801	\$1,549	\$1,811	\$1,813	\$1,817	\$1,858	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		10.5%	12.2%	12.7%	11.8%	12.3%	12.5%	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 reducing deficit over the four year period.

2. Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to decrease over the four year period. Current liabilities remain relatively stable, whilst current assets reduce, primarily due to a reduction in cash and cash equivalents.

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. Loans & Borrowings - A \$20.0m loan to finance the strategic road sealing program has resulted in this indicator rising for 2018-19, and then decreasing over subsequent years as repayments are made.

5. 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, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

6. Rates Concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend over the period is stable.

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 Supplementary Capital Works Program
- C Borrowing guidelines

Appendix A

Fees and charges schedule

Description	GST Applies	Set by Council	Total Fee 2017-18 incl. GST (if applicable)	Total Fee 2018-19 incl. GST (if applicable)	% Change 17-18 to 18-19
Family & Community Services					
Aged Services					
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.					
MCH Service					
Breast Pump Kit Purchase - single	No	Yes	N/A	N/A	
Breast Pump Kit Purchase - double	No	Yes	\$45.00	\$46.00	2.2%
My Place					
Casual Room Hire - Consulting Room Half Day Rate	Yes	Yes	\$41.00	\$42.00	2.4%
Casual Room Hire - Consulting Room Full Day Rate	Yes	Yes	\$77.00	\$79.00	2.6%
Casual Room Hire - Meeting Room Half Day Rate	Yes	Yes	\$51.50	\$53.00	2.9%
Casual Room Hire - Meeting Room Full Day Rate	Yes	Yes	\$103.00	\$105.50	2.4%
Casual Room Hire - Activity Room Half Day Rate	Yes	Yes	\$56.50	\$58.00	2.7%
Casual Room Hire - Activity Room Full Day Rate	Yes	Yes	\$113.00	\$116.00	2.7%
Regular Room Hire - Consulting Room Half Day Rate	Yes	Yes	\$25.50	\$26.00	2.0%
Regular Room Hire - Consulting Room Full Day Rate	Yes	Yes	\$46.00	\$47.00	2.2%
Regular Room Hire - Meeting Room Half Day Rate	Yes	Yes	\$31.00	\$31.75	2.4%
Regular Room Hire - Meeting Room Full Day Rate	Yes	Yes	\$62.00	\$63.50	2.4%
Regular Room Hire - Activity Room Half Day Rate	Yes	Yes	\$36.00	\$37.00	2.8%
Regular Room Hire - Activity Room Full Day Rate	Yes	Yes	\$72.00	\$74.00	2.8%
Note - Half Day - up to and including 4 hours, Day - 4 to 8 hours					
Regular Rates - 6 or more consecutive bookings					
Children's Centres					
Private/for profit organisations:					
Community room half day	Yes	Yes	\$74.00	\$76.00	2.7%
Committee room half day	Yes	Yes	\$63.50	\$65.00	2.4%
ECIS room (half room) half day	Yes	Yes	\$63.50	\$65.00	2.4%
Consult room - half day	Yes	Yes	\$63.50	\$65.00	2.4%
Community room full day	Yes	Yes	\$152.50	\$156.00	2.3%
Committee room full day	Yes	Yes	\$126.50	\$130.00	2.8%
ECIS room (half room) full day	Yes	Yes	\$126.50	\$130.00	2.8%
Consult room full day	Yes	Yes	\$126.50	\$130.00	2.8%
Not for profit organisations:					
Community Room half day	Yes	Yes	\$51.50	\$52.75	2.4%
Committee Room half day	Yes	Yes	\$42.25	\$43.25	2.4%
ECIS room (half room) half day	Yes	Yes	\$42.25	\$43.25	2.4%
Consult room half day	Yes	Yes	\$42.25	\$43.25	2.4%
Community room full day	Yes	Yes	\$103.00	\$106.00	2.9%
Committee room full day	Yes	Yes	\$84.50	\$86.50	2.4%
ECIS room (half room) full day	Yes	Yes	\$84.50	\$86.50	2.4%
Consult room full day	Yes	Yes	\$84.50	\$86.50	2.4%
Community groups:					
Community room half day	Yes	Yes	\$21.00	\$21.50	2.4%
Committee room half day	Yes	Yes	\$16.00	\$16.40	2.5%
ECIS room (half room) half day	Yes	Yes	\$16.00	\$16.40	2.5%
Community room full day	Yes	Yes	\$42.25	\$43.25	2.4%
Committee Room full day	Yes	Yes	\$32.00	\$32.75	2.3%
ECIS room (half room) full day	Yes	Yes	\$32.00	\$32.75	2.3%
Kindergarten Central Enrolment					
	No	Yes	\$27.00	\$27.50	1.9%
Soldiers Memorial Community Hall					
Full Venue					
Private/for profit organisations:					
Two hour (min)	Yes	Yes	\$120.00	\$124.00	3.3%
Half day / evening (up to 4 hours)	Yes	Yes	\$220.00	\$225.00	2.3%
Full Day	Yes	Yes	\$425.00	\$435.00	2.4%
Bond	Yes	Yes	\$500.00	\$512.00	2.4%
Community groups /not for profit:					
Two hour (min)	Yes	Yes	\$60.00	\$61.50	2.5%
Half day / evening (up to 4 hours)	Yes	Yes	\$100.00	\$102.50	2.5%
Full Day	Yes	Yes	\$20.00	\$20.50	2.5%
Bond	Yes	Yes	\$150.00	\$150.00	0.0%
Meeting room / ticket box					
Private/for profit organisations:					
Two hour (min)	Yes	Yes	\$50.00	\$51.25	2.5%
Half day / evening (up to 4 hours)	Yes	Yes	\$85.00	\$87.26	2.6%
Full Day	Yes	Yes	\$120.00	\$123.00	2.5%
Community groups /not for profit:					
Two hour (min)	Yes	Yes	\$25.00	\$25.50	2.0%
Half day / evening (up to 4 hours)	Yes	Yes	\$35.00	\$36.00	2.9%
Full Day	Yes	Yes	\$55.00	\$56.50	2.7%

Description	GST Applies	Set by Council	Total Fee 2017-18 incl. GST (if applicable)	Total Fee 2018-19 incl. GST (if applicable)	% Change 17-18 to 18-19
Tynong North					
Private/for profit organisations:					
Two hour (min)	Yes	Yes	\$50.00	\$51.25	2.5%
Half day / evening (up to 4 hours)	Yes	Yes	\$80.00	\$82.00	2.5%
Full Day	Yes	Yes	\$140.00	\$143.50	2.5%
Community groups /not for profit:					
Two hour (min)	Yes	Yes	\$25.00	\$25.50	2.5%
Half day / evening (up to 4 hours)	Yes	Yes	\$40.00	\$41.00	2.5%
Full Day	Yes	Yes	\$70.00	\$71.75	2.5%
Catani Hall					
Customer Communications					
Land information certificates (statutory fee)	No	No	\$25.90	\$26.50	2.3%
Late payment of rates administration fee	No	Yes	\$35.00	\$35.00	0.0%
Governance					
Sales Data (Valuers)	Yes	Yes	\$85.00	\$87.00	2.4%
Community Liability Insurance - for groups/individuals using Council facilities	Yes	Yes	N/A	\$22.00	
Information Services					
Fees - FOI (statutory fees applicable under FOI Act):					
Application Fee	No	No	\$28.40	\$29.50	3.9%
Search Charge per hour or part thereof	No	No	\$21.30	\$21.30	0.0%
Supervision Charge per quarter hour	No	No	\$5.00	\$5.00	0.0%
Photocopy charge	No	No	\$0.20	\$0.20	0.0%
IT - Geographic Information System maps					
Setup fee per map	Yes	Yes	\$53.00	\$54.50	2.8%
A3 Plotter (per map)	Yes	Yes	\$18.50	\$19.00	2.7%
A2 (per map)	Yes	Yes	\$27.00	\$27.50	1.9%
A1 (per map)	Yes	Yes	\$41.00	\$42.00	2.4%
A0 (per map)	Yes	Yes	\$60.00	\$61.50	2.5%
IT - Plan printing charges (per copy)					
PLAN OF SUBDIVISION (A3)	Yes	Yes	\$4.80	\$4.90	2.1%
SHIRE PLAN (A0)	Yes	Yes	\$35.00	\$35.50	1.4%
A4 PHOTOCOPIES	Yes	Yes	\$0.85	\$0.90	5.9%
Multiple Copies (10+)	Yes	Yes	\$0.85	\$0.90	5.9%
A1 SIZE PLAN	Yes	Yes	\$12.00	\$12.50	4.2%
A0 SIZE PLAN	Yes	Yes	\$22.50	\$23.00	2.2%
Development & Compliance Services					
Public Health and Wellbeing Act Premises (PHWBA)					
Registration of hairdressers, beauty parlours, etc:	No	Yes	\$163.90	\$168.00	2.5%
Ongoing Registration of Hairdressers	No	Yes	\$300.00	\$307.50	2.5%
Skin Penetration	No	Yes	\$163.90	\$168.00	2.5%
Registration renewal of prescribed accommodation (4-10 persons)	No	Yes	\$163.90	\$168.00	2.5%
Registration renewal of prescribed accommodation (11-20 persons)	No	Yes	\$247.70	\$253.90	2.5%
Registration renewal of prescribed accommodation (21-30 persons)	No	Yes	\$337.30	\$345.75	2.5%
Registration renewal of prescribed accommodation (more than 30 persons)	No	Yes	\$427.00	\$437.70	2.5%
Registration renewal of prescribed accommodation (Hotel/Motel)	No	Yes	\$163.90	\$168.00	2.5%
Registration renewal of prescribed accommodation (bed & breakfast)	No	Yes	\$163.90	\$168.00	2.5%
Colonic Irrigation	No	Yes	\$163.90	\$168.00	2.5%
Two or more activities conducted on the premises by the same proprietor	No	Yes	\$247.70	\$253.90	2.5%
Transfer of Registration (Health Act premises)	No	Yes	50% Annual Fee	50% Annual Fee	
Caravan Parks	No	No	TBA	TBA	
*NOTE: - Transfer of Registration currently 5 fee units	No	No	TBA	TBA	
Food Act Registered Premises					
* Up to 5 employees					
Class 1 (includes one routine inspection and assessment of audit)	No	Yes	\$532.00	\$545.30	2.5%
Class 2 (includes one routine inspection and compliance check)	No	Yes	\$532.00	\$545.30	2.5%
Class 3 (includes one routine inspection)	No	Yes	\$200.00	\$300.00	50.0%
Fee for inspections in addition to routine inspection - rate per hour.	Yes	Yes	\$84.90	\$87.00	2.5%
Audit fees - rate per hour.	Yes	Yes	\$84.90	\$87.00	2.5%
* For each additional effective full-time employee greater than 5.	No	Yes	\$27.10	\$27.80	2.6%
School Canteens					
* Not for Profit (same as Class 3)	No	Yes	\$118.90	\$121.40	2.1%
* Privately run - calculated according to Class of premises	No	Yes			
Transfer of Registration (Food Act premises)	No	Yes	\$199.40	\$204.40	2.5%
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	\$2,350.40	\$2,409.15	2.5%
Class 1 and 2 (Temporary Food Premises) Not for Profit organisation	No	Yes	\$63.30	\$64.90	2.5%
Class 1 and 2 (Temporary Food Premises)	No	Yes		\$545.30	
Class 3 (Temporary Food Premises) Not for Profit organisation	No	Yes	\$40.30	\$41.30	2.5%
Class 3 (Temporary Food Premises)	No	Yes		\$300.00	
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	

Description	GST Applies	Set by Council	Total Fee 2017-18 incl. GST (if applicable)	Total Fee 2018-19 incl. GST (if applicable)	% Change 17-18 to 18-19
PHWBA and Food Act					
Pre application Site Consultation.	Yes	Yes	\$84.90	\$87.00	2.5%
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	
Inspection requests from Solicitors or proposed proprietors	Yes	Yes	\$147.50	\$151.20	2.5%
Late fee for Registration- All premises (after 31st December)	No	Yes	50% Annual Fee	50% Annual Fee	
Sale of sharps containers	Yes	Yes	\$29.15	\$29.90	2.6%
Septic Tanks					
Installation permits (new)	No	Yes	\$367.10	\$560.00	52.5%
Permit for Alteration	No	Yes	\$184.60	\$357.00	93.4%
Septic Tank consent report	No	Yes	\$48.80	\$70.00	43.4%
Septic Tank Plan Search Fee	No	Yes	\$49.85	\$70.00	40.4%
Reissue Septic permit	No	Yes	\$38.20	\$70.00	83.2%
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	
Regulatory Services - Animal Control					
Dog registration	No	Yes	\$115.65	\$121.45	5.0%
Cat registration	No	Yes	\$115.65	\$121.45	5.0%
Reduced Fee Dog - (microchipped, sterilised, 10 years of age plus, working dog)	No	Yes	\$35.00	\$36.75	5.0%
Reduced Fee Cat - (microchipped, sterilised, 10 years of age plus)	No	Yes	\$34.65	\$36.40	5.1%
Member Canine Assoc (unsterilised)	No	Yes	\$35.00	\$36.75	5.0%
Reduced Fee Unsterilised Dog - Pensioner	No	Yes	\$57.80	\$60.70	5.0%
Reduced Fee Unsterilised Cat - Pensioner	No	Yes	\$57.80	\$60.70	5.0%
Reduced Fee Sterilised Dog - Pensioner	No	Yes	\$17.50	\$18.40	5.1%
Reduced Fee Sterilised Cat - Pensioner	No	Yes	\$17.50	\$18.40	5.1%
Domestic animal businesses - Licence to operate breeding establishment	No	Yes	\$475.25	\$500.00	5.2%
Animal Register inspection fees	No	Yes	\$36.05	\$37.85	5.0%
Hire of cat traps	Yes	Yes	\$31.80	\$32.60	2.5%
Hire of anti barking collars (citronella collars)	Yes	Yes	\$62.60	Delete - no longer do	
Bonds/deposits on anti barking collars, cat traps, and possum traps	No	Yes	\$66.85	\$68.50	2.5%
Animal Release Fee - Cat - day one	No	No	\$130.00	\$136.50	5.0%
Animal Release Fee - Dog - day one	No	No	\$200.00	\$210.00	5.0%
Daily Impound (Court hold only)			\$37.50/day	\$37.50/day	
Animals - Excess numbers permit	No	Yes	\$76.40	\$80.20	5.0%
Animal-related fines	No	No	As prescribed by State Government legislation	As prescribed by State Government legislation	
Animals - Excess numbers	No	Yes	\$76.40	\$80.20	5.0%
Animals - Grazing on nature strips	No	Yes	\$160.15	\$168.15	5.0%
Animals - Fence off nature strip for grazing	No	Yes	\$160.15	\$168.15	5.0%
Impound fee (small and large animals)	No	No	\$45.10	\$47.35	5.0%
Sustenance large animal	No	No	\$13.80	\$14.50	5.1%
Sustenance small animal	No	No	\$10.60	\$11.15	5.2%
Labour (business hours / out-of-business hours)	No	Yes	\$69.00 / \$97.65	\$72.45 / \$102.50	
Stock Transportation	Yes	No	Fees as charged by contractor	Fees as charged by contractor	
Surrender of animal				\$100.00	
Regulatory Services - Local Laws					
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	\$28.65	\$29.35	2.4%
Charity bins	No	Yes	\$70.05	\$71.80	2.5%
Advertising Signs - A Frames	No	Yes	\$160.15	\$164.15	2.5%
Advertising Signs - Real Estate Auction Boards (3 months)	No	Yes	\$210.00	\$215.25	2.5%
Advertising Signs, Flags overhanging roads-3 metres (3 months)	No	Yes	\$210.00	\$215.25	2.5%
Advertising signs schools (up to three per year)	No	Yes	\$103.00	\$105.60	2.5%
Camping and Caravans (per month)	No	Yes	\$160.15	\$164.15	2.5%
Footpath - Display goods (per item)	No	Yes	\$160.15	\$164.15	2.5%
Footpath - Table and Chairs - Fee per table	No	Yes	\$50.35	\$51.60	2.5%
Footpath - Table and Chairs - Fee per chair	No	Yes	\$31.80	\$32.60	2.5%
Footpath - Windbreaker screen	No	Yes	\$188.80	\$193.50	2.5%
Rubbish Containers - Skips on public land per day	No	Yes	\$50.35	\$51.60	2.5%
Commercial Bins Business use eg. restaurants, businesses in CBD per month	No	Yes	\$160.15	\$164.15	2.5%
Heavy Vehicle - on land under 0.8ha (2 acres)	No	Yes	\$160.15	\$164.15	2.5%
Liquor - Consumption/Possession - within 500 metres of licensed premises	No	Yes	\$160.15	\$164.15	2.5%
Recreational Vehicles	No	Yes	\$370.80	\$380.10	2.5%
General Permit	No	Yes	\$160.15	\$164.15	2.5%
Mobile Crane/Tower	No	Yes	\$160.15	\$164.15	2.5%
Roadside Trading (Highway Sites by Tender) - per year	No	Yes	Subject to tender and undertaking	Subject to undertaking	
Roadside Trading (Highway Sites by Tender) - per day	No	Yes	Subject to tender and undertaking	Subject to undertaking	
Street Stalls (inc. sausage sizzles) (No charge applicable to Community Groups) per day	No	Yes	\$49.30	\$50.55	2.5%
Vegetation/Firewood - removal/destruction per application	No	Yes	\$97.10	\$99.50	2.5%
Abandoned Vehicle Release	Yes	Yes	\$276.85	\$283.80	2.5%
Impounded Item Release	Yes	Yes	\$137.90	\$141.35	2.5%
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	\$317.25	\$325.20	2.5%
Asset protection fee	No	Yes	\$254.41	\$260.80	2.5%
Asset protection bond	No	Yes	\$1,100.00	\$1,100.00	0.0%
Asset protection blanket bond	No	Yes		\$10,000.00	

Description	GST Applies	Set by Council	Total Fee 2017-18 incl. GST (if applicable)	Total Fee 2018-19 incl. GST (if applicable)	% Change 17-18 to 18-19
Building					
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	\$39.10	0.0%
Property Information Request	No	No	\$52.20	\$52.20	0.0%
Copies of Plans	No	Yes	\$99.40	Domestic \$110.50 Commercial \$132.55	
Copies of Documents	No	Yes	\$41.50	Domestic \$107.50 Commercial \$132.55	
Council Consent/Siting dispensation	No	No	\$262.10	\$262.10	0.0%
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	\$262.10	0.0%
Council Consent/Protection of the Public	No	No	\$262.10	\$420.60	60.5%
Building Inspection	No	Yes	\$170.00	\$174.25	2.5%
Heritage/Demolition Consent (Secton 29a)	No	No	\$65.40	\$65.40	0.0%
Temporary Public Structure Siting	No	Yes	\$264.60	\$359.00	35.7%
Occupancy Permits - Place of Public Entertainment (POPE)	No	Yes	\$420.60	\$1,000.00	137.8%
Community Infrastructure Levy - Pakenham	No	Yes	\$642.00	\$642.00	0.0%
Community Infrastructure Levy - Cardinia Rd DCP Cell 1,2,3,5,6	No	Yes	\$1,150.00	\$1,150.00	0.0%
Community Infrastructure Levy - Cardinia Rd DCP Cell 4	No	Yes	\$642.00	\$642.00	0.0%
Community Infrastructure Levy - Officer	No	Yes	\$1,122.00	\$1,122.00	0.0%
Trust System (Hoarding Deposits)	No	Yes	\$212.20/15m + \$90/month	\$217.50/15m + \$90/month	
Planning					
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%
Applications for Permits					
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 > \$10,000,001 - \$50,000,000	No	No			
11 > \$50,000,001	No	No			
12 An application to subdivide an existing building.	No	No	\$1,240.70	\$1,240.70	0.0%
13 An application to subdivide land into two lots	No	No	\$1,240.70	\$1,240.70	0.0%
14 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%
15 An application to subdivide land	No	No	1240.70 per 100 lots	1240.70 per 100 lots	
16 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%
17 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%
18 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:					
10 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:					
11 \$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:					

Description	GST Applies	Set by Council	Total Fee 2017-18 incl. GST (if applicable)	Total Fee 2018-19 incl. GST (if applicable)	% Change 17-18 to 18-19
12 \$1,000,001 - \$5,000,000 To develop land (other than a class 8 or a permit to subdivide or consolidate land) if the estimated cost of development is:		No	\$3,213.20	\$3,213.20	0.0%
13 \$5,000,000 - \$15,000,000		No	\$8,189.80	\$8,189.80	0.0%
14 \$15,000,000 - \$50,000,000		No	\$24,151.10	\$24,151.10	0.0%
15 more than \$50,000,000		No	\$54,282.40	\$54,282.40	0.0%
Plan of subdivision (certification)	No	No	\$164.50	\$164.50	0.0%
Planning Enquiries	No	Yes	\$113.30	\$116.15	2.5%
Provide a copy of an endorsed plan	No	Yes	\$103.00	\$105.60	2.5%
Extension of time to planning permit	No	Yes	\$128.75	\$132.00	2.5%
Voluntary amendment permit and or plan	No	Yes	\$206.00	\$211.15	2.5%
Advertising Fee (up to 20 notices)	No	Yes	\$90.10	\$92.35	2.5%
Advertising Fee (20 to 40 notices)	No	Yes	\$180.25	\$184.75	2.5%
Advertising Fee (over 40 notices)	No	Yes	\$206.00	\$211.15	2.5%
Planning Certificate	No	No	N/A		
Planning Certificate (Priority)	No	Yes	\$60.45	\$62.00	2.6%
Sign	Yes	Yes	\$61.80	\$63.35	2.5%
Applications for Amendments to Permits					
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	Yes	\$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%
Strategic Planning					
1 Planning Scheme Amendment Stage 1	No	No	\$2,929.30	TBA	
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					

Description	GST Applies	Set by Council	Total Fee 2017-18 incl. GST (if applicable)	Total Fee 2018-19 incl. GST (if applicable)	% Change 17-18 to 18-19
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	\$14,518.60	TBA	
(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	\$29,008.80	TBA	
(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	\$38,778.00	TBA	
b) providing assistance to a panel in accordance with section 158 of the Act; and					
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	\$462.20	TBA	
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	\$462.20	TBA	
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.					
Community Strengthening					
Fire Prevention					
Fail to Comply with a Notice (Fire Prevention Notice)	No	No	\$1,586.00	TBA	#VALUE!
Fire Prevention Works - Administration Fee	Yes	Yes		\$32.50	
Active Communities					
Beaconsfield Community Complex					
Please phone 8768 4400 for the current hire rates					
Cardinia Cultural Centre					
Banquet Room (incl. Lakeview & Dance rooms)					
4 hours - Standard	Yes	Yes	\$660.00	\$677.00	2.6%
8 hours - Standard	Yes	Yes	\$1,150.00	\$1,179.00	2.5%
Expo rate (10 hours+) - Standard	Yes	Yes	\$1,650.00	\$1,692.00	2.5%
4 hours - Community Group	Yes	Yes	\$560.00	\$574.00	2.5%
8 hours - Community Group	Yes	Yes	\$975.00	\$1,000.00	2.6%
Expo rate (10 hours+) - Community Group	Yes	Yes	\$1,400.00	\$1,435.00	2.5%
Lakeview Room					
4 hours - Standard	Yes	Yes	\$350.00	\$359.00	2.6%
8 hours - Standard	Yes	Yes	\$620.00	\$636.00	2.6%
Expo rate (10 hours+) - Standard	Yes	Yes	\$875.00	\$897.00	2.5%
4 hours - Community Group	Yes	Yes	\$300.00	\$308.00	2.7%
8 hours - Community Group	Yes	Yes	\$521.00	\$535.00	2.7%
Expo rate (10 hours+) - Community Group	Yes	Yes	\$750.00	\$769.00	2.5%
Dance Room					
4 hours - Standard	Yes	Yes	\$330.00	\$339.00	2.7%
8 hours - Standard	Yes	Yes	\$570.00	\$585.00	2.6%
Expo rate (10 hours+) - Standard	Yes	Yes	\$820.00	\$841.00	2.6%
4 hours - Community Group	Yes	Yes	\$285.00	\$293.00	2.8%
8 hours - Community Group	Yes	Yes	\$490.00	\$503.00	2.7%
Expo rate (10 hours+) - Community Group	Yes	Yes	\$695.00	\$713.00	2.6%
Gallery Room					
4 hours - Standard	Yes	Yes	\$190.00	\$195.00	2.6%
8 hours - Standard	Yes	Yes	\$335.00	\$344.00	2.7%
Expo rate (10 hours+) - Standard	Yes	Yes	\$480.00	\$492.00	2.5%
4 hours - Community Group	Yes	Yes	\$165.00	\$170.00	3.0%
8 hours - Community Group	Yes	Yes	\$285.00	\$293.00	2.8%
Expo rate (10 hours+) - Community Group	Yes	Yes	\$400.00	\$410.00	2.5%
Seminar Room					
4 hours - Standard	Yes	Yes	\$170.00	\$175.00	2.9%
8 hours - Standard	Yes	Yes	\$295.00	\$303.00	2.7%
Expo rate (10 hours+) - Standard	Yes	Yes	\$425.00	\$436.00	2.6%
4 hours - Community Group	Yes	Yes	\$145.00	\$149.00	2.8%
8 hours - Community Group	Yes	Yes	\$260.00	\$267.00	2.7%
Expo rate (10 hours+) - Community Group	Yes	Yes	\$370.00	\$380.00	2.7%
Workshop Room					
4 hours - Standard	Yes	Yes	\$70.00	\$72.00	2.9%
8 hours - Standard	Yes	Yes	\$120.00	\$123.00	2.5%
Expo rate (10 hours+) - Standard	Yes	Yes	\$165.00	\$170.00	3.0%
4 hours - Community Group	Yes	Yes	\$60.00	\$62.00	3.3%
8 hours - Community Group	Yes	Yes	\$100.00	\$103.00	3.0%
Expo rate (10 hours+) - Community Group	Yes	Yes	\$140.00	\$144.00	2.9%
When used as overflow Dressing Room			\$100.00	\$103.00	3.0%

Description	GST Applies	Set by Council	Total Fee 2017-18 incl. GST (if applicable)	Total Fee 2018-19 incl. GST (if applicable)	% Change 17-18 to 18-19
Theatre					
White light rehearsal per hour (includes 1 tech) - Standard	Yes	Yes	\$190.00	\$195.00	2.6%
Rehearsal per hour (includes 1 tech) - Community Group	Yes	Yes	N/A	N/A	
White light rehearsal per hour (includes 1 tech) - Not for Profit	Yes	Yes	\$150.00	\$154.00	2.7%
Performance per hour (includes 1 tech) - Standard	Yes	Yes	\$250.00	\$257.00	2.8%
Performance per hour (includes 1 tech) - Community Group	Yes	Yes	N/A	N/A	
Performance per hour (includes 1 tech) - Not for Profit	Yes	Yes	\$200.00	\$205.00	2.5%
Orchestra Pit	Yes	Yes	\$320.00	\$328.00	2.5%
Stage extension	Yes	Yes	\$465.00	\$477.00	2.6%
Amphitheatre					
Amphitheatre hire	Yes	Yes	\$220.00	\$226.00	2.7%
3 Phase power - provision thereof	Yes	Yes	\$185.00	\$190.00	2.7%
Ticketing fees					
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	\$178.00	\$183.00	2.8%
Subsequent ticket sets	Yes	Yes	\$89.00	\$92.00	3.4%
Administration levy 3.5% on all EFTPOS and CC sales administered at Centre	Yes	Yes			
Staff Recovery					
Technicians	Yes	Yes	\$55.00	\$57.00	3.6%
Ushers	Yes	Yes	\$40.00	\$41.00	2.5%
Pakenham Hall					
Community Hall, Supper Room & Kitchen - Standard - per hour	Yes	Yes	\$88.00	\$91.00	3.4%
Community Hall - Standard - per hour	Yes	Yes	\$68.00	\$70.00	2.9%
Supper Room - Standard - per hour	Yes	Yes	\$60.00	\$62.00	3.3%
Kitchen - Standard - per hour	Yes	Yes	\$60.00	\$62.00	3.3%
Community Hall & Kitchen - Standard - per hour	Yes	Yes	\$80.00	\$82.00	2.5%
Community Hall & Supper Room - Standard - per hour	Yes	Yes	\$75.00	\$77.00	2.7%
Supper Room & Kitchen - Standard - per hour	Yes	Yes	\$70.00	\$72.00	2.9%
Community Hall, Supper Room & Kitchen - Community Group - per hour	Yes	Yes	\$75.00	\$77.00	2.7%
Community Hall - Community Group - per hour	Yes	Yes	\$55.00	\$57.00	3.6%
Supper Room - Community Group - per hour	Yes	Yes	\$45.00	\$47.00	4.4%
Kitchen - Community Group - per hour	Yes	Yes	\$45.00	\$47.00	4.4%
Community Hall & Kitchen - Community Group - per hour	Yes	Yes	\$60.00	\$62.00	3.3%
Community Hall & Supper Room - Community Group - per hour	Yes	Yes	\$60.00	\$62.00	3.3%
Supper Room & Kitchen - Community Group - per hour	Yes	Yes	\$55.00	\$57.00	3.6%
Emerald Lake Park					
Parking - all day	Yes	Yes	\$6.00	\$6.00	0.0%
Shelter Hire - Lions Den	Yes	Yes	\$150.00	\$155.00	3.3%
Shelter Hire - Messmate	Yes	Yes	\$94.00	\$140.00	48.9%
Shelter Hire - Boatshed	Yes	Yes	\$65.00	\$140.00	115.4%
Shelter Hire - Poolside	Yes	Yes	\$65.00	\$140.00	115.4%
Shelter Hire - Lakeside	Yes	Yes	\$65.00	\$140.00	115.4%
Amphitheatre Hire - Gus Ryberg	Yes	Yes	\$302.00	\$310.00	2.6%
Amphitheatre Hire - Bunerong	Yes	Yes	\$226.00	\$232.00	2.7%
Amphitheatre Hire - Carl Stemp	Yes	Yes	\$226.00	\$232.00	2.7%
Amphitheatre Hire - The Pines	Yes	Yes	\$90.00	\$93.00	3.3%
Amphitheatre Hire - The Gums	Yes	Yes	\$226.00	\$232.00	2.7%
Lakeside Function Room	Yes	Yes	\$206.00	\$212.00	2.9%
Weddings (Lakeside)	Yes	Yes		\$700.00	
Weddings (Gardens)	Yes	Yes		\$500.00	
Kooweerup Community Complex					
Please phone 5997-9679 for the current hire rates					
Council Managed Recreation Reserves					
Lakeside Recreation Reserve oval (Seasonal use 6 months, summer and winter)	Yes	Yes	\$1,311.00	\$1,344.00	2.5%
O'Neil Road Recreation Reserve oval (Seasonal use 6 months, summer and winter)	Yes	Yes	\$1,311.00	\$1,344.00	2.5%
Don Jackson Recreation Reserve oval (Seasonal use 6 months, summer and winter)	Yes	Yes	\$1,311.00	\$1,344.00	2.5%
Holm Park Recreation Reserve oval (Seasonal use 6 months, summer and winter)	Yes	Yes	\$1,311.00	\$1,344.00	2.5%
Holm Park Recreation Reserve netball courts - full year	Yes	Yes	\$1,216.00	\$1,247.00	2.5%
Heatherbrae Recreation Reserve oval (Seasonal use 6 months, summer and winter)	Yes	Yes	\$1,311.00	\$1,344.00	2.5%
Heatherbrae Recreation Reserve netball courts - full year	Yes	Yes	\$608.00	\$624.00	2.6%
Holm Park Community Room	Yes	Yes	\$25 per hour Non Community group \$12.50 per hour Community group	\$26.00 per hour Non Community group \$13.00 per hour Community group	
IYU Recreation Reserve - Northern / Junior Turf Soccer Pitches (Seasonal use 6 months, summer and winter)	Yes	Yes	\$879.00	\$901.00	2.5%
IYU Recreation Reserve - Southern / Senior Turf Soccer Pitch (Seasonal use 6 months, summer and winter)	Yes	Yes	\$655.00	\$672.00	2.6%
IYU Recreation Reserve Synthetic Soccer Pitch - Full Pitch, no lights					
Cardinia based Sporting Clubs - per hour	Yes	Yes	\$46.00	\$48.00	4.3%
Non Cardinia based Sporting Clubs - per hour	Yes	Yes	\$57.00	\$59.00	3.5%
Cardinia Schools - per hour	Yes	Yes	\$23.00	\$24.00	4.3%
Non Cardinia Schools - per hour	Yes	Yes	\$31.00	\$32.00	3.2%
Corporate - per hour	Yes	Yes	\$72.00	\$74.00	2.8%

Description	GST Applies	Set by Council	Total Fee 2017-18 incl. GST (if applicable)	Total Fee 2018-19 incl. GST (if applicable)	% Change 17-18 to 18-19
IYU Recreation Reserve Synthetic Soccer Pitch - Full Pitch, with lights					
Cardinia based Sporting Clubs - per hour	Yes	Yes	\$62.00	\$64.00	3.2%
Non Cardinia based Sporting Clubs - per hour	Yes	Yes	\$72.00	\$74.00	2.8%
Cardinia Schools - per hour	Yes	Yes	\$31.00	\$32.00	3.2%
Non Cardinia Schools - per hour	Yes	Yes	\$41.00	\$43.00	4.9%
Corporate - per hour	Yes	Yes	\$87.00	\$90.00	3.4%
IYU Recreation Reserve Synthetic Soccer Pitch - Half Pitch, no lights					
Cardinia based Sporting Clubs - per hour	Yes	Yes	\$31.00	\$32.00	3.2%
Non Cardinia based Sporting Clubs - per hour	Yes	Yes	\$41.00	\$43.00	4.9%
Cardinia Schools - per hour	Yes	Yes	\$16.00	\$17.00	6.3%
Non Cardinia Schools - per hour	Yes	Yes	\$23.00	\$24.00	4.3%
Corporate - per hour	Yes	Yes	\$57.00	\$59.00	3.5%
IYU Recreation Reserve Synthetic Soccer Pitch - Half Pitch, with lights					
Cardinia based Sporting Clubs - per hour	Yes	Yes	\$41.00	\$43.00	4.9%
Non Cardinia based Sporting Clubs - per hour	Yes	Yes	\$52.00	\$54.00	3.8%
Cardinia Schools - per hour	Yes	Yes	\$21.00	\$22.00	4.8%
Non Cardinia Schools - per hour	Yes	Yes	\$31.00	\$32.00	3.2%
Corporate - per hour	Yes	Yes	\$67.00	\$69.00	3.0%
IYU Recreation Reserve Synthetic Soccer Pitch - Quarter Pitch, no lights					
Cardinia based Sporting Clubs - per hour	Yes	Yes	\$21.00	\$22.00	4.8%
Non Cardinia based Sporting Clubs - per hour	Yes	Yes	\$31.00	\$32.00	3.2%
Cardinia Schools - per hour	Yes	Yes	\$11.00	\$12.00	9.1%
Non Cardinia Schools - per hour	Yes	Yes	\$16.00	\$17.00	6.3%
Corporate - per hour	Yes	Yes	\$39.00	\$40.00	2.6%
IYU Recreation Reserve Synthetic Soccer Pitch - Quarter Pitch, with lights					
Cardinia based Sporting Clubs - per hour	Yes	Yes	\$28.00	\$29.00	3.6%
Non Cardinia based Sporting Clubs - per hour	Yes	Yes	\$38.00	\$39.00	2.6%
Cardinia Schools - per hour	Yes	Yes	\$16.00	\$17.00	6.3%
Non Cardinia Schools - per hour	Yes	Yes	\$21.00	\$22.00	4.8%
Corporate - per hour	Yes	Yes	\$46.00	\$48.00	4.3%
Passive Reserves					
Personal trainers in a public place	No	Yes	\$188.80	\$200.00	5.9%
Public event bookings	Yes	Yes		\$140.00	
Public market space hire	Yes	Yes		\$200.00	
Infrastructure Services					
Engineering Services					
Asset protection fee	No	Yes	\$254.41	\$260.80	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	Yes	\$129.60	\$132.84	2.5%
Application For Works Within Road Reserve Inspection Fee not on Road	No	Yes	\$83.80	\$85.90	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%
Garbage Collection/Waste Disposal					
Residential Garbage (1 x 120L garbage bin and 1 recycling bin)	No	Yes	\$235.05	\$245.05	4.3%
Residential Garbage (1 x 80L garbage bin and 1 recycling bin)	No	Yes	\$205.05	\$210.05	2.4%
Commercial Waste service	Yes	Yes	\$277.00	\$289.00	4.3%
Green Waste Service	No	Yes	\$132.85	\$120.00	-9.7%
Additional Residential Recycling Service	No	Yes	\$48.95	\$50.25	2.7%
Additional Residential Garbage Bin (120 litre bin only)	No	Yes	\$217.35	\$222.78	2.5%
Additional Commercial Garbage Bin	Yes	Yes	\$242.05	\$248.10	2.5%
Additional Commercial Recycling Bin	Yes	Yes	\$53.55	\$54.90	2.5%
Additional Bundled Branch option - Green and Hard Waste service (being trialled)	No	Yes	\$62.00	\$63.50	2.4%
Litter and Waste Amenity Charge	No	Yes	\$121.00	\$126.20	4.3%
Community Event Bin Service	Yes	Yes	\$65.00	\$70.00	7.7%
Waste for Events - trailer hire	Yes	Yes		N/A	
Asset Management					
Supervision of private works	No	Yes	2.5% of E.C.	2.5% of E.C.	
Design checking	No	Yes	0.75% of E.C.	0.75% of E.C.	
Supervision of private landscape works	No	Yes	2.5% of E.C.	2.5% of E.C.	
Landscape design checking	No	Yes	0.75% of E.C.	0.75% of E.C.	
Stormwater discharge points	No	Yes	\$33.00	\$35.00	6.1%
Drainage Levy	No	Yes	Set in line with Melbourne Water Area Drainage Levies		
Sale of standard drawings	Yes	Yes	\$161.20		-100.0%
Sale of specification documents	Yes	Yes	\$161.20		-100.0%

Sports and aquatics fees and charges schedule

Description	Price - GST inclusive	Price - GST exclusive	Price - GST inclusive	Price - GST exclusive	Proposed Month
	Current 2017-18		Proposed 2018-19		
Cardinia Life Fees and Charges					
Aquatics (Casual)					
Adult Rec Swim	\$6.70	\$6.09	\$6.90	\$6.27	July
Child Rec Swim	\$5.40	\$4.91	\$5.60	\$5.09	July
Concession Rec Swim	\$5.40	\$4.91	\$5.60	\$5.09	July
Family Rec Swim	\$17.90	\$16.27	\$18.50	\$16.82	July
Spectator	\$2.00	\$1.82	\$2.00	\$1.82	July
Casual Health Club	\$15.50	\$14.09	\$16.00	\$14.55	July
Casual Health Club (Concession)	\$15.50	\$14.09	\$16.00	\$14.55	July
Group Fitness					
Aqua Aerobics	\$14.70	\$13.36	\$15.10	\$13.73	July
Aqua Aerobics (Concession)	\$11.70	\$10.64	\$12.10	\$11.00	July
Group Fitness	\$14.70	\$13.36	\$15.10	\$13.73	July
Group Fitness (Concession)	\$11.70	\$10.64	\$12.10	\$11.00	July
Older Adults Programs					
Aqua Movers	\$7.60	\$6.91	\$7.80	\$7.09	July
Gentle Exercise	\$7.60	\$6.91	\$7.80	\$7.09	July
Memberships					
Health and Wellness Membership Fortnightly Fee	\$42.00	\$38.18	\$43.30	\$39.36	October
Health and Wellness Membership Start-up Fee	\$0.00	\$0.00	\$99.00	\$90.00	
Health and Wellness Membership (Concession) Fortnightly Fee	\$34.00	\$30.91	\$35.00	\$31.82	October
Health and Wellness Membership (Concession) Start-up Fee	\$0.00	\$0.00	\$99.00	\$90.00	
Health and Wellness Membership (Concession/Restricted) Fortnightly Fee	\$27.00	\$24.55	\$27.80	\$25.27	October
Health and Wellness Membership (Concession/Restricted) Start-up Fee	\$0.00	\$0.00	\$99.00	\$90.00	
Health and Wellness Membership (Family) Fortnightly Fee	\$34.00	\$30.91	\$35.00	\$31.82	October
Health and Wellness Membership (Family) Start-up Fee	\$0.00	\$0.00	\$99.00	\$90.00	
Health and Wellness Membership (Concession / Family) Fortnightly Fee	\$27.00	\$24.55	\$27.80	\$25.27	October
Health and Wellness Membership (Concession / Family) Start-up Fee	\$0.00	\$0.00	\$99.00	\$90.00	
Aquatic Membership Fortnightly Fee	\$27.00	\$24.55	\$27.80	\$25.27	October
Aquatic Membership Start-up Fee	\$0.00	\$0.00	\$99.00	\$90.00	
Aquatic Membership Fortnightly Fee (Concession)	\$21.50	\$19.55	\$22.20	\$20.18	October
Aquatic Membership Start-up Fee (Concession)	\$0.00	\$0.00	\$99.00	\$90.00	
Aquatic Membership Fortnightly Fee (Family)	\$21.50	\$19.55	\$22.20	\$20.18	October
Aquatic Membership Start-up Fee (Family)	\$0.00	\$0.00	\$99.00	\$90.00	
Aquatic Membership Fortnightly Fee (Concession & Family)	\$17.10	\$15.54	\$17.60	\$16.00	October
Aquatic Membership Start-up Fee (Concession & Family)	\$0.00	\$0.00	\$99.00	\$90.00	

Description	Price - GST inclusive	Price - GST exclusive	Price - GST inclusive	Price - GST exclusive	Proposed Month
	Current 2017-18		Proposed 2018-19		
Pryme Mover Membership (Restricted) Fortnightly Fee	\$27.00	\$24.55	\$27.80	\$25.27	October
Pryme Mover Membership (Restricted) Start-up Fee	\$0.00	\$0.00	\$99.00	\$90.00	
Aquatic Education Membership Fortnightly Fee 12 month (School Age)	\$36.00	\$32.73	\$37.10	\$33.73	January
Aquatic Education Membership Fortnightly Fee 12 month (School Age - Family)	\$34.20	\$31.09	\$35.20	\$32.00	January
Aquatic Education Membership Fortnightly Fee Month by Month /Term (School Age)	\$39.00	\$35.45	\$40.20	\$36.55	January
Aquatic Education Membership Fortnightly Fee Month by Month / Term (School Age - Family)	\$37.10	\$33.73	\$38.20	\$34.73	January
Aquatic Education Membership Fortnightly Fee (Pre School Age)	\$32.60	\$29.64	\$33.60	\$30.55	January
Aquatic Education Membership Fortnightly Fee (Pre School Age - Family)	\$31.00	\$28.18	\$31.90	\$29.00	January
Aquatic Education Start-up Fee	\$0.00	\$0.00	\$0.00	\$0.00	
Aquatic Education Membership Fortnightly Fee Month by Month (Pre School Age)	\$35.00	\$31.82	\$36.10	\$32.82	January
Aquatic Education Membership Fortnightly Fee Month by Month (Pre School Age - Family)	\$33.30	\$30.27	\$34.30	\$31.18	January
Aquatic Education Membership Fortnightly Fee 12 month (Pre Squad)	\$44.00	\$40.00	\$45.30	\$41.18	January
Aquatic Education Membership Fortnightly Fee 12 month (Squad)	\$52.60	\$47.82	\$54.20	\$49.27	January
Aquatic Education Membership Fortnightly Fee 12 month (Private)	\$68.20	\$62.00	\$70.30	\$63.91	January
Aquatic Education Membership Fortnightly Fee month by month (Pre Squad)	\$47.40	\$43.09	\$48.80	\$44.36	January
Aquatic Education Membership Fortnightly Fee month by month (Squad)	\$55.60	\$50.55	\$57.30	\$52.09	January
Aquatic Education Membership Fortnightly Fee month by month (Private)	\$71.00	\$64.55	\$73.10	\$66.45	January
Personal Training (Average Fee) - 1/2 hour session per fortnight	\$36.00	\$32.73	\$36.00	\$32.73	July
Schools - Aquatic					
Aquatic Education (1:6) - Per Participant	\$7.90	\$7.18	\$8.20	\$7.45	July
Aquatic Education (1:7) - Per Participant	\$7.70	\$7.00	\$7.90	\$7.18	July
Aquatic Education (1:8) - Per Participant	\$7.40	\$6.73	\$7.60	\$6.91	July
Aquatic Education (1:9) - Per Participant	\$7.20	\$6.55	\$7.40	\$6.73	July
Aquatic Education (1:10) - Per Participant	\$6.90	\$6.27	\$7.10	\$6.45	July
Kinder Group	\$12.40	\$11.27	\$12.80	\$11.64	July
Homes School	\$9.30	\$8.45	\$9.60	\$8.73	July
Carnival Hire	\$762.00	\$692.73	\$785.00	\$713.64	July
Stadium					
Door Entry	\$0.00	\$0.00	\$0.00	\$0.00	
Casual Stadium Participant	\$2.50	\$2.27	\$3.00	\$2.73	July
Basketball - Junior Teamsheet	\$64.00	\$58.18	\$66.00	\$60.00	October
Basketball - Senior Teamsheet	\$72.00	\$65.45	\$74.00	\$67.27	October
Basketball - VBA Teamsheet					
Basketball - Junior Registration	\$115.00	\$104.55	\$120.00	\$109.09	October
Basketball - Senior Registration	\$145.00	\$131.82	\$150.00	\$136.36	October
Average Referee Fee per game (Junior)	\$16.33	\$16.33	\$16.80	\$16.80	April
Average Referee Fee per game (Senior)	\$18.80	\$18.80	\$19.30	\$19.30	April
Average Referee Fee per game (VBA)	\$17.92	\$17.92	\$18.50	\$18.50	April
Netball - Junior Teamsheet	\$64.00	\$58.18	\$66.00	\$60.00	October
Netball - Senior Teamsheet	\$72.00	\$65.45	\$74.00	\$67.27	October
Netball - Senior Teamsheet (Midweek Competition)	\$72.00	\$65.45	\$74.00	\$67.27	October
Netball - Junior Registration	\$64.00	\$58.18	\$66.00	\$60.00	October
Netball - Senior Registration	\$85.00	\$77.27	\$88.00	\$80.00	October
Netball - Average Junior VNA payment	\$47.17	\$42.89	\$48.50	\$44.09	October

Description	Price - GST	Price - GST	Price - GST	Price - GST	Proposed Month
	inclusive	exclusive	inclusive	exclusive	
	Current 2017-18		Proposed 2018-19		
Netball - Average Senior VNA payment	\$47.17	\$42.89	\$48.50	\$44.09	October
Average Umpire Fee per game (Junior)	\$16.33	\$16.33	\$17.00	\$17.00	October
Average Umpire Fee per game (Senior)	\$20.45	\$20.45	\$21.00	\$21.00	October
Floorball / Soccer / Volleyball - Teamsheet	\$74.00	\$67.27	\$76.00	\$69.09	October
Floorball / Soccer / Volleyball Registration	\$74.00	\$67.27	\$76.00	\$69.09	October
Average Floorball / Soccer / Volleyball Referee Fee per game	\$16.48	\$16.48	\$17.00	\$17.00	October
Childcare - Members	\$6.90	\$6.27	\$7.10	\$6.45	July
Childcare - Casuals	\$7.73	\$7.02	\$7.95	\$7.23	July
Childcare - Members (Occasional)	\$6.90	\$6.27	\$7.10	\$6.45	July
Childcare - Casuals(Occasional)	\$9.27	\$8.43	\$9.60	\$8.73	July
Children Birthday Parties (per participant) - Option A	\$26.78	\$24.35	\$27.60	\$25.09	July
Children Birthday Parties (per participant) - Option B	\$27.81	\$25.28	\$28.60	\$26.00	August
Children Birthday Parties (per participant) - Option C	\$28.84	\$26.22	\$29.70	\$27.00	September
Court Rental - Teams	\$38.00	\$34.55	\$39.10	\$35.55	July
Court Rental - Badminton	\$20.60	\$18.73	\$21.20	\$19.27	July
Court Rental - Regular	\$53.00	\$48.18	\$54.60	\$49.64	July
Court Rental - Casual	\$58.50	\$53.19	\$60.20	\$54.73	July
Facility Rental	\$51.50	\$46.82	\$53.00	\$48.18	July
Lane Hire	\$35.50	\$32.27	\$36.60	\$33.27	July
IYU					
Futsal					
Team Sheet	\$50.00	\$45.45	\$52.00	\$47.27	July
Referee Cost	\$23.20	\$23.20	\$24.00	\$24.00	July
Program					
Soccer Program	\$5.00	\$4.55	\$5.00	\$4.55	
Mini Roos Kick Off	\$12.50	\$11.36	\$13.00	\$11.82	July
OCH FEES					
Court Hire Casual					
Regular	\$41.20	\$37.45	\$42.50	\$38.64	July
Casual	\$51.50	\$46.82	\$53.00	\$48.18	July
Function					
Room Community Rate / h	\$41.20	\$37.45	\$42.50	\$38.64	July
Pakenham Regional Tennis Centre Fees and Charges					
Court Hire Casual					
M-F No Lights	\$20.60	\$18.73	\$21.20	\$19.27	July
M-F Lights	\$25.80	\$23.45	\$26.60	\$24.18	July
WE No Lights	\$25.80	\$23.45	\$26.60	\$24.18	July
WE Lights	\$30.90	\$28.09	\$31.80	\$28.91	July
Racquet	\$3.50	\$3.18	\$3.60	\$3.27	July
Ball	\$2.50	\$2.27	\$2.60	\$2.36	July

Description	Price - GST inclusive	Price - GST exclusive	Price - GST inclusive	Price - GST exclusive	Proposed Month
	Current 2017-18		Proposed 2018-19		
Court Hire Members					
M-F No Lights	\$12.40	\$11.27	\$12.80	\$11.64	July
M-F Lights	\$17.50	\$15.91	\$18.00	\$16.36	July
WE No Lights	\$12.40	\$11.27	\$12.80	\$11.64	July
WE Lights	\$17.50	\$15.91	\$18.00	\$16.36	July
Racquet	\$3.30	\$3.00	\$3.40	\$3.09	July
Ball	\$2.20	\$2.00	\$2.30	\$2.09	July
Membership					
Family	\$412.00	\$374.55	\$424.00	\$385.45	July
Couple	\$309.00	\$280.91	\$318.00	\$289.09	July
Single	\$185.40	\$168.55	\$191.00	\$173.64	July
Concession	\$133.90	\$121.73	\$138.00	\$125.45	July
Junior	\$103.00	\$93.64	\$107.00	\$97.27	July
Hot shot single	\$30.90	\$28.09	\$32.00	\$29.09	July
Hot Shot Family	\$67.00	\$60.91	\$69.00	\$62.73	July
Affiliate Family	\$41.20	\$37.45	\$42.50	\$38.64	July
Affiliate Single	\$12.50	\$11.36	\$13.00	\$11.82	July
Program Costs					
Tennis Hot Shots (Blue / Red)	\$10.00	\$9.09	\$10.30	\$9.36	July
Tennis Hot Shots (Orange / Green)	\$12.00	\$10.91	\$12.30	\$11.18	July
Fast 4 Tennis	\$12.00	\$10.91	\$12.30	\$11.18	July
Doubles	\$10.00	\$9.09	\$10.30	\$9.36	July
Social	\$10.00	\$9.09	\$10.30	\$9.36	July
Function Room Hire					
5 hour base rate (includes 2 staff, security additional)	\$371.00	\$337.27	\$1,100.00	\$1,000.00	July
Full Room Meeting Rate / h	\$68.00	\$61.82	\$77.00	\$70.00	July
Half Room Meeting Rate / h	\$45.50	\$41.36	\$55.00	\$50.00	July
Full Room Party Hire Rate / h	\$68.00	\$61.82	\$100.00	\$90.91	July
Half Room Party Hire Rate / h	\$45.50	\$41.36	\$70.00	\$63.64	July
Coaching					
Average Fee	\$60.00	\$54.55	\$62.00	\$56.36	July
Tournaments					
Entry Fee	\$41.20	\$37.45	\$42.50	\$38.64	July
OP Fees and Charges					
Aquatic Entry					
Adult Rec Swim	\$5.00	\$4.55	\$5.20	\$4.73	November
Child Rec Swim	\$4.10	\$3.73	\$4.30	\$3.91	November
Concession Rec Swim	\$4.10	\$3.73	\$4.30	\$3.91	November
Family Rec Swim	\$15.50	\$14.09	\$16.00	\$14.55	November
Spectator	\$2.00	\$1.82	\$2.00	\$1.82	November
Season Passes					
Adult	\$118.50	\$107.73	\$122.00	\$110.91	November
Concession/Child	\$99.00	\$90.00	\$102.00	\$92.73	November
Family	\$273.00	\$248.18	\$282.00	\$256.36	November
25 Visit Pass - Adult	\$93.00	\$84.55	\$96.00	\$87.27	November
25 Visit Pass - Child	\$74.10	\$67.36	\$77.00	\$70.00	November
Aquatic Education					
Aquasafe Holiday Program	\$67.50	\$61.36	\$69.50	\$63.18	November

Description	Price - GST inclusive	Price - GST exclusive	Price - GST inclusive	Price - GST exclusive	Proposed Month
	Current 2017-18		Proposed 2018-19		
School Aquatic Programs					
School Programs - Per participant	\$4.50	\$4.09	\$4.70	\$4.27	November
Facility Hire					
Carnival Hire - Full Day	\$690.00	\$627.27	\$710.00	\$645.45	November
Carnival Hire - Half Day	\$335.00	\$304.55	\$345.00	\$313.64	November
Lane Hire (per hour)	\$31.00	\$28.18	\$32.00	\$29.09	November
Lane Hire (paid individually, minimum 10 people)	\$7.70	\$7.00	\$8.00	\$7.27	November
Programs					
Fun Days - Per Participant	\$4.50	\$4.09	\$4.70	\$4.27	November
Birthday Parties	\$20.60	\$18.73	\$21.20	\$19.27	November

Appendix B

Supplementary Capital Works Program

Based upon the assumption of \$5.0m grant funding received annually

	2018/19	2019/20	2020/21	2021/22	2022/23
Cardinia Community Nursery & Education Hub	425,000				
Koo Wee Rup Tennis facility	380,000	300,000			
Toomuc Reserve south oval pavilion upgrade	500,000				
Swimming Pools disability upgrades (\$450K in 19/20 funded from POS)			500,000		
Gembrook Playground and Skatepark (\$550K from POS)	450,000				
Library upgrades	100,000	100,000			
Bunyip Auditorium - second basketball court	700,000	1,300,000			
Alma Treloar Skate Park	350,000				
Lions Den upgrade (facility for at risk youth for education)	300,000				
Worrell Reserve Recreation Pavilion	1,400,000				
Female Friendly Facilities (now includes Perc Allison Recreation Reserve in 18/19 and \$250K from Community facility upgrade in 18/19)	350,000	1,200,000			
Cockatoo complex (senior citizens accessibility)		300,000			
Lang Lang Soccer Facility		2,000,000	1,915,000		
Tynong changerooms			1,000,000	450,000	
Pedestrian and Bicycle Strategy design and acquisition of land			500,000	500,000	500,000
Koo Wee Rup Skate park			350,000		
Officer Skate park			900,000		
ELP Splash Pool				800,000	
Koo Wee Rup bowling club pavilion				1,600,000	
Emerald Lake Park Playground				500,000	
Officer Library/Youth/Education facility (including loan borrowings \$8M)					4,000,000
Maryknoll Canteen upgrade	30,000				
Upgrade to Pakenham Tennis Centre (funded through POS \$461K)					
O'Neill Recreation Reserve, soccer pitches and cricket pitch (\$165 from POS) (excludes pavilion)				830,000	
Total	\$ 4,985,000	\$ 5,200,000	\$ 5,165,000	\$ 4,680,000	\$ 4,500,000

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:

- \$23.110m for 2018-19;
- \$3.0m for 2019-20;
- \$3.0m for 2020-21; and
- \$3.180m for 2021-22.

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

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 %	Target	Period for Achievement
> 100%	Proposed New Borrowing Rejected	
85%, < 100%	85%	
66%, < 85%	66%	3 Years
50%, < 66%	50%	7 Years
40%, < 50%	Review Debt Strategy	Not applicable