

Council Meeting

Agenda

Monday 20 October 2025

Commencing 7:00 PM

**Council Chambers
20 Siding Avenue, Officer
Victoria**

Council Meeting

Monday 20 October 2025 at 7:00 PM.

Members: Cr Jack Kowarzik Mayor
Cr Alanna Pomeroy Deputy Mayor
Cr Liz Roberts
Cr Samantha-Jane Potter
Cr Casey Thomsen
Cr David Nickell
Cr Collin Ross
Cr Brett Owen
Cr Trudi Paton

Officers: James Collins Chief Executive Officer
Peter Benazic General Manager Infrastructure and Environment
Debbie Tyson General Manager Community & Planning Services
Wayne Mack General Manager Corporate Services
Peter Harris Manager Governance, Safety & Property
Sharyn Tilley Coordinator Governance and Councillor Services

Dear Councillor,

You are advised that a meeting will be held in the **Council Chambers, Cardinia Shire Council Civic Centre, 20 Siding Avenue, Officer** on **Monday 20 October 2025** commencing at 7:00 PM.

James Collins
CHIEF EXECUTIVE OFFICER

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1 Opening And Reflection

I would ask those gathered to join us now for a few moments of silence as we reflect on our roles in this chamber. Please use this opportunity for reflection, Prayer or thought, to focus on our shared intention to work respectfully together for the well-being of our whole community.

2 Traditional Owners Acknowledgement

Cardinia Shire Council acknowledges that we are on the traditional land of the Bunurong and Wurundjeri people and pay our respects to their elders past, present and emerging.

3 Apologies

4 Adoption And Confirmation Of Minutes

Recommendation

That Council confirm the minutes of the following meetings:

1. Special Council Meeting 8 September 2025.
2. Council Meeting 15 September 2025.
3. Town Planning Committee Meeting 6 October 2025.

5 Declaration Of Interests

6 Community Questions

7 Ordinary Business

7.1 Town Planning Reports

Nil

7.2 General Reports

7.2.1 COUNCIL PLAN 2025-2029

Responsible GM:	Wayne Mack
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making. 5.1.5 Champion the collective values of the community through the Councillors' governance of the shire.

Recommendation

That Council:

1. Adopts the Council Plan 2025-2029 in accordance with the requirements of section 90 of the *Local Government Act 2020*, and
2. Acknowledges and thanks the 2025 Future Cardinia Community Panel and all other submitters throughout 2025 for their contributions and comments that have helped to shape the Council Plan and other key strategic documents.

Executive Summary

The Council Plan 2025-2029 has been developed to meet all legislative requirements, has been shaped by extensive community and stakeholder engagement, and establishes a robust framework to guide Cardinia Shire's progress over the next four years. It is therefore recommended that Council approve the Council Plan 2025-2029 for adoption, enabling implementation to commence and positioning Cardinia Shire to confidently meet the community's needs and aspirations in the years ahead.

The Council Plan 2025-2029 has been developed in an integrated way along with the Liveability Plan, Asset Plan and Financial Plan, which collectively represent the medium and long term planning of Council operations and fulfilment of Council obligations.

Background

Cardinia Shire Council is required under the *Local Government Act 2020* to prepare and adopt a four-year Council Plan by 31 October in the year following a general council election. The Act mandates that the Council Plan must outline the Council's strategic direction for at least the next four financial years, including its **strategic objectives**, the **strategies** for achieving those objectives, strategic **indicators** for monitoring progress, and a description of **initiatives** and priorities for services, infrastructure and amenity. This legislative framework ensures the

Council Plan is a comprehensive roadmap that guides Council's work and aligns with long-term community aspirations while remaining accountable through measurable indicators.

The Council Plan 2025–2029 is developed in an integrated way with Council's other long-term plans – notably the 10-year Financial Plan and 10-year Asset Plan – as required by the Act. The Council Plan addresses the Community Vision 2040.

The intention of this Integrated Planning Framework is to ensure all Council strategies and resources are aligned. The Council Plan “directly informs” the supporting plans: the Financial Plan provides a long-term view of resources to fund the Council Plan, the Asset Plan outlines management of assets to achieve Council Plan goals, and the Annual Budget and Revenue and Rating Plan allocate funding within the Plan's framework. Importantly, the Council Plan must also address the Community Vision, which articulates our community's 20-year aspirations, and was itself developed through deliberative engagement.

Through integrated planning, the Council Plan functions as the nexus that links community's long-term vision with Council's medium-term strategy and resource allocation, ensuring a cohesive approach to governance and service delivery.

Process to Develop the Council Plan 2025–2029

Development of this Council Plan has been a thorough process combining community input and Councillor deliberation. Councillors commenced groundwork on the Plan soon after the 2024 general election, considering the shire's unique context, challenges and opportunities in facilitated strategy workshops. During February 2025, Council convened a **Community Panel** – a demographically representative deliberative panel of local residents – to help review the Community Vision and inform the Council Plan. Over four facilitated sessions in February 2025, this panel reviewed and updated the Cardinia Community Vision 2040 and identified priority themes for the next four years. The panel's recommendations included a strong emphasis on community wellbeing and inclusion, improved infrastructure and transport, environmental resilience, local economic development, and transparent leadership. These community-defined priorities shaped the drafting of **five strategic** objectives for the new Council Plan.

In April–May 2025, Council carried out broader community engagement to “check in” on the draft strategic objectives identified by the Panel. This included an online survey, pop-up stalls at local markets and libraries, and stakeholder meetings to ensure diverse feedback. Approximately 177 survey responses were received, confirming strong community support for the five proposed strategic objectives – each objective received at least 70% support that it reflected community priorities. Residents also contributed ideas for supporting strategies, local issues to address, and measures of success. Councillors carefully considered this feedback, alongside strategic risks and obligations, in refining the Plan's content.

The draft Plan was then publicly exhibited in mid-2025 for final community comment, before being finally reviewed by Council prior to final drafting. This extensive process (combining deliberative engagement, broad consultation and Councillor workshops) has ensured the Council Plan 2025–2029 is firmly grounded in community aspirations and is realistic in terms of Council's statutory responsibilities and financial resources.

Effect of the Plan – Guiding Priorities and Providing a Framework:

Once adopted, the Council Plan 2025–2029 will become Council's pre-eminent strategic document over the next four years. It sets a clear agenda and priorities that will guide Council in allocating funding and effort to major projects and services. All annual budgets, policies and initiatives will be aligned with the strategic objectives of this Plan. The Plan also establishes *strategic indicators* to track progress on each objective. These indicators will be monitored and

reported through Council's Annual Reports and integrated quarterly performance reports, ensuring transparency and accountability for the Plan's implementation.

Crucially, while the Council Plan sets a comprehensive agenda and long-term vision, it does **not** rigidly limit Council actions during the term. Rather, it provides a flexible framework within which Council can respond to new challenges or opportunities, consistent with the Plan's direction. For instance, if State/Federal funding opportunities arise or unforeseen community needs emerge, Council is free to pursue new initiatives. In this way, the Plan balances clear direction with the agility to adapt – it is both a roadmap and a mandate from the community. Overall, adopting this Plan will help ensure Council's priorities remain focused and transparent, and that our major initiatives over 2025–2029 collectively advance the community's long-term wellbeing and vision.

Plan Structure – Objectives, Strategies, Initiatives and Indicators:

The Council Plan 2025–2029 begins with an overview of how it integrates with the Community Vision and other strategic plans. The Plan articulates a **Council Mission**, and then sets out five overarching **strategic objectives** that encapsulate the outcomes Council aims to achieve for the community over the next four years. These five objectives were directly informed by the Community Panel's deliberations and subsequent community feedback, ensuring they reflect the community's priority outcomes. For each strategic objective, the Plan outlines:

- (a) a concise *objective statement* describing the intended result;
- (b) a series of supporting *strategies* that Council will pursue to achieve that objective;
- (c) key *initiatives* and projects (with phasing over the four-year term) that put the strategies into effect; and
- (d) the *strategic indicators* by which success will be measured.

The five strategic objectives are:

1. **Thriving communities**
The programs, facilities and places that we support are safe, inclusive, and enhance participation, wellbeing and resilience.
2. **Vibrant places**
We value our well-designed towns and infrastructure that fosters belonging and connections.
3. **Adaptive environments**
We care for our natural environment and support recovery from challenges.
4. **Prosperous economies**
We encourage urban and rural business and local employment to grow.
5. **Responsible leaders**
We demonstrate responsible leadership and financial stewardship.

This structure provides a logical “line of sight” – from high-level goal, to approach, to concrete actions, to measurable outcomes.

In practical terms, the Plan's structure means each objective will be implemented through multiple departmental business plans and budgets, with Council monitoring performance via the defined indicators.

By adopting the Council Plan 2025–2029, Council will have a clear mandate and structured approach to deliver on these objectives.

Policy Implications

Upon adoption, the Council Plan will be the pre-eminent strategic planning document to guide the Council during the 2025-2029 period. Policies, strategies and projects developed and approved during the Council term will be considered in light of the overarching objectives of the Council Plan.

Financial and Resource Implications

Council Plan initiatives have been incorporated into the 2025-2026 budget, and the Financial Plan assumes implementation of the Council Plan, but implementation will still be subject to annual budget planning and approval processes.

Climate Emergency Consideration

The Council Plan describes one of the five strategic objectives as “Adaptive environments”, the full description of which articulates a desire as follows:

“We take a collaborative approach to environmental stewardship, working alongside community and partners to build climate resilience and mitigate the impacts of climate change.

We continuously improve our practices, promote circular economies, and strengthen our collective capacity to respond to environmental challenges.”

Consultation/Communication

The development of the Council Plan has involved multiple stages of consultation and engagement. The deliberative panel and Phase 1 engagement were reported to the Ordinary Council Meeting of 21 July 2025.

Summary of Public Exhibition (Phase 2) Activities and Feedback

During the public exhibition period (22nd July – 19 August), the following activities occurred: Online engagement on the draft Council Plan was live on Future Cardinia webpage on *Creating Cardinia* from 22 July to 19 August 2025. The draft Council Plan was promoted simultaneously with the Draft Liveability Plan.

- a) 337 people visited the Future Cardinia page. The feedback included 2 written submissions (from Monash Health and Emerald Village Association - Attachment 1) and 13 comments provided on the Creating Cardinia platform (Attachment 2).
- b) The Draft Council Plan and Draft Liveability Plan were promoted as part of the suite of strategic documents (Future Cardinia) that were informed by the Community Panel through a deliberative community engagement process in February 2025. Aligned with this exhibition, public exhibition of the draft Asset Plan commenced in August, and the Long-Term Financial Plan will open for submissions on 16 September 2025.
- c) The Future Cardinia webpage contained the report on the outcomes of deliberative engagement process undertaken with the community panel in February 2025. Feedback from the broader community in April/May 2025 on the community panel’s priorities and the draft strategic objectives also helped shape the draft Council Plan 2025-2029.

During Phase 2 (Public exhibition period) the community was invited to share their feedback on the draft Council Plan 2025-2029 which contained the proposed strategic objectives, strategies, initiatives and indicators, prior to final adoption by Council in October 2025.

In addition to online engagement the opportunity to share feedback was promoted during 2 in-person *Creating Cardinia on the Move* engagement pop ups held in Gembrook and Pakenham in July and August 2025.

Additionally, the opportunity for community to have their say on current engagement projects, including the draft Council Plan, was promoted to:

- Access and Inclusion Advisory Group
- Multicultural Advisory Group and Interfaith Group
- Youth Advisory Group
- Ageing Well Network

The draft Council Plan appeared in the Have Your Say collateral (posters/flyers/digital screens) displayed in several locations across the Shire including Council facilities including Cardinia Life, libraries and community centres. Emails and media releases were sent to local community groups to promote in their e-news and networks.

The opportunity was also promoted to local businesses in the August 2025 Cardinia Business e-news and to Council staff on intranet (Cardinet).

The number of downloads from the Creating Cardinia platform included:

- 239 of the draft Council Plan
- 58 of the engagement summary report
- 25 of the community panel outcomes report

Print and online media

Council's media release invited feedback on draft Council Plan and was sent to local print/online media and promoted to residents via the Connect + e-news released 4 August 2025.

Social media

Information on the draft consultation was posted in July and August on Council's social media platforms, reaching a total of 863 people, with 45 people reacting, commenting, sharing or clicking through to the Creating Cardinia page.

Summary of feedback

Attachment 1 contains the submissions received from Monash Health and the Emerald Village Association and Attachment 2 contains 13 verbatim comments made using the *Creating Cardinia* platform. The following themes were highlighted from the verbatim comments received:

Strategic Objective	Theme	
Thriving communities	Contributions included suggested additions to the Community Vision to reinstate the statement 'Creativity and expression are at the heart of what we do' and acknowledge the community efforts to enhance social connections through creative and social endeavours including volunteering.	This theme is discussed in more detail below.
Prosperous Economies	Advocacy for tertiary education using evidence to address gaps.	Advocacy for further education opportunities in Cardinia is reflected in the Council Plan, through initiative 4.10, which

		seeks to comprehensively gather evidence of gaps, precisely to improve advocacy and service attraction.
Vibrant Places	• Use of spaces more effectively planned and utilised for community activation and/or service provision • Planning and delivery of a library space in Officer • The application of objectives to support high density development • Development of large play space for multiple ages at Puffing Billy Reserve Play Space, Emerald. • Support for the re-opening of the Pakenham golf course and community complex.	The Council Plan includes a facility utilisation audit (2.24) to promote more effective community benefit from public facilities. The Council Plan also provides for planning and advocacy to establish Officer Library (2.21) The Council Plan includes an initiative to assess the feasibility of the Gold Course at Deep Creek Reserve, and to develop a plan for identified future use (2.23).
Adaptive Environments	• Major wetlands project at Deep Creek Reserve • Focus on education and conservation.	
Responsible Leaders	Ongoing opportunities for community engagement on relevant projects/plans or strategies which arise from the draft Council Plan initiatives.	This theme is discussed in more detail below.

Consideration of specific comments

Emerald Village Association submission (Appendix 1)

The Emerald Village Association submission indicated “overall support” for the draft Council Plan, and identified a number of specific initiatives and indicators that they particularly supported.

The submission noted that the Council Plan initiatives do not include detail of exactly what would be delivered, or the process by which relevant decisions would be made. In most cases, the EVA submission requests more detailed commitments in respect of proposed policies, strategies and initiatives. As the document is intended to be a ‘high level’ strategic document, it is intentional that specific detail of policies, strategies and initiatives is not included. Rather, as the Council Plan is implemented, the policies that are developed will include engagement activities, Council will determine what exact engagement activities are appropriate for each initiative and policy.

One exception to the above is likely to be “Township Beautification works” (Initiative 2.25). The EVA requested that the nominated works be identified and “engage with the community before adopting (the list of nominated and prioritised works)”. Public consultation of these works is not currently in scope for this initiative, and has not been provided for in budget planning.

The EVA submitted that 3 topics should be included in the Council Plan. It is respectfully submitted that the matters raised are appropriate for consideration in annual capital project planning.

Monash Health submission (Appendix 1)

Monash Health provided a submission that welcomes the alignment of the Council Plan with existing programs of Monash Health, particularly in relation to Volunteer support, sports clubs and the Pedestrian and Bicycle Strategy.

Removal of “Creativity and expression are at the heart of what we do” from the Community Vision 2040

A number of comments (see Appendix 2, comments 1, 2, 3, 4, 5, 6) advocated for the re-instatement of a line that was formerly included in the ***Community Vision*** statement developed in 2021.

The 2021 Community Vision was created following the work of a deliberative panel. The 2025 Community Panel were empowered by Council to revise the Community Vision, and they chose to remove the final sentence “Creativity and expression are at the heart of what we do.” The comments advocate for this line to be re-instated into the 2025 version.

In light of the process and dedicated work of the 2025 Community Panel, Officers recommend that the Community Vision remain in the form that the 2025 Panel produced.

The 2025 Community Panel were not asked to provide reasons for each amendment that they made in review – rather, they were empowered to ‘review’ the Vision and make any changes they saw fit. The panel chose to retain the 2021 Community Vision as a base to ‘refine’, but the panel did not provide definitive reasoning regarding particular amendments. However, the process included multiple sessions that involved detailed review of each component of the vision. The 2025 Panel repeatedly spoke about refining the previous statement, and debated multiple clauses and phrases that ‘did not resonate’ with them, for a variety of reasons. Without being able to describe the full reasoning, the outcome of that extensive process was a Vision that did not repeat the phrase from the 2021 version. Council committed to accept the 2025 Community Panel Vision.

It is important to note that the Community Vision statement is only ever a ‘point in time’ description, prepared by one part of the community in Cardinia Shire. That does not diminish the work of either the 2021 panel, or the 2025 panel, but occurs because the ***Community Vision*** is expected to be amended and adapted each 4 years, as is required by the Local Government Act. It is likely that each Community Vision process will build on, but also change, the aspirational statements of the previous Vision.

Council itself is not *limited* by the wording chosen by the 2025 Panel.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. A Gender Impact Assessment (GIA) was completed as part of the development of the Council Plan 2025-2029 and identified a number of recommendations.

Cardinia Shire Council should adopt the four recommendations as a foundational, staged package that builds the systems, culture and capability required for equitable asset planning and compliance with the *Gender Equality Act 2020*. This approach ensures that equity is not an add-on, but part of Council’s core business.

- Short term (Year 1): Establish a visible foundation by including an explicit, organisation-wide statement of commitment to intersectional gender equality within the Council Plan and leadership messages (Recommendation 1).
- Short to medium term (Years 1–2): Build capability and strengthen inclusive engagement, ensuring under-represented voices and gender-disaggregated data inform planning and monitoring (Recommendation 2).

- Medium term (Years 2–3): Consolidate accountability systems with disaggregated monitoring and reporting, making inequities visible and trackable over time (Recommendation 3).
- Medium to long term (Years 2–4): Fully embed GIAs into business-as-usual processes, supported by governance, capability building, and leadership accountability structures (Recommendation 4).

Attachments

1. Attachment 1 - Council Plan Submissions Stage 2 Consultation [7.2.1.1 - 4 pages]
2. Attachment 2 - Council Plan Stage 2 Consultation - Verbatim Comments [7.2.1.2 - 3 pages]
3. Attachment 3 - Council Plan 2025-2029 [7.2.1.3 - 46 pages]

OFFICIAL**Cardinia Shire's Draft Council Plan – Monash Health feedback**

Monash Health's Health Promotion Team welcomes the alignment between Cardinia Shire Council's Draft Council Plan 2025–29 and our Healthy Sports Clubs work, particularly in promoting thriving communities, volunteerism, and accessible recreation. We see the potential for sports clubs to act as community nodes that deliver not only physical activity opportunities but also broader outcomes across inclusion, connection and community wellbeing.

Volunteerism

- Council's proposed Volunteers' Strategy presents an opportunity to strengthen the role of sporting clubs as central volunteer hubs.
- Monash Health's experience shows that strategies that lead to important health and wellbeing outcomes cannot be sustained with high volunteer turnover and burnout.
- The team often struggles to engage clubs, as many volunteers focus on the immediate operational needs of running the club rather than the broader role of health and wellbeing or the shift toward healthier systems. Embedding training, education, and resources into the strategy could build volunteers' understanding of health promotion, equity, and wellbeing, empowering them to champion positive change within their clubs and communities.

Pedestrian and cycling strategy

- The review of the council's Pedestrian and Bicycle Strategy presents an opportunity for clubs to act as destinations that encourage safe walking and cycling. Linking club infrastructure and programming with active transport routes can increase participation, reduce barriers to access, and improve health equity.
- Monash Health's experience shows that it is difficult to encourage clubs to promote active modes of transportation to clubs if there are not any safe options available.
- Anecdotal evidence from local clubs highlights that carpooling is a practical strategy to support access, particularly for parents balancing family commitments and for children or community members who do not drive. Council's Pedestrian and Cycling Strategy could build on this by considering how active and shared transport solutions connect to clubs, ensuring fairer access to sport and recreation opportunities.

Engagement

- Monash Health supports council providing opportunities for meaningful, informed and representative community engagement.
- The team welcomes collaboration opportunities which aim to engage typically hard to reach communities and clubs.



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21st August 2025

To Whom it May Concern

Submission to Cardinia Shire Council on the Draft Council Plan by the Emerald Village Association Inc.

Overall, the Emerald Village Association Inc. supports the draft Council plan 2025-29.

We consider that the Council Plan is a great improvement over previous Council Plans. It lists specific actions and outcomes that the Council commits to, it sets out what years they will be done, and it provides measurable indicators of success. In other words, it's a document where Council can be held to account for delivery.

We particularly support Council's commitment to

- Develop an Unsealed Roads Strategy to improve the maintenance of unsealed roads and improve the resident experience and then implement the adopted strategy, implement over 4 years – Target reduction in number of unsealed road requests / 100km unsealed roads constructed
- Develop a Drainage Strategy to improve the operation and maintenance of our drainage networks and implement the adopted strategy, implement over 4 years
- Review the Pedestrian and Bicycle Strategy, including options for the enhancement of the Eastern Dandenong Ranges Trail, the Gippsland Odyssey trails, and other significant rail and tourist trails within Cardinia, implement 2025/26
- Develop and endorse a Yarra Valley and Dandenong Ranges and Southern Ranges Green Wedge Management Plan, implement 2025/26 – 2027/28
- Township beautification: Undertake cost-effective works across townships to improve amenity and presentation, including garden bed renewal, tree planting and street furniture maintenance, implement 2026/27 – 2029/30
- Implement initiatives in the Climate Change Adaptation Strategy 2022-2033, the Biolinks Plan 2023-2033 and the Biodiversity Conservation Strategy 2019- 2029 and Weed Management Strategy 2019-2029, implement over 4 years
- Develop a Food and Agribusiness Strategy that builds on the findings of the 2025 Agribusiness Audit and implement the actions of the strategy, implement over 4 years
- Tourism / visitor attraction: Support implementation of the Tourism East Destination Management Plan and report progress annually, implement over 4 years.

The EVA understands that the Council Plan is high level and strategic. In supporting the list of actions above, we submit that the Council Plan should be more explicit about these

actions. If the desire is to keep them at high level, then the Council Plan should clearly set out the general processes that will be followed in implementing them. If not in the Council Plan itself then the Council Plan should state that prior to the commencement of these actions Council will produce a Scoping document for each action as a precursor to undertaking each of these tasks, and that the Scoping document will explicitly set out:

- the rationale and purpose of the action,
- what engagement Council proposes to undertake including making the Scoping document public and inviting input,
- the scope of what will be covered,
- the explicit criteria that will be used to identify priorities and choices,
- targets that Council will aim for, and
- how Council will measure achievements.

We expect to see more detail on how and what Council will do in respect to the following items:

- Develop an Unsealed Roads Strategy – ***in the next year nominate the roads to be addressed and prioritised based on a stated and publicised set of criteria and engage with the community before adopting a final list.***
- Develop a Drainage Strategy to improve the operation and maintenance of our drainage networks and implement the adopted strategy, ***in the next year nominate the drainage works to be addressed and prioritised based on a stated and publicised set of criteria and engage with the community before adopting a final list.***
- Review the Pedestrian and Bicycle Strategy, including options for the enhancement of the Eastern Dandenong Ranges Trail, the Gippsland Odyssey trails, and other significant rail and tourist trails within Cardinia, implement 2025/26 - ***nominate the works to be undertaken on the Eastern Dandenong Ranges Trail based on a stated and publicised set of criteria and engage with the community before adopting a final list.***
- Develop and endorse a Yarra Valley and Dandenong Ranges and Southern Ranges Green Wedge Management Plan, implement 2025/26 – 2027/28 ***in the next year nominate the process to be applied, engage with the community before commencing and continue to engage with the community during the process, and provide for a widely representative community based advisory group to assist in the development of the management plan.***
- Township beautification Undertake cost-effective works across townships to improve amenity and presentation, including garden bed renewal, tree planting and street furniture maintenance, implement 2026/27 – 2029/30 - ***in the next year nominate the works to be addressed and prioritised based on a stated and publicised set of criteria and engage with the community before adopting a final list.***
- Implement initiatives in the Climate Change Adaptation Strategy 2022-2033, the Biolinks Plan 2023-2033 and the Biodiversity Conservation Strategy 2019- 2029 and Weed Management Strategy 2019-2029 – ***in the next year nominate the initiatives***

to be taken and prioritised based on a stated and publicised set of criteria and engage with the community before adopting a final list.

- Develop a Food and Agribusiness Strategy that builds on the findings of the 2025 Agribusiness Audit, and implement the actions of the strategy, ***nominate in the next year the actions to be taken and prioritised based on a stated and publicised set of criteria and engage with the community before adopting a final list.***
- Tourism / visitor attraction Support implementation of the Tourism East Destination Management Plan and report progress annually, ***in the next year nominate the actions to be addressed and prioritised based on a stated and publicised set of criteria and engage with the community before adopting a final list.***

Additional actions which the EVA believes the Council Plan should include:

1. Emerald Lake Precinct Masterplan – the current plan needs a review and a funding strategy. Establish a collaborative community advisory group to assist the review process and advocacy for funding.
2. Emerald Puffing Billy Playground – new plan. Allocate funding to complete the task and construct. Establish a collaborative community advisory group to assist the process and advocacy for funding in association with stakeholders including Puffing Billy Railway, Emerald Traders, Eastern Dandenong Ranges Association, and EVA.
3. In association with all relevant stakeholders, decide which Emerald Community Projects will be funded by the Council from the proceeds from the sale of land for car parking for the Lakeside Visitor Centre.

Yours Sincerely

[Redacted signature block]

[Redacted signature block]

Attachment 2

Verbatim comments on the Draft Council Plan 2025-2029	
1	I grew up in the Cardinia Shire and I continue to be very involved in the community art scene. I appreciate the thorough detail of the Council Plan. However, I think it doesn't accurately represent the community's vision to not include a statement about the efforts of the community itself through creative and social endeavors. Events supported and run by the community, for the community, bring the people of the shire together. I think the vision statement should reflect this. Art groups like the Emerald Art Society and Pakenham Art Show foster creative connections and improve social cohesion. I would like to see a council plan that visibly advocates and encourages these efforts.
2	"Creativity and expression are at the heart of what we do." This was a reference to more than just the importance of creativity and expression. It was a direction to a way of thinking. Thinking outside the box. I feel that this should not be removed.
3	Why have you dropped the statement "Creativity and expression are at the heart of what we do" out of our community vision? We have a very diverse and creative community, and they should be acknowledged in our community vision. I feel very strongly that this should be kept in there.
4	As a resident who contributed to the plan initially, I am upset by the lack of insight into what should be the underlying concept of creativity in all future plans, not just accept what is easiest, does not rock the boat, and confines Creativity to the field of artists which I happen to be one. Cardinia is a growing area where new ideas can be implemented. Every Council area can be revised, including sport, cultural dynamics, finance, planning and conversation. My father was on the Council of the City of Greater Dandenong for 35 years. I saw then how vested interests and sometimes poor planning showed little creativity in its ability to cope with growth. What is Cardinia to be known for as a unique place to live? Talkfests are not enough unless creative suggestions are given credibility. I'm beyond contributing unless given some credibility for years of community involvement. So, do not cut out Creativity as the basis for all decision making within the Shire.
5	Please retain the last line about creativity. We are a diverse community, and having a council that supports creative expression in all forms is critical for cohesion and a sense of community. Also, thinking creatively in all fields from engineering to land care, arts to sporting access, is essential in a world being taken over by AI, that cannot provide human answers to human issues, like community. Creativity from the lowest clerk to the mayor, can.
6	Please consider retaining the comment from the First Community Vision 'Creativity and expression are at the heart of what we do.' This is an important reference to the importance of Creativity and Expression in our Shire, but it is also a direction that we will be creative when problem solving, planning, and creating policy.

Attachment 2

7	Item 2.23. Reference is made to golf course issues, but nothing is said about bringing forward the major wetlands project, first mooted in the 1980's. Item 4.10. The council should identify the preferred education providers e.g. TAFE, and even nominate areas of specialization within TAFE, such as Horticulture. We must bring urgency to the TAFE campaign, especially because new Techs can be linked with TAFEs. Item 5.10 On several occasions, my emails have not been acknowledged by Council staff. I am particularly angered by the failure of senior staff to respond to my detailed report on Educational Disadvantage in the Shire. Recommendations 1. Correspondence from residents and volunteers must be promptly acknowledged. 2. Council should establish Consultative Committees or Taskforces to focus on Education and Conservation.
8	Re: Draft Council Plan. Deep Creek Reserve. I refer specifically to Item 4.10 Service Attraction. Please establish a Taskforce for Education so that Education initiatives for Cardinia Council can be considered and reviewed. In view of the rapid growth of Cardinia Council there is a need for a thorough way of evaluating Education needs and matching such needs with available buildings, spaces and groups. Existing research needs to be gathered and recorded so that Cardinia Council has a basis for considering initiatives. Further Re Deep Creek Reserve.
9	Where are MCH represented and infrastructure monitoring, management, planning and revitalisation for community services like Neighbourhood houses, Mens Shed, community Centres, libraries? Can we use these spaces more effectively and activate them further?
10	Emerald Park on Kilvington Drive has plenty of space to redevelop it into a large play space for a variety of school ages. Sand play, flying fox, puffing billy themed equipment etc.
11	I have concerns about the integration between objectives - my experience in trying to resolve issues with council is that it operates in silos. These objectives should be considered as a whole. In a new townhouse estate in Officer, there are issues that should align with these objectives but aren't supported by local laws or planning. People are living in VERY close proximity to each other yet no regulations on fires in yards (health hazard for the smoke, safety concern with small enclosed spaces and highly flammable garage, and general enjoyment), inadequate street parking that causes access issues, fumes from using garages as a car workshop, graffiti on substation as soon as they are built, attempted break in, cars abandoned and oil and fluids running into gutters. It is unclear how these objectives apply to the type of housing estates that are now becoming the norm - need to consider how to protect environment, access and safety, wellbeing and social cohesion in high density housing.
12	I feel that re-opening the Pakenham Golf Course and Community Complex could easily tick off many of the things that the council is aiming to achieve over the next four years. It will protect the natural and built environment. Pakenham Golf Course is home to kangaroos, growling grass frogs, many birds and the many trees there are helping with climate change.

OFFICIAL – This document is a record of a Council action or decision

Attachment 2

	Thriving Communities - the GC brings people together - Golf Australia can run youth programs to get our youth involved in a sport, keeping them out of trouble and enhancing their mental health by being outside. So many people are all ready to put their hands up to volunteer at the Golf Course to bring it back to a vibrant meeting place, so you need to get your volunteers strategy up and running ASAP, so that this can happen. Vibrant places-the golf course reserve is one of the last open green spaces in the shire, enjoyed by so many and we need the cafe open again as it was enjoyed by so many and bought so many people together.
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OFFICIAL – This document is a record of a Council action or decision



Council Plan

2025-29

Cardinia Shire Council | www.cardinia.vic.gov.au



Prepared by:

Cardinia Shire Council

Acknowledgement

Council wishes to acknowledge all who contributed to this Council Plan.

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Acknowledgement of Country



Cardinia Shire Council acknowledges the Bunurong and Wurundjeri peoples as the Traditional Custodians of the land and waterways across our region.

We pay our respects to Elders past and present and recognise their deep and enduring connection to Country.

Guided by our community, we strive for a future grounded in truth, respect, equity, and cultural safety, where everyone feels connected and has the opportunity to thrive.

Our inclusivity statement



Cardinia Shire Council encourages a sense of belonging within our shire.

We support an inclusive community comprised of people from diverse backgrounds, including and not limited to Aboriginal and Torres Strait Islander people, people from cultural and linguistically diverse (CALD) backgrounds, those identifying as LGBTIQ+, people of faith, and people of all ages, genders and abilities.

Executive Summary

The Council Plan 2025–29 is Cardinia Shire Council's key strategic document that will help guide Council's activities and decision making over the four years of the Council term. It sets out our aspirations for how we will respond to community needs and the opportunities and challenges facing Cardinia Shire.

The Council Plan strives to reflect the community's priorities and provides a roadmap for Council to deliver on the long-term Community Vision 2040, which articulates the community's aspirations for what Cardinia Shire will be like in 2040.

The Council Plan is structured around five strategic objectives:

- Thriving communities
- Vibrant places
- Adaptive environments
- Prosperous economies
- Responsible leaders

These objectives have been informed by priorities identified by the Community Panel during the deliberative engagement process. The panel reviewed and updated the Community Vision 2040 and identified a number of key focus areas that have helped to inform the strategic objectives. Under each of these strategic objectives is a series of strategies and initiatives, and how we will achieve them and measure our success.

The Council Plan 2025–29 will also help us to respond to the shire's rapid growth and challenges over the coming years. As one of Victoria's fastest growing municipalities, we welcome three new households to our shire every day and our population is expected to grow by almost 40,000 over the next 10 years. As a result, demand on our community infrastructure and services also continues to increase.

Cardinia Shire Council, along with the broader local government sector, continues to face significant financial sustainability challenges, including rising costs and cost shifting from other levels of government. Council remains committed to delivering the services, projects and infrastructure our community needs, while ensuring we remain financially sustainable in the long-term.

We will also continue to work with all levels of government to advocate for increased support and investment in our shire.

This Council Plan will help us deliver on our commitment to the community and help ensure that our shire remains a vibrant and liveable place that people are proud to call home.

1

Thriving communities

The programs, facilities and places that we support are safe, inclusive, and enhance participation, wellbeing and resilience.

With our many partner agencies and community groups, we promote community wellbeing, resilience, and a strong sense of belonging across our diverse and multicultural municipality.

We provide opportunities for meaningful engagement and expression, support volunteerism, and maintain safe and accessible places and spaces.

2

Vibrant places

We value our well-designed towns and infrastructure that fosters belonging and connections.

Our vibrant places are built on thoughtful planning that balances growth with the preservation of Cardinia's unique character and natural landscapes.

Residents feel a strong sense of belonging and pride in their distinctive local identity.

We plan and advocate for the infrastructure that our growing and changing community needs.

3

Adaptive environments

We care for our natural environment and support recovery from challenges.

We take a collaborative approach to environmental stewardship, working alongside community and partners to build climate resilience and mitigate the impacts of climate change.

We continuously improve our practices, promote circular economies, and strengthen our collective capacity to respond to environmental challenges.

4

Prosperous economies

We encourage urban and rural business and local employment to grow.

We work to position our shire for long-term investment, attract new industries, encourage innovation, and generate jobs within our community.

We balance our unique local history and opportunities, with our role in regional planning.

5

Responsible leaders

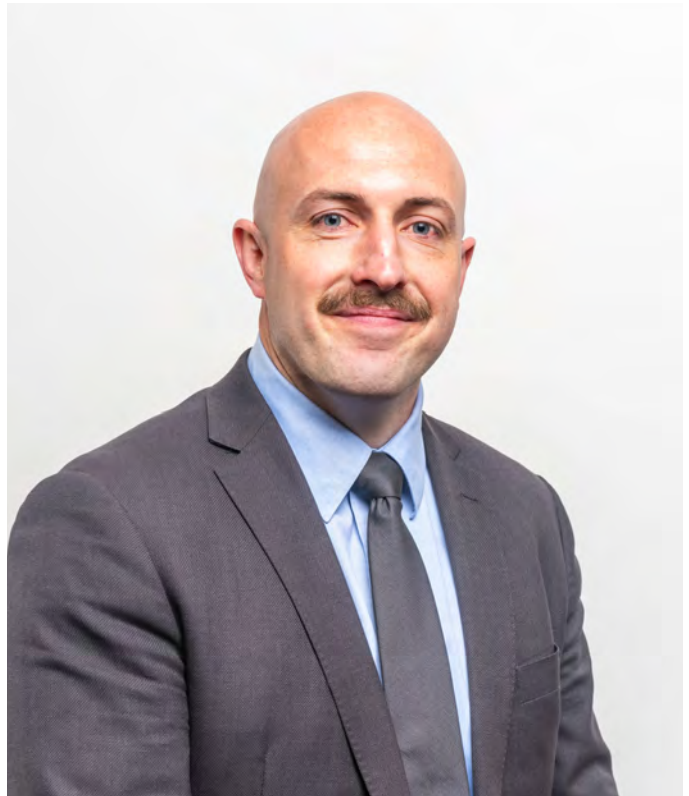
We demonstrate responsible leadership and financial stewardship.

We aspire to set the standard for responsible governance through community engagement, service excellence and prudent financial management.

Our decisions are transparent and accountable. Through careful resource management and forward-thinking decision-making, we provide for current residents and generations to come.



Welcome from the Mayor



On behalf of Cardinia Shire Council, I'm proud to present our Council Plan 2025-29.

The Council Plan is our overarching strategic document that will help guide our direction and decision making for this Council term, outlining how we will continue to deliver on the Community Vision, work towards our key objectives, respond to challenges, and leverage opportunities.

As one of Victoria's fastest growing municipalities, it's important that we plan and deliver well, to ensure we have the right infrastructure and the services we deserve, to guarantee our shire remains the amazing place that it is. It's our home, and we need to continue to work towards improvement for the benefit of us all.

The Council Plan outlines our approach to respond to the shire's rapid growth and challenges over the coming years, while supporting us to deliver on our commitment to the community.

Our focus is clear – to partner with our residents to build a better Cardinia Shire. We will work together to strengthen our sense of community and aim to improve liveability and opportunities.

We will protect our productive land and natural environments, as we look after today and look

towards a future we can all be proud of.

The five key objectives have been informed by priorities identified by our Community Panel. A series of strategies and initiatives have been developed to achieve each of these key objectives, with indicators to measure how they will be achieved by Council and to ensure accountability.

The initiatives include tangible actions that will help Council meet community needs over the coming four years and beyond. You can learn more about the initiatives we have planned from page 26.

I wish to thank everyone who has participated in the community engagement activities that have helped to shape our new Council Plan and associated strategic documents, including the updated Liveability Plan, Asset Plan, and Financial Plan.

I look forward to an exciting four years as this plan rolls out. My fellow Councillors and I will continue to represent you proudly, and I encourage you to continue engaging with us as we work together towards achieving our Community Vision, shared goals, and creating a Cardinia Shire we can all be proud of.

Cr Jack Kowarzik
Cardinia Shire Mayor 2024-25

Welcome from the CEO



As the newly appointed CEO of Cardinia Shire Council, I'm excited to work with the Mayor, Councillors and the Cardinia Shire team to deliver on the strategic objectives of the Council Plan 2025–29.

Joining this organisation at such a pivotal time is both a privilege and a responsibility. Over the next four years, we are committed to turning the community's vision into action.

With a focus on innovative thinking, service delivery, responsible financial management and a deep connection with our community, we are committed to translating our strategic objectives into outcomes that will benefit our community.

This plan provides a roadmap that will enable us to accommodate population growth and economic development while ensuring we continue to protect our natural environment and preserve what our community values about the shire.

With much of the shire's growth the result of new development, there is increased pressure on Council to deliver new infrastructure such as roads, footpaths, drainage and community facilities. We will continue to meet the needs of our community by maintaining and

delivering essential infrastructure while remaining financially sustainable.

This Council Plan reinforces our commitment to advocating for what our community needs and seeking support and investment from other levels of government.

As one of Victoria's fastest-growing municipalities, we recognise the important role we play in embedding equity, inclusion and gender equality considerations into our planning for growth, infrastructure development, and service delivery.

We recognise that everyone in our diverse and rapidly growing community has the right to feel safe, participate in community life and have access to equal opportunities. We also remain committed to promoting gender equality and preventing all forms of discrimination and violence. To help us deliver on this commitment, gender equality principles are relevant across all five strategic objectives of our Council Plan.

Through strong governance, empowered teams, transparency and a culture of accountability, we look forward to delivering on this Council Plan for the benefit of the Cardinia Shire community.

James Collins
Cardinia Shire Chief Executive Officer



Our Council

Cardinia Shire Council is led by Chief Executive Officer (CEO) James Collins. Our strategic direction is determined by the elected Council and is managed operationally by our CEO and Executive Leadership Team.

The Executive Leadership Team comprises our CEO, and three General Managers, each of whom leads one of our three groups.



Our role

Australia has three tiers of government: federal, state and local.

Local government is closest to the community and acts as a conduit for the community to influence the decisions that affect them while providing best-for-community services.

The Local Government Act 2020 defines the purpose and responsibilities of local government in Victoria.

The act defines the role of Council “is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community”.

The act sets out overarching governance principles that include prioritising best outcomes for the community, engaging the community in strategic decision making, and transparency in Council decision making.

You can learn more about the Local Government Act 2020 by visiting www.localgovernment.vic.gov.au

Cardinia Shire Council fulfills its commitments to the Local Government Act 2020 and the community it serves in various ways.

Cardinia Shire at a glance

Our shire

Cardinia Shire is one of Victoria's fastest growing municipalities and is located 55 kilometres south-east of Melbourne's central business district. Spanning an area of 1,280km², Cardinia Shire features three distinct areas.

Our urban areas of Pakenham, Officer and Beaconsfield and our railway towns of Nar Nar Goon, Tynong, Garfield and Bunyip are a mix of traditional country towns and new metropolitan areas. These areas support affordable living and are close to essential services and facilities. They are located near emerging employment areas that deliver a diverse mix of jobs to the shire and access to the metropolitan rail service and V-Line services to regional Victoria.

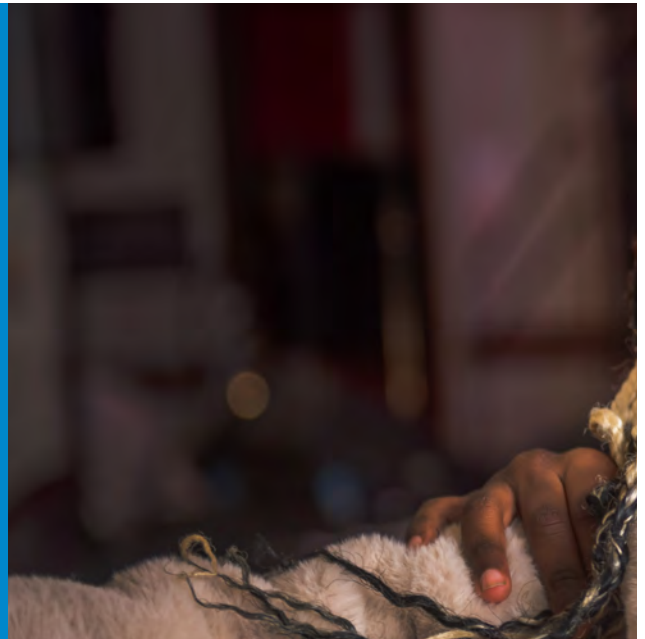
Our hills area sits at the Dandenong Ranges foothills and is home to country charm villages, including Emerald, Gembrook, Cockatoo and Upper Beaconsfield. The hills offer unique lifestyle living, rolling farmland, adventure, villages to explore and local cuisine to enjoy.

Our southern rural area has rich, productive landscapes that support local farming, food production and rural living across our townships, including Koo Wee Rup and Lang Lang. This part of the shire is home to the Koo Wee Rup swamp and Western Port Bay.





Our community



3

Average number of households moving to the shire every day.

40k

Predicted population rise in Cardinia Shire over the next 10 years.

34

Median age of residents, which is three years younger than that of Greater Melbourne.

135,147

Estimated population as of 2024

21%

The largest percentage of Cardinia Shire's population are parents and homebuilders aged 35-49, followed by young people (aged 12-24 (16%)), and finally the young workforce aged 25-34 (16%).

23%

Cardinia Shire has a higher proportion of young children aged 14 years and under compared with Greater Melbourne (18%) and a lower proportion of people aged 60+ (17%) than Greater Melbourne (20%).

18%

Percentage of Cardinia Shire residents who spoke a language other than English as of the 2021 Census. A significant increase from 11% reported in 2016. The most common birth countries of non-Australian born residents were India, United Kingdom, Sri Lanka, New Zealand, and the Philippines.

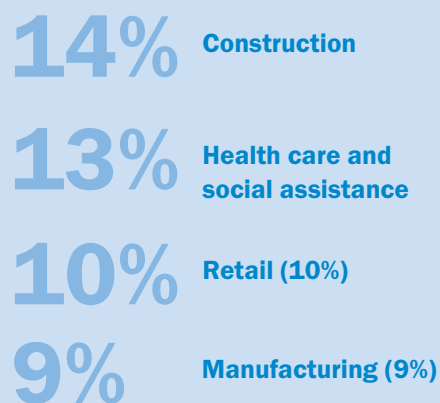
38%

Around 38% of households comprise couples with children, a figure greater than the Melbourne average of 33%.



Other households are comprised of couples without children (approximately 26%), one-parent families (11%) and single residents (19%).

The top four industries of employment among Cardinia Shire residents:



52%
The 2021 Census found that 52% of residents had completed Year 12 or equivalent, in comparison to the metropolitan Melbourne average of 64%.

1%
Cardinia Shire has an Aboriginal and Torres Strait Islander population of 1,145 residents representing 1% of the population and remaining in line with Victorian trends. This figure has risen from 780 in 2016.

18,840
The 2021 Census results found that 18,840 residents were employed in jobs within Cardinia Shire, while more than half of the working population travelled outside the area to work (62%).

95%
of those able to work are employed and 4.3% of the population is unemployed, a figure that is slightly lower than metropolitan Melbourne (5.3%).

Our challenges and opportunities



As one of Victoria's fastest growing municipalities, Cardinia Shire faces a range of challenges and opportunities as we strive to deliver the best outcomes for our community.

While many of the challenges we face are similar to other councils across Victoria, we also face a number of unique challenges and complexities.



Meeting the needs of our growing community

Cardinia Shire is one of Victoria's fast-growing municipalities, with demand on our community infrastructure and services continuing to grow along with our population. This places greater importance on planning and sustainability.

Our population growth continues to be a challenge for providing critical services and assets in a timely way. We welcome an average of 3 new households to our shire every day, and our population is expected to increase by almost 40,000 over the next 10 years. With more and more people moving to our shire, our infrastructure is unable to keep up with demand.

Our shire spans an area of 1,280km, with diverse areas including urban neighbourhoods, rural farmland, railway townships and hills communities.

Our diverse shire has more than 800km of unsealed roads and nationally significant farming areas. Our rural and hills areas present a number of unique challenges and complexities; currently we're missing key links to connect our rural communities to our growing suburbs.

We also want to continue to work towards providing equitable access to important services and facilities. This includes attracting new services to our shire to help fill critical gaps and exploring innovative service models.

Council remains committed to working with all levels of government to secure support and investment for the shire.

Supporting our diverse communities

There are a number of challenges that face our culturally diverse communities when settling in Cardinia Shire, including language and communication barriers as well as a lack of access to key services and support. Attracting culturally specific services and programs to the shire that are close to transport and retail hubs is crucial.

Attracting services for our Aboriginal and Torres Strait Islander communities also continues to be a focus for Council. We recognise that these services

are best placed to support our Aboriginal and Torres Strait Islander residents as they are likely to be more effective in designing and delivering culturally appropriate community services.

Council is committed to working towards providing equitable access to important services and facilities. This includes attracting new services to Cardinia Shire to help fill critical gaps, in addition to exploring innovative service models.

Financial sustainability

The local government sector continues to face significant financial sustainability challenges, and Cardinia Shire Council is no exception. The Victorian Government's rate cap continues to challenge the local government sector, particularly where it does not factor in rising costs.

Rate capping reinforces that Council must be financially prudent in anticipating the long-term needs of the community. Council is unable to increase rates in line with the cost of delivering programs and services, leading to a budget shortfall which compounds over the years and can pose a potential risk to Council's ability to deliver the programs and services our community deserves.

With much of the shire's growth stemming from new development, Council is required to provide new infrastructure such as roads, footpaths, drainage and community facilities to meet the future needs of the community. While developer contributions support delivery of this infrastructure, Council covers the funding shortfalls and is responsible for the ongoing maintenance and renewal of these assets. Cost shifting from other levels of government is another significant challenge facing Council.

Council is exploring strategies to address these challenges and their impact on our ability to deliver services and projects while minimising cost of living pressures for residents. Our focus is to ensure we can continue to meet the needs of our community while remaining financially sustainable in the long term.

Council's Long Term Financial Plan aims to ensure that Council manages its resources responsibly to enable us to support the achievement of the Community Vision and Council Plan objectives.





Protecting our natural and built environments

Managing the natural and built environments of the shire is an ongoing challenge for Council. This includes balancing our conservation efforts and preservation of the natural environment with the need for further development to meet the needs of our ever-growing community.

Tackling climate change and its impact on our environment, economy and community is one of the greatest challenges of our time. Australians are already seeing more warm spells, frequent and intense downpours, and longer fire seasons.

Climate change impacts our biodiversity, water supplies, energy demand, and our health — particularly that of our more vulnerable community members.

Council's Sustainable Environment Policy 2018–28 recognises that every action we take influences our environment. We strive to ensure that influence is as positive as possible. How we adapt to and mitigate climate change impacts will require a holistic approach, from how we drive sustainable development to how we grow our local industries.

Fostering a prosperous local economy

When it comes to supporting local industry development and creating local jobs, we need a clear direction for leveraging our productive land and employment land to grow local industries, increase jobs in the area, and keep our skilled workforce. This will help protect our agricultural land and improve our shire's appeal as an employment hub.

Council strives to position itself to attract investment to help support local residents to live and work locally. The shire features state significant industrial land, proximity to productive agricultural land in Gippsland, and development opportunities for industry, making it an appealing choice for investment.

Council aspires to be a leading local authority that leverages the strength of the region in advocacy, regional planning and investment whilst supporting and creating the opportunity for local jobs and business. We want our shire to be a place in which our community and visitors thrive and prosper, with a local economy that fosters innovation and supports local jobs.

About this plan

The Council Plan outlines the elected Council's strategic direction and priorities.

The Council Plan guides Council's work over the next 4 years towards the shire's long-term aspirations. It directly informs Council's legislated governing strategies.

10-year Financial Plan	Provides a long-term view of Council resources and use of those resources.
Asset Plan	How Council proposes to manage its portfolio of assets that it owns and controls.
Budget	A rolling 4-year budget that outlines how resources have been allocated across services, programs, initiatives and capital works.
Revenue and Rating Plan	Outlines the financial envelope in which Council will operate. It provides a framework for the setting of rates, statutory charges, service fees and other sources.
Municipal Public Health and Wellbeing Plan (Livability Plan)	Has been developed to provide a clear framework for public health planning within the shire. The framework outlines the common agenda that Council, partners, and the community, will collectively work towards over the next 4 years.



How the plan was developed

Community engagement has been vital in developing the Council Plan and informing the long-term asset, liveability and financial plans.

In line with the Local Government Act 2020, we undertook a deliberative engagement process in February 2025 with a representative panel of community members.

The panel met over four sessions and considered the challenges and opportunities facing Cardinia Shire, informed by a wide range of data and information. This included Cardinia Shire Council's service catalogue and budget, local economy and industry statistics, community health and wellbeing data, Council's advocacy priorities and an overview of Council's asset and financial plan processes.

From this information the panel updated the Community Vision 2040 which was created in 2021.

The panel also recommended priorities that the Council should focus on to achieve this vision.

The panel's priorities helped shape the draft strategic objectives for the next Council Plan. We sought feedback from the broader community on how well the draft strategic objectives respond to the community panel priorities. Of the 177 responses received, all five of the draft strategic objectives received at least 70% support (Strongly Agree or Agree).

Feedback from our community has helped to set the direction of the Council Plan 2025–29 and will inform the long term financial, asset and liveability plans.

The consultation process has supported the development of key strategic plans that are relevant and reflect our community's vision.

Timeline

December 2024 – January 2025

Expression of interest invited and Community Panel selected.

February 2025

Community Panel workshops.

March 2025

Community Panel recommendations considered.

April – May 2025

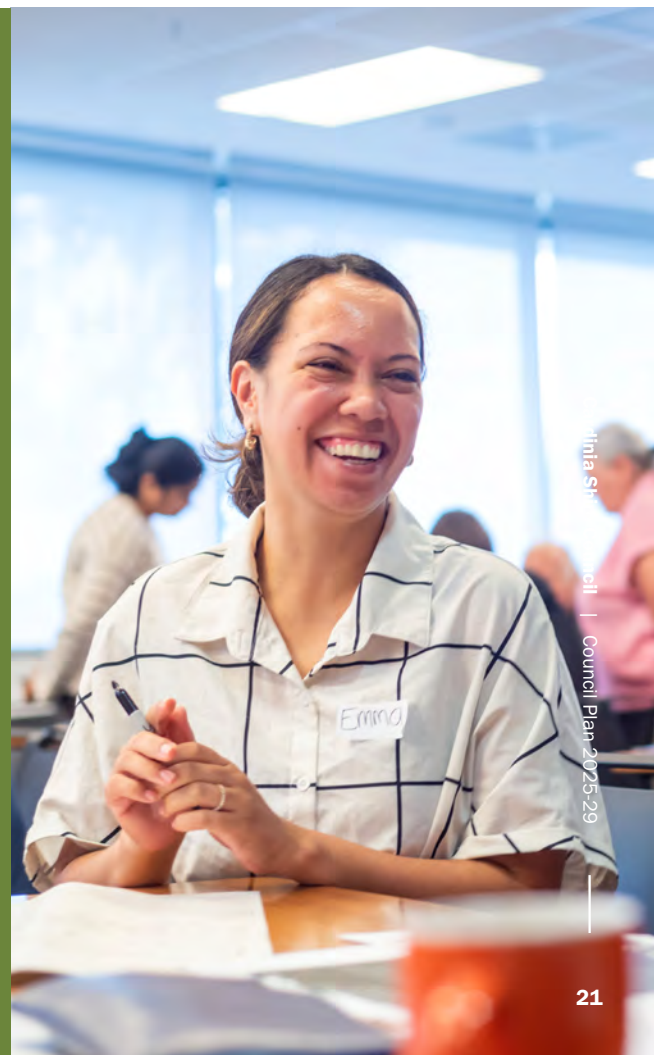
Broader community feedback invited on the draft strategic objectives.

May 2025

Community feedback considered, draft strategic objectives updates and initiatives developed.

July 2025

Community feedback invited for the draft Council Plan and draft Liveability Plan.



Community Vision 2040

One of the key roles of the Community Panel was to review and update the Community Vision 2040. The updated vision below has been endorsed by Council.

Community vision statement

"We acknowledge that we are on the traditional land of the Bunurong and Wurundjeri people.

"We understand, value and incorporate these contributions, past and present. We empower everyone to have a voice. We speak with the optimism and insight of our people, the energy of our community members and the wisdom of all those that came before us.

"We support all people of Cardinia so that they are strong, resilient, safe, socially connected and physically and mentally well. We do this by strengthening community cohesion through engagement and advocacy.

"We care for our country. We take preventative and mitigative actions on climate change in our community, environment, and the planet in everything we do.

"We are sustainable in the way we live, we work close to home, we grow food and we make valuable contributions to the nation. We protect our community, farms, industries, landscapes and biodiversity to ensure they are resilient.

"We provide fit for purpose infrastructure and services that cater for the growth of the community. Growth will be managed prudently and sustainably so that it enables our progress towards community priorities.

"Through advocacy and community engagement, the infrastructure, local community and healthcare services are in place to meet our needs."





Council Mission 2025 - 2029

We partner with our community to build a better Cardinia – where diversity and culture thrives, productive land and natural environments are protected, we look after today and we plan for the future.

Strategic objectives 2025-29

The Council Plan is structured around five strategic objectives: **thriving communities, vibrant places, adaptive environments, prosperous economies and responsible leaders.**

These objectives underpin the overarching strategic direction for the next four years. Under each strategic objective is a series of strategies, initiatives and indicators.

Objectives

Describes the strategic objectives of the future state Council will focus its efforts on to achieve its vision. These seek to respond to the challenges and opportunities Council faces in reaching the 4-year vision.

Strategies

A set of approaches that describe how Council will implement each strategic objective. Strategies connect to ongoing services, priority projects and programs.

Initiatives

Key priority activities that are in addition to business-as-usual. They directly support Council delivering on its vision and priorities.

It is not a comprehensive list of all initiatives needed to deliver on each strategy. Additional initiatives will be developed in business unit operation plans.

Indicators

These are high-level performance indicators that will be used to measure and report on what we have achieved through the delivery of the Council priorities.



Commitment to addressing gender inequality



Statement of Commitment to Gender Equality

Cardinia Shire Council is committed to promoting gender equality and preventing all forms of discrimination and violence. We recognise that everyone in our diverse and rapidly growing community has the right to live safely, participate fully in civic life, and access equal opportunities regardless of gender.

As one of Victoria's fastest-growing municipalities, we acknowledge our responsibility to embed gender equality considerations into our planning for growth, infrastructure development, and service delivery. We understand that gender inequality intersects with

other forms of disadvantage, including those based on age, disability, ethnicity, cultural background, sexual orientation, gender identity, and socioeconomic status.

In line with our responsibilities under the Gender Equality Act 2020 (Vic), we recognise that gender equality principles are relevant across all five strategic objectives of our Council Plan: Thriving Communities, Vibrant Places, Adaptive Environments, Prosperous Economies, and Responsible Leaders.

Statement of Commitment to Gender Equality

Safety and resilience

We design our emergency management planning, community safety partnerships, public spaces, and climate adaptation strategies to address the specific safety needs and experiences of all genders, recognising that women and gender-diverse people face distinct risks in emergencies and everyday life.

Equitable access and participation

We ensure our facilities, recreational spaces, community infrastructure, transport planning, arts and cultural programs, economic development initiatives, business support programs, and all Council services are accessible and responsive to diverse gender needs, removing barriers that prevent full participation in community and economic life.

Meaningful and representative engagement

Our community consultation processes, volunteer opportunities, advisory committees, and decision-making forums actively seek and value the voices of all genders, ensuring our rapid growth is managed in ways that benefit everyone and that diverse experiences inform our strategic planning.

Accountability and continuous improvement

We conduct regular service reviews with a gender lens, undertake Gender Impact Assessments for all policies and programs with significant public impact, and monitor outcomes to continuously improve our approach to achieving gender equality across all Council operations.



1

Thriving communities

The programs, facilities and places that we support are safe, inclusive, and enhance participation, wellbeing and resilience.

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

Objective statement

With our many partner agencies and community groups, we promote community wellbeing, resilience and a strong sense of belonging across our diverse and multicultural municipality.

We provide opportunities for meaningful engagement and expression, support volunteerism, and maintain safe and accessible places and spaces.

- 1.1 Community culture and identity**
 We enrich local identity and foster opportunities for the community to make meaningful connections through creative arts, events and cultural expression.
- 1.2 Partnerships and volunteers**
 We recognise the work of volunteers in supporting our community, and we partner with community groups and providers to support and encourage volunteerism in the municipality.
- 1.3 Wellbeing and liveability**
 With diverse partner agencies we work to protect, improve and promote community health and wellbeing by implementing the Cardinia Shire Council Liveability Plan 2017-2029.
- 1.4 Community services**
 We support, advocate for, and seek to attract accessible health and community services to meet the needs of a growing and diverse community.
- 1.5 Safe and accessible places**
 We plan for, provide and maintain safe, inviting and accessible public spaces and places, to promote pride of place and improve wellbeing.
- 1.6 Community safety**
 We work with partners to create safer communities, by performing the roles set out in the Community Safety Framework.



Initiatives and phasing

		2025-26	2026-27	2027-28	2028-29
1.7	Volunteers' strategy Develop a Volunteers' Strategy to support volunteers and encourage volunteer participation.	●	●		
1.8	Volunteers' strategy Implement the Volunteers' Strategy.		●	●	●
1.9	Arts and events Support the delivery of an annual calendar of events, programs and grants that celebrate our diverse community, its arts and culture.	●	●	●	●
1.10	Liveability Plan Co-ordinate public health planning processes in partnership with local agencies.	●	●	●	●
1.11	Youth action and advisory committee Establish a Youth Action & Advisory Committee to ensure that the voices of young people are heard and considered, and so they have an opportunity to engage in democracy at a local level.	●	●	●	●
1.12	Reconciliation We engage with our first nations communities to develop and implement Reconciliation Action Plans 2025-2027.	●	●	●	●
1.13	Arts and culture strategy Implement Arts & Creative Industries Strategy.	●	●	●	●

Strategic indicators

1.14 Volunteer strategy

Increase in number of new Council volunteers supporting Council facilities, reserves and services.

1.15 Safety

Increase in residents who report feeling safe living in Cardinia Shire (including differences between genders and other groups in the community).

1.16 Liveability /coordinating public health role

Maintain level of trust in Council as a backbone organisation implementing the Liveability Plan.

1.17 Liveability Index

Improve the Liveability Index score (developed by RMIT Centre for Urban Research)





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2

Vibrant places

We value our well-designed towns and infrastructure that fosters belonging and connections.

Objective statement

Our vibrant places are built on thoughtful planning that balances growth with the preservation of Cardinia's unique character and natural landscapes.

Residents feel a strong sense of belonging and pride in their distinctive local identity. We plan and advocate for the infrastructure that our growing and changing community needs.

- | | |
|-----|--|
| 2.1 | Strategic planning
We ensure the Cardinia Shire Planning Scheme delivers high quality outcomes that preserve the liveability and identity of the municipality and protecting our natural environment, while also accommodating for population growth and economic development, while preserving the liveability and identity of the municipality and protecting our natural environment. |
| 2.2 | Annual capital project planning
We identify and deliver capital projects that provide and renew public infrastructure. |
| 2.3 | Road network
We partner with agencies to plan, deliver and maintain an integrated transport network that supports connected communities into the future. |
| 2.4 | Road advocacy
We advocate for State and Federal Governments for increased investment in infrastructure for all modes of transport, public transport infrastructure and services, and enhanced road safety treatments. |
| 2.5 | Community and open space infrastructure
We plan, deliver and maintain recreation facilities, open spaces and places that support community connection and promote the health and wellbeing of the community. |
| 2.6 | Infrastructure funding
We advocate to and partner with all levels of government to deliver projects that improve our community infrastructure, open spaces and precincts to meet the needs of our growing Shire. |
| 2.7 | Advocacy growth/funding
We advocate for fair and equitable funding to ensure Cardinia is equipped with the infrastructure and services needed to support our existing and growing population, accommodate increases in housing and employment, and help our community to thrive as a connected, sustainable and inclusive place to live. |
| 2.8 | Heritage
We work to protect sites of heritage significance within the Shire for future generations. |
| 2.9 | Asset planning and management
We manage assets on behalf of the community to sustainably deliver services with the optimal balance of whole of life costs and performance. |

Initiatives and phasing

		2025-26	2026-27	2027-28	2028-29
2.10	Asset planning and management Develop 10-year Asset Plan.	●			
2.11	Road and asset works Plan and deliver infrastructure upgrades to our road network and public assets to meet the needs of the current and future population.	●	●	●	●
2.12	Unsealed roads Develop an Unsealed Roads Improvement Plan to improve the maintenance of unsealed roads and improve the resident experience, and then implement the adopted Plan.	●	●	●	●
2.13	Drainage strategy Develop a Drainage Improvement Plan to improve the operation and maintenance of our drainage networks and implement the adopted Plan.		●	●	●
2.14	Active transport / recreation paths Review the Pedestrian and Bicycle Strategy, including options for the enhancement of the Eastern Dandenong Ranges Trail, the Gippsland Odyssey trails, and other significant rail and tourist trails within Cardinia.	●			
2.15	Recreation and community infrastructure Plan and deliver accessible and inclusive recreation and community facilities.	●	●	●	●
2.16	Cardinia Life Advocate for further funding to expand and redevelop Cardinia Life.	●	●	●	●
2.17	Pakenham revitalisation Deliver funded stages of Pakenham Revitalisation, and advocate for funding for additional stages.	●	●	●	●
2.18	Strategic planning Review the Cardinia Shire Planning Scheme.	●			
2.19	Strategic planning Develop and endorse a Yarra Valley and Dandenong Ranges and Southern Ranges Green Wedge Management Plan.	●	●	●	
2.20	Strategic planning Deliver a 4-year schedule of strategic planning priority projects and policies	●			
2.21	Officer library Plan for a library and community facilities in the Officer Town Centre and advocate for funding to ensure the successful delivery of the facilities.	●	●	●	●
2.22	Officer township activation Work with government, development agencies and landowners to progress the Officer Town Centre.	●	●	●	●
2.23	Deep Creek Reserve Assess the feasibility of the Golf Course at Deep Creek Reserve, and develop a plan for identified future use.	●	●		
2.24	Facility utilisation Undertake a census of all facility utilisation and develop a strategy to maximise community benefit		●	●	
2.25	Township beautification Undertake cost-effective works across townships to improve amenity and presentation, including garden bed renewal, tree planting and street furniture maintenance.	●	●	●	●



Strategic indicators

- 2.26 Planning function**
% of planning permit applications processed within statutory timeframes.
- 2.27 Annual capital works program / delivery**
Value of annual capital works program delivered.
- 2.28 Annual capital works program / delivery**
% of capital works projects completed on time.
- 2.29 Unsealed roads**
Reduction in number of unsealed road requests / 100km unsealed roads.
- 2.30 Sealed roads**
Reduction in number of sealed road requests / 100km sealed roads.
- 2.31 Road sealing**
Total linear kilometers of road sealing (presented by road category)
- 2.32 Recreation facilities**
Increase in the community satisfaction index score for the performance of recreational facilities.
- 2.33 Arts centres and libraries**
Increase in the community satisfaction index score for the performance of arts centres and libraries.



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3

Adaptive environments

We care for our natural environment and support recovery from challenges.

Objective statement

We take a collaborative approach to environmental stewardship, working alongside community and partners to build climate resilience and mitigate the impacts of climate change.

We continuously improve our practices, promote circular economies, and strengthen our collective capacity to respond to environmental challenges.

- 3.1 Biodiversity**
 We protect our biodiversity and enhance our natural assets and diverse ecosystems.
- 3.2 Emergency preparedness**
 We partner with the community to strengthen our readiness and resilience to climate-related events and other emergencies.
- 3.3 Climate change**
 We partner with the community and business to respond to, and build resilience against, the impacts of climate change.
- 3.4 Sustainable practices**
 We seek to reduce Council service impacts on the environment.
- 3.5 Waste**
 We collaborate with the community, industry and all levels of government to reduce our reliance on landfill and enhance resource recovery, with a focus on long-term sustainable services.
- 3.6 Community partnership**
 We partner with the community to build climate resilience and mitigate the impacts of climate change.



Initiatives and phasing

		2025-26	2026-27	2027-28	2028-29
3.7	Continue adopted strategies Implement initiatives in the Climate Change Adaptation Strategy 2022-2033, the Biolinks Plan 2023-2033 and the Biodiversity Conservation Strategy 2019-2029 and Weed Management Strategy 2019-2029.	●	●	●	●
3.8	Towards zero emissions plan Develop a Towards Zero Emissions Plan, and implement the Plan.	●	●	●	●
3.9	Integrated water Develop new Integrated Water Management Plan, and implement the plan.		●	●	●
3.10	Waste strategy Develop a future Waste and Resource Recovery Strategy 2026-2036, and implement the actions under the strategy.	●	●	●	●
3.11	Review Sustainable Environment Policy Review the Sustainable Environment Policy 2018 -2028.				●

Strategic indicators

1.14 Biodiversity

Maintain Habitat and Vegetation Quality Assessment scores for priority Council bushland reserves.

1.15 Emergency preparedness

Maintain the number of partner organisations represented on the Municipal Relief and Readiness Sub-committee.

1.16 Waste services

Increase in the percentage of kerbside waste diverted from landfill.

1.17 Community partnerships

Number of community environmental education and capacity building initiatives delivered and/or supported by Council.



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4

Prosperous Economies

We encourage urban and rural business and local employment to grow.

Objective statement

We work to position our shire for long-term investment, attract new industries, encourage innovation, and to generate jobs within our community. We balance our unique local history and opportunities, with our role in regional planning.

Investment attraction

- 4.1** We advocate for major infrastructure projects and investment that secure and enhance the economic potential of the municipality.

Advocacy and partnerships

- 4.2** We collaborate with our regional partners to drive growth and prosperity in the region and foster economic opportunities.

Community workforce development

- 4.3** We advocate to improve the education and employment pathways that provide meaningful employment opportunities for our residents and develop the local workforce.

Visitor economy

- 4.4** We work to enhance the development of the local tourism industry and visitor economy with our partners of Tourism East.

Business and industry development

- 4.5** We enhance and develop local economy through industry development, programs and initiatives.



Initiatives and phasing

		2025-26	2026-27	2027-28	2028-29
40	4.6	Major infrastructure			
		Partner with GSEM and key stakeholders to progress planning and advocacy for a South East Melbourne Airport and Thompsons Road Upgrade and Extension, that supports regional economic growth, freight movement, and improved access to national and global markets.			
	4.7	Investment attraction			
		Implement initiatives in accordance with the Investment Attraction Plan			
	4.8	Agribusiness			
		Deliver the 2025 Agribusiness Audit, using its findings to inform the development of a Food and Agribusiness Strategy and guide the implementation of strategic actions to strengthen the sector.			
	4.9	Tourism / visitor attraction			
		Support implementation of the Tourism East Destination Management Plan and report progress annually.			
	4.10	Service attraction			
		Conduct a comprehensive gap analysis of community and human services, and further education and skills with recommendations to support advocacy and funding to attract service providers (ie integrated community information and support hubs, financial counselling, further education providers and health services) to operate in Cardinia Shire.			
	4.11	Service attraction framework			
		Develop a framework to implement the recommendations of the gap analysis, and implement the framework.			
	4.12	Economic development strategy			
		Review and refine the Economic Development strategy, while implementing key initiatives to drive business & industry development.			



Strategic indicators

- 4.13 Business and industry development**
Increase in the gross regional product (GRP) of Cardinia Shire.
- 4.14 Business and industry development**
Increase in the number of local jobs.
- 4.15 Business and industry development**
Increase in the number of GST registered businesses in Cardinia Shire.
- 4.16 Agribusiness (also strategic planning)**
Retention of the area (hectares) of green wedge zoned land and significant agricultural special use zoned land.
- 4.17 Agribusiness employment**
Increase in employment in the agriculture sector.
- 4.18 Agribusiness industry development**
Increase in year-on-year gross revenue within the agricultural sector.
- 4.19 Properties used for farming**
Retain the number of properties categorized as “Primary Production” by the Valuer-General Victoria.



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5

Responsible leaders

We demonstrate
responsible leadership and
financial stewardship.

Strategies

Objective statement

We aspire to set the standard for responsible governance through community engagement, service excellence and prudent financial management. Our decisions are transparent and accountable.

Through careful resource management and forward-thinking decision-making, we provide for current residents and generations to come.

- | | |
|-----|---|
| 5.1 | Customer focus
We deliver customer-centered service that is clear, accessible, and responsive. |
| 5.2 | Engagement
We build trust and encourage participation in Council decision-making by providing ongoing opportunities for people to have their say, ensuring the diverse voices of the Cardinia community are heard and considered. |
| 5.3 | Long term financial sustainability
We manage Council's resources prudently and efficiently to ensure long-term financial sustainability. |
| 5.4 | Advocacy
We act as a proactive and powerful advocate for our community, influencing outcomes that improve and enhance quality of life, access to services and future opportunities for our residents. |
| 5.5 | Continuous improvement
We take advantage of emerging technologies to continuously improve our customer experience, ensure our services are efficient, scalable and secure. |
| 5.6 | Service quality and review
Our services are designed and reviewed to ensure that they address changing community needs, are efficient, effective, respond to risks and fulfill Council's legal obligations. |
| 5.7 | Governance
We maintain a high level of transparent, accountable, unbiased and representative governance. |
| 5.8 | Employee
We provide a safe and supportive workplace that attracts, develops and retains high quality employees. |
| 5.9 | Gender and social equity
We consider gender and social equity when making decisions, and we ensure that our policies, programs and services promote gender equality. |

Initiatives and phasing

		2025-26	2026-27	2027-28	2028-29
5.10	Engagement Provide opportunities for meaningful, informed and representative community engagement to guide Council's decision-making.	●	●	●	●
5.11	Advocacy Adopt the Advocacy Agenda 2025-2029, annually review Council advocacy priorities and report on efforts and outcomes.	●	●	●	●
5.12	Digital transformation Develop a Transformation Roadmap to enhance Council processes and systems, improve customer experience, ensure future readiness, and implement the Roadmap.	●	●	●	●
5.13	Investment body Develop an Investment Policy and Advisory Committee to guide potential investment and revenue opportunities.	●			
5.14	Investment body Identify, assess and implement alternative revenue and investment opportunities.		●	●	●
5.15	Service reviews Undertake focused service reviews to ensure alignment to the Council Plan and optimal service delivery.	●	●		
5.16	Long term financial planning Develop and review Financial Plan to ensure that it supports long term financial sustainability.	●	●	●	●
5.17	Revenue and rating strategy Undertake a review of Council's Revenue and Rating Strategy.	●			
5.18	Gender and social impact assessments Undertake Gender Impact Assessments when developing or reviewing any Council policy, program or service that has a direct and significant impact on the public, and ensure our organisation implements our Gender Equality Action Plan.	●	●	●	●



Strategic indicators

5.19 Community engagement

Improvement in the customer satisfaction index score for the performance of community consultation and engagement (including differences between genders and other groups in the community).

5.20 Financial sustainability

Maintenance of adjusted underlying financial results, within appropriate risk levels for financial sustainability.

5.21 Financial sustainability

Maintenance of adequate financial liquidity, within appropriate risk levels for financial sustainability.

5.22 Financial sustainability, advocacy

Expenses per head of population.

5.23 Financial sustainability, advocacy

Total value of grant funding received.

5.24 Continuous improvement

Increase in digital self-service transactions for customer enquiries.

5.25 Governance and transparency

% of Council decisions made at meetings closed to the public at a level lower than state average.

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7.2.2 LIVEABILITY PLAN REVIEW 2025

Responsible GM:	Debbie Tyson
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making. 5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.

Recommendation

That Council:

1. Notes the changes recommended to the Liveability Plan 2017-2029 as described in Table 1 of the report.
2. Endorses the 2025 Review of the Liveability Plan 2017-2029.
3. Publishes the 2025 Review of the Liveability Plan 2017-2029 on Council's website.
4. Writes to the Secretary of the Department of Health providing a copy of the endorsed Liveability Plan 2017-2029.

Executive Summary

The Liveability Plan (refer **Attachment 1**) has been reviewed in line with Council's responsibility under the *Public Health and Wellbeing Act 2008*.

The final Liveability Plan Review 2025 (The Plan) has been prepared following public exhibition of the draft document in July through to August 2025. This report summarises the engagement outcomes as documented in the Engagement Summary (**Attachment 2**) and aims to provide strategic rationale for the recommended changes (Table 1 below) to the Liveability Plan. This report presents the revised Plan for endorsement, prior to it being submitted to the Department of Health, ahead of the 31 October legislative deadline.

Background

The Liveability Plan 2017-29 (the Plan) is Cardinia Shire's Municipal Public Health and Wellbeing Plan. The Plan was originally endorsed at the Council Meeting on 18 September 2017, as a 12-year Plan. It is a requirement of the *Public Health and Wellbeing Act 2008* (*The Act 2008*) that the Plan is evaluated and reviewed every four years in line with the Councillor term and to ensure consistency with the Council Plan 2025-29 (Section 26(2e)) and the Victorian Public Health and Wellbeing Plan 2023-27 (Section 26(3)).

Discussion

The reviewed Plan considers emerging public health risks and prevalence, and opportunities to address them through updated outcomes and objectives. These objectives have been reviewed to outline evidence-based prevention approaches, and alignment to strategies of Council, local agencies and other levels of government. The updated Plan positions Council strongly for partnerships, advocacy and strategic planning to be delivered under its health planning functions, enabling Council to leverage partnerships with the public health workforce and investments from other levels of government. A detailed analysis of residents' health status and associated risk and protective factors are detailed in Cardinia Shire's Health and Wellbeing Data Profile 2025.

The final phase of community and stakeholder engagement built upon on the evidence gathered to review the Plan, described in the Council Meeting report titled 'Draft Liveability Plan Review' on 21 July 2025. This final phase involved gathering feedback on the Draft Plan via a survey administered through Council's Creating Cardinia platform, from residents, local students, businesses and workers. Feedback was also received in verbal and written formats from organisational stakeholders and Councillors. Detailed methods and results of this engagement are summarised in *Attachment 2: Engagement Summary*. Feedback from this phase was categorised as feedback on the draft Plan, or feedback on the implementation of the Plan. How this feedback has informed changes within the Plan, is discussed below.

Feedback on the draft Plan.

Recommended changes to the draft Liveability Plan are categorised by the page and section of the Plan that they related to. This analysis formed 11 recommendations, summarised in table 1. Council's response to the each of the recommendations included seven supported in full, three supported with minor changes, and one to be addressed outside of the Plan. 'Support in full' is where all elements of the recommendation were incorporated; 'supported with minor changes' is where the intent of the recommendation was incorporated with minor changes based on evidence, resources and/or legislation; and 'addressed outside of the plan' indicates that Council will consider how this recommendation can be considered outside of the Plan through other strategies or partnerships.

Table 1. Categorised summary of recommendations for change to the draft Liveability Plan and Council's response

Recommendation number, relevant page and section	Suggested change	Response	Translation and rationale
Recommendation 1 <i>Integrating health and wellbeing planning across Council</i> <i>Page 7 onwards</i>	To more effectively demonstrate council's roles in working towards the outcomes outlined in the Plan.	Support in full	The updated Plan includes: • Categorisation of Council's functions under the pillars of deliver, advocate, partner and regulate. • Addition of a 'key' to reference these pillars, under the outcome areas of the Plan. • Categorisation of the Plan's outcome objectives under these pillars. This change aims to provide greater transparency and awareness of Council's roles in improving the health and wellbeing of the community through the existing core functions of delivery, advocacy, partnership and enforcement.

Recommendation 2 <i>Our long-term outcomes</i> <i>Page 12</i>	To highlight that Council operates as one part of a broader public health system, where outcomes are shaped by a range of actors and factors, including influences beyond Council's direct control.	Support in full	The new Plan includes the subheading 'our contribution to the bigger picture' This change emphasises that Council's role is only one part of an integrated public health system, and that Council cannot take direct responsibility for changing the outcomes listed in the Plan, nor complete credit for the progress towards outcomes, in most circumstances.
Recommendation 3 & 4 <i>Health and wellbeing snapshot of our community</i> <i>Page 15-16</i>	Inclusion of comparison points for data listed, including historical data and comparisons to Victoria.	Support with minor changes	The updated Plan includes, at minimum, one comparison point for data listed — preferably historical data for Cardinia Shire, or comparison to the Victorian state average. Data is not always available for historical and/or geographical comparisons. Data reference points enable readers to assess the direction of change and/or local urgency of given public health issues. This reinforces the role of the Plan is guiding strategic planning and decision making, and ensuring resources are allocated towards emerging and priority health and social issues.

	To consider how data can be presented in the Plan, to show the health, social and economic differences between different populations, locations and groups.	Support with minor changes	The Plan incorporates disaggregated data where available, with a primary focus on gender-based insights drawn from existing sources such as Council's Household Liveability Survey, the Victorian Population Health Survey, and the Census. While data for other important characteristics—such as age, region, English language proficiency, disability, and income—is not consistently available, this reflects broader systemic limitations in data collection, including small sample sizes, restricted access to externally collected data, and gaps in disaggregated data collection. To strengthen the equity lens within the Plan, each outcome area now features a dedicated 'spotlight' section that explores a key data point in greater depth. These spotlights provide definitions and highlight variations across population groups and geographic areas, helping to illustrate how social equity considerations can be embedded within outcome objectives. In parallel, Council is undertaking a review of its Social Justice and Equity Policy, to identify the localised disparities in health, social, and economic outcomes across Cardinia Shire. This work will support more targeted and inclusive planning and policy development.
Recommendation 5 <i>All outcome areas and domains, policy reference documents</i> <i>Page 18 onwards</i>	Addition of key strategies from Council's contract Library and Leisure Service providers, throughout the Plan.	Support in full	The strategic plans of Council's library and leisure contractors are now acknowledged within the supporting documents of the outcome areas in the Plan, reflecting their significant contribution to community health and wellbeing outcomes through programs and services. Their inclusion recognises the value of cross-sector collaboration and the potential to align strategic planning efforts. This opportunity was strongly reinforced through stakeholder feedback, highlighting the importance of integrated approaches to achieving shared outcomes.

Recommendation 6 Outcome 7: Reduce harm from tobacco, vaping, alcohol, drugs and gambling <i>Page 29</i>	Add an objective to address stigma associated with help-seeking for addictive substances and behaviours such as gambling.	Support in full	This amendment highlights the need for a dual approach to not only increase access to services to reduce long term harm from addictive substances (objective 7.2) but also remove the barriers which prevent the utilisation of these services, such as social stigma, particularly among specific demographic groups.
Recommendation 7 Liveability Domain: Active Travel and Transport <i>Page 36</i>	Include Council's reference documents: Road Safety Strategy, and Pedestrian and Cycling Strategy	Support in full	Included as reference documents. These documents are critical in supporting progress towards the domain strategic objectives.
Recommendation 8 Liveability Domain: Employment <i>Page 36</i>	Include a focus on 'technical knowledge for kids' and 'creation of jobs locally for immigrants with higher education'	Support in full	The 'community statements' have been updated to include a focus on 'student placements' and 'addressing barriers to employment, including for migrants and refugees.' This change aims to highlight the varying barriers to employment that exist and a need to address them.
Recommendation 9 & 10 Liveability Domain: Environment and Open Space <i>Page 44</i>	Include a focus on increasing activities and open space/ recreational areas in ways that allow the "the community to come together" and are "dog free".	Support with minor changes	The following underlined additions have been included in the community statements: Monitoring and <u>enhancing</u> activation of underutilised open spaces, in ways that balance the needs of different users and <u>promote social connection</u>. Council's Open Space Strategy and Domestic Animal Management Plan support the planning of open spaces including development of dog-parks and dog-restricted areas.

	Include a focus on wood smoke and air pollution.	Support in full	The following underlined addition has been included in community statements: - Building local knowledge of the environment and climate change through participation in environmental groups and volunteering, <u>and education strategies to mitigate commercial and household pollution.</u> The following strategy has been added to the list of supporting State and Federal frameworks and policies: - Victorian Air Quality Strategy
Recommendation 11 Liveability Domain: Community Infrastructure and Services Page 41	Suggestions to re-open the Pakenham golf course	Addressed outside of the plan	Specific facilities are not the focus of the Liveability Plan. This feedback has been redirected to the current community engagement on the Pakenham Golf Course.

In addition to community feedback, the draft Plan was further refined to incorporate emerging public health data, recent policy developments, strategic alignment with the Council Plan 2025–2029, and enhancements to language for improved clarity and accessibility.

Feedback on the implementation of the Plan

Feedback which related to the implementation approach of the Plan, is summarised in Attachment 2. While not directly influencing the Liveability Plan Framework, this feedback will be used to inform Council's Action Agenda (Action Plan) required under the Public Health and Wellbeing Act 2008.

Policy Implications

The Liveability Plan Review seeks to fulfil Council's public health planning responsibilities under the *Public Health and Wellbeing Act 2008* (the Act). As summarised in the Councillor Meeting Report titled 'Draft Liveability Plan Review' presented on 21 July 2025, Council's obligations under Section 26 (2-3) of the *Act 2008*, have been met in the review of the Liveability Plan.

Under sections 26 (4, 6, 7) of the Act 2008, Council must finally:

4. Review the municipal public health and wellbeing plan annually, and if appropriate amend it.
 - 4a. Ensure the annual review includes a review of the measures related to family violence.
6. Give a copy of the current municipal public health and wellbeing plan to the Secretary.
 - 6a. Report to the secretary on family violence measures at intervals specified by the secretary in writing.
7. Make available for inspection by members of the public, a copy of the current Municipal public health and wellbeing plan.

Once adopted by Council, the Plan will be provided to the Secretary of the Department of Health and uploaded to Council's website. A report will be prepared annually, including analysis of achievements, and public health and liveability measures indicating emerging public health issues, which will be used to inform action planning for the ensuing year. These actions fulfill all requirements under *the Act 2008*.

The Review is consistent with Council's role under the *Climate Change Act 2017*, *Local Government Act 2020*, and *Gender Equality Act 2020*, and addresses Council's responsibility under Recommendation 94 from the Royal Commission into Family Violence.

The Plan aligns to both the Council Plan 2025-29 and the Cardinia Municipal Strategic Statement (MSS).

Climate Emergency Consideration

Climate change has been considered within the review in line with Council's requirements under the Climate Change Act 2017. These considerations are incorporated in the Plan as follows:

- Recognition of the impacts that climate-change has directly and indirectly on health, including outlining links between the Plan's outcome areas and resilience to these impacts.
- Identifying opportunities to mitigate (or ease) climate emissions, alongside actions to help communities adapt to (or cope with) the adverse impacts, through domain statements, and supporting policies or strategies of Council or other levels of government.
- Identifying measures to monitor climate change mitigation and adaptation at the local level.

Consultation/Communication

The review of the Liveability Plan has been undertaken through extensive consultation which occurred between November 2024 to August 2025, summarised in table 2. The final phase involved stakeholder and community consultation on the draft Plan, which occurred between 22 July and 19 August 2025. This opportunity was promoted via social media, at face-to-face events, to key organisational partners and in local online newsletters, with an estimated reach of approximately 25,000 people. Further details of this phase of engagement are summarised in attachment 2.

Table 2. Summary of consultation methods and engagement numbers for the review of the Liveability Plan

Timeline	Audience	Format	Engagement*	Focus of engagement phase
November – December 2024	Council staff (Managers, Coordinators, team leaders)	Staff workshop x 3	41	Reviewing Liveability Plan domains, including strategies and measures, and identifying equity and climate-impact considerations
January – February 2025	Community members (equity focus)	Intercept surveys at events and group interviews x 19	197	Identifying themes for how liveability and health could be improved, to inform outcome objectives, and domain statements

February 2025	Community Panel for the Council Plan	Community panel report	46	Community priorities used to inform the domain statements
June - July 2025	Councillors	Councillor briefing and meeting	2	Feedback on the draft Plan
July – August 2025	Community members, organisational stakeholders	Public exhibition of Draft Plan on Creating Cardinia, with feedback sought via survey, and stakeholders meetings x 7	10	Feedback on the draft Plan

**'Engagement' in this context, refers to those who actively provided response/ feedback on the Plan, or were present as part of a group engaged for the purpose of providing feedback on the Plan. 'Reach' refers to the number of people who were actively made aware of the opportunity to engage.*

Financial and Resource Implications

Review of the Liveability Plan has been undertaken within Council's existing budget along with a grant from VicHealth to support the coordination and a strengthened focus on social justice and equity and climate-health impacts, within the Plan. The Liveability Plan Action Agenda 2025-26 will be developed to capture existing initiatives and strategies of Council and key community agencies, with a focus on increasing capacity to embed health and equity impacts and measurement. External funding opportunities will be pursued where available to support implementation and capacity building.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. A Gender Impact Assessment (GIA) was completed as part of the engagement of the Liveability Plan and identified a number of recommendations:

- Adopting the lenses from the Draft Social Justice and Equity Policy Background Report within the Liveability Plan *(Complete)*
- Incorporating a column for priority communities (aligned to the lens above) in the Plan's Action Agenda *(In progress)*
- Updating the Plan's Framework to include 'how we work together', and progress to review the governance strategy for the Plan, following the adoption of the Plan *(In progress)*

Attachments

1. Attachment 1 - Liveability Plan 2025 [7.2.2.1 - 52 pages]
2. Attachment 2 - Community Engagement Summary Report LP 2025 [7.2.2.2 - 14 pages]



Cardinia Shire's **Liveability Plan** 2017–29



Municipal Public Health and Wellbeing Plan

Reviewed 2025

Prepared by:
Cardinia Shire Council
Community and Planning Services



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©Review Adopted October 2025

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Acknowledgement of Country

Cardinia Shire Council acknowledges the Bunurong and Wurundjeri peoples as the Traditional Custodians of the land and waterways across our region. We pay our respects to Elders past and present and recognise their deep and enduring connection to Country. Guided by our community, we strive for a future grounded in truth, respect, equity, and cultural safety, where everyone feels connected and has the opportunity to thrive.

Statement of Commitment to Reconciliation

Through Reconciliation, we are building a future where:

- Aboriginal and Torres Strait Islander peoples are empowered, celebrated, and actively involved in shaping the future of Cardinia Shire
- Relationships between First Nations and non-Indigenous peoples are grounded in truth, trust and mutual respect.
- Cultural safety is upheld across our workplaces, community services, and public spaces.
- All people have equitable access to opportunities to support positive physical and mental wellbeing
- We are committed to learning from the past, acting with integrity in the present, and shaping a future where reconciliation is a shared journey. We are proud to play our part in creating a community where everyone belongs, and Aboriginal and Torres Strait Islander people feel safe, respected, and connected.

Statement of inclusion

Cardinia Shire Council encourages a sense of belonging within our shire. We support an inclusive community comprised of people from diverse backgrounds, including and not limited to Aboriginal and Torres Strait Islander people, people from multicultural backgrounds, those identifying as LGBTIQ+, people of faith, and people of all ages, genders and disability.

Acknowledgements

We acknowledge and thank the many hundreds of individuals and groups who provided their advice, participation, and input into the development and review of *Cardinia Shire's Liveability Plan 2017–29*. From local people who provided input through stakeholder pop-ups and surveys, Future Cardinia and the Community Panel, to community workers, leaders, and members of the Liveability Partnership, and Council staff and Cardinia Shire's Councillors.

Mayor and CEO foreword



It is our pleasure to present a reviewed *Cardinia Shire Liveability Plan 2017–29*. The Plan recognises Council's role in coordinating local public health planning, by bringing together a range of organisations, groups and our local community to collectively protect, improve and promote the health and wellbeing of our community and the land we live on, now and into the future. Insights from our Partnership Group, community consultation, and research, has supported the review of the Liveability Plan in aligning to its long-term vision:

Cardinia Shire is a liveable, resilient community where the environment flourishes and residents are healthy, included and connected

This vision recognises that people's health and wellbeing is shaped by the environments and conditions in which we grow, live, learn, work and age, and the opportunities which shape the social fabric of our community. In other words, how liveable our community is.

While Council plays a leading role in protecting and improving community health and wellbeing, we cannot do it alone. This whole-of-community Plan reflects the work that Council, our partners, and community groups will undertake collectively to address the priorities for public health identified by, and affecting, our community. The Plan recognises that health outcomes are not equally distributed due to various social, economic and geographical barriers, applying equity and social justice principles to address these disparities. The Plan also recognises that maintaining the health of our planet, is symbiotic with creating environments where the health of our people thrive.

Reviewed to ensure we are focussed on emerging health and wellbeing priorities, through extensive community consultation, research and partnership planning, the Plan provides guidance for addressing our community's health and wellbeing needs over the next four years.

As one of Victoria's fastest growing municipalities, we have an opportunity to build liveable, inclusive, and sustainable community, with social and economic systems that promote health. To do this we need the public and private sector, all levels of government, and our communities to be championing progress towards this vision. Aligning our priorities and coordinating our efforts will ensure that we make the best use of local resources. The challenge we pose to you is, how will you contribute to the collective effort of improving the liveability, health and wellbeing of Cardinia Shire?

<insert signature>

Cr Jack Kowarzik
Cardinia Shire Mayor 2025–26

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James Collins
CEO Cardinia Shire Council

Our shire

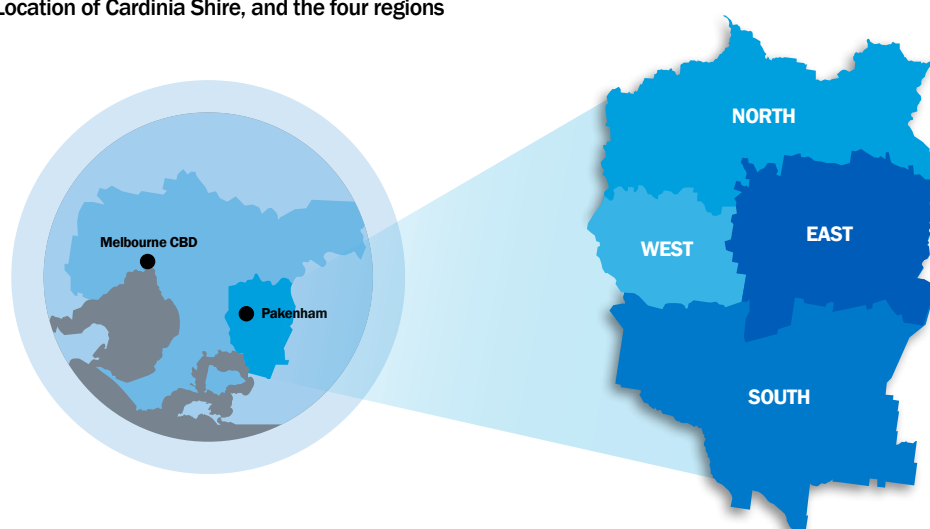
Cardinia Shire is located in the south east of Melbourne and is one of 10 'Interface Councils' which form the perimeter of metropolitan Melbourne, providing a transition between urban and rural areas. Interface Councils represents one of Australia's fastest growing regions in terms of population, with challenges associated with planning and delivering community infrastructure and services which match the pace of growth and needs of a rapidly changing community needs. Cardinia Shire specifically, also faces the challenge of managing this growth across a great geographical expanse, with an area of approximately 1,280 square kilometres.

There are four distinct regions in the Shire (See *Figure 1*), which comprise of multiple localities with similar landforms and landscapes, and built and natural assets, each with unique histories, social networks, population densities, economic systems and people that live within them. Balancing the different needs of regions, alongside emerging and existing communities throughout this growth is key to creating a liveable Shire. This involves a *place-focused approach*, where local community participation guides decision making around services, infrastructure and investment.

The Shire's estimated population of 132,289 people in 2025, is expected to increase to a total of 146,520 or 11% over the life of this Plan (2029), and ultimately, by 2046 we expect to reach a population of 167,989 people.¹ How this population is distributed, impacts planning. The west region is currently home to 70% of Cardinia Shires population (90,329) including four localities of Beaconsfield, Officer, Officer South and Pakenham. The west region will accommodate most future residential and commercial growth, expect to grow by 25% to a total population of 112,982 by 2046.¹ Almost 15% of Cardinia Shire's population reside in the northern region, with a population of 18,950 residents and is forecast to grow to 19,046 by 2046. The northern region is the second largest of the four regions with a total land area of 375km, and includes prominent localities of Gembrook, Cockatoo, Emerald and Beaconsfield Upper.¹

The south region has the largest land area of at 459km² and is home to 7.5% (10,360) of Cardinia Shires residents.¹ This population is expected to grow to 12,061 residents in 2046, spread across 20 localities including Kooweerup, Lang Lang and Bayles.¹ The Eastern region is forecast to grow to 23,900 residents in 2046 and is currently home to 7.5% of Cardinia Shires population at 9,609 residents.¹ The eastern region includes 11 localities including Bunyip, Garfield and Nar Nar Goon.

Figure 1. Location of Cardinia Shire, and the four regions



Integrating health and wellbeing planning across Council

Under the *Victorian Public Health and Wellbeing Act 2008*, Council has a responsibility to protect, improve and promote public health and wellbeing within the Shire. This is achieved through Councils' core operations summarised below.

D Delivering services, programs and infrastructure

Co-ordinate and provide services to and within the municipal district

- Maternal and child health, play groups, parenting programs, and youth services
- Facility and contract management (Libraries, Leisure, Kindergartens)
- Arts, cultural and leisure events, programs and development

Ensuring that the Shire is maintained in a clean and sanitary condition

- Waste management services
- Building and facility management and services

Creating environments which support the health of the community

- Land use planning
- Develop and implement local policy
- Funding, planning, delivery and maintenance of infrastructure and facilities

A Advocating

Attracting investment from public and private sources

- Attracting new business, funding and public/ private investment in housing, roads, services and infrastructure
- Advocating for local investments from other levels of government, or policy changes on behalf of our community

P Partnering

Leading public health planning alongside local agencies and the community, to inform the development and implementation of health-promoting policies and programs

- Coordinating plans which respond to equity legislation
- Good governance of the political process and engaging the community in decision making
- Leading Municipal Public Health and Wellbeing Planning
- Delivering grants and capacity building to empower and enable community to lead positive change in their communities

R Regulating

Developing and enforcing public health standards

- Ensuring compliance with regulations and providing education about local laws
- Emergency management, environmental protection and conservation, and climate change mitigation and adaptation.

These roles are identified using symbols, throughout the Liveability Plan, to highlight how Council will invest in improving the health and wellbeing of the community through the roles of delivery, advocacy, partnership and regulation.

The Liveability Plan sits alongside several other governing plans within Council's strategic planning framework (see Figure 2) to inform the Council Plan 2025–29 and related operational strategies, on the risk and opportunities for health- equity.

Relevant operational strategies have been aligned against each of the health outcome areas and domains, listed throughout the Liveability Plan. These strategies may be led by Council, State and Federal Governments, or local or regional organisations, and highlight the opportunities for cross-sector partnerships to generate greater alignment, efficiencies in resource distribution and stimulate shared measurement of our collective impact towards health, wellbeing and liveability.

Figure 2. Relationship of the Liveability Plan 2017–29 to the Community Vision and Council Plan



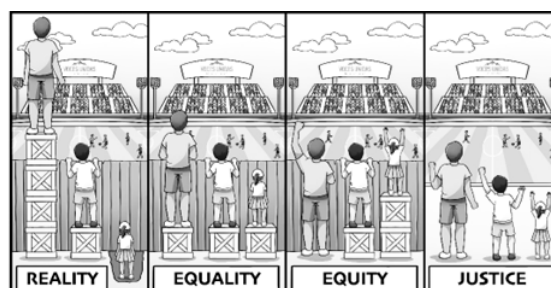
Reducing avoidable differences in health and wellbeing

Cardinia Shire is home to diverse population of people with different backgrounds, characteristics and identities. This diversity leads to vibrancy, creativity and the broadening experiences in the community. However, some people and groups face disproportionate barriers to health, wellbeing, economic and social outcomes. These people and groups in Cardinia Shire include:

- Aboriginal and Torres Strait Islander People
- People with a disability
- Multicultural communities
- Gender
- People living in rural and remote areas
- LGBTIQ+
- Different ages, including older and younger people
- Families
- Low income

These people and groups are captured under the Liveability Plans' *Social Justice and Equity Lens*, which responds to council's requirements under the Gender Equality Act 2020. Addressed through the Plans implementation approach, the lens is a commitment to work with community and partners to address unequal health outcomes, focusing our efforts on those who face the greatest health disparities. Some people may belong to more than one of these groups, which can result in a compounding of disadvantage, and heighten experiences of exclusion and discrimination. We also know that people outside of these groups may experience disadvantage, and that the experience of individuals within these groups will vary from person to person. Recognising the complexity of how this plays out in our society, we will simultaneously strive towards social justice by tackling whole-of-community barriers to health and wellbeing. Figure 3 depicts the difference between social equity and social justice.

Figure 3. Sample graphic representation of the concepts of equality, equity and justice (Voces Unidas)



In practice, this lens will be applied across all outcome areas and domains in the Liveability Plan, using tools, capacity building and community participation and engagement to inform our understanding. This will guide Council, partners and community in identifying and embedding social justice and equity through the distribution of resources, engagement with community, and in our actions, to collectively work towards human rights.

Climate change and health

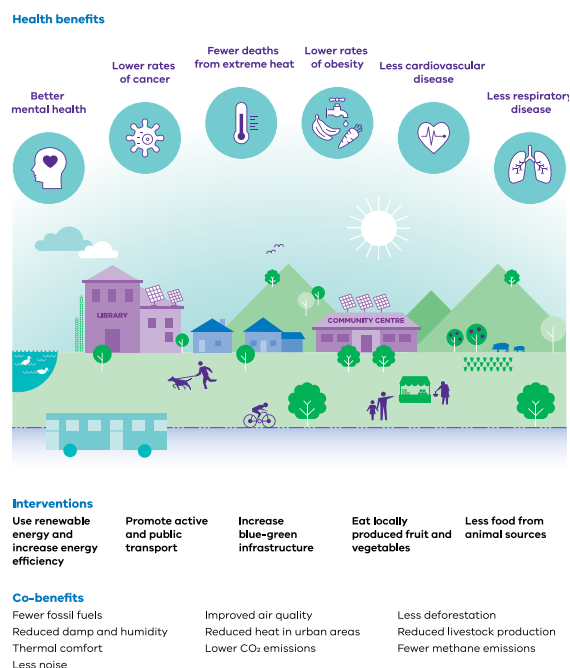
Climate change is a global threat to wellbeing, caused by increasing concentrations of greenhouse gas in the atmosphere, resulting in a hotter, drier climate. Locally, the consequences of climate change including increasing intensity of rainfall, an increase to the number of bushfire risk days, and more severe and frequent climate-events.

Climate change also exacerbates underlying health vulnerabilities and contributes to adverse health outcomes such as respiratory disease, allergies, mental illness, injuries, poor nutrition and cardiovascular disease. These impacts are not evenly distributed, with those with chronic health conditions, those relying on the land for their livelihood and wellbeing such as Indigenous peoples and farmers, children and young people, low-income households, those who speak a language other than English, and older people, at greater risk of climate-related health and wellbeing impacts.⁵²

Maintaining the health of our natural and built environment through actions which mitigate (or ease) climate emissions, alongside actions to help communities adapt to (or cope with) the adverse impacts of climate change, are critical to the liveability of our neighbourhoods and health of our communities.

The Liveability Plan has embedded climate change mitigation and adaptation within its objectives and measures in responding to the *Climate Change Act 2017*. This approach highlights climate change as a responsibility of council alongside all levels of government, partners and the community, and will guide the delivery of actions which achieve mutual improvements in health and the environment; An approach termed health co-benefits. Examples of co-benefits are depicted in Figure 4.

Figure 4. Health co-benefits of climate change interventions



Council works alongside partners to respond to extreme weather events, build climate resilience among populations most at risk of harm, and supports communities to adapt and mitigate climate change through actions that have a positive influence on our environment. Our collective approach demonstrates a commitment to protecting and enhancing the health of our natural and built environment for our communities and future generations.

Liveable neighbourhoods for improved health outcomes

The Liveability Plan takes a contemporary approach to public health and wellbeing planning, focusing on the social, physical and economic conditions in which people are born, learn, live, work and age and how they determine health outcomes. These are also known as the 'social determinants of health' which are fundamentally linked with 'liveability' (See Figure 5).²

Liveable communities are regarded as *"safe, attractive, socially cohesive and inclusive, and environmentally sustainable with affordable housing linked via public transport, walking and cycling to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities."* (Centre for Urban Research, RMIT University)

Extensive research proves that by influencing key aspects of local liveability, we can improve long term health, social, economic and environmental outcomes, and sustainability.³ Alongside RMIT, we have identified seven

liveability domains for Cardinia Shire, which focus on the roles that Council, local agencies and all levels of government can influence through public health and urban planning in creating environments which enhance the health and wellbeing of our community and the natural environment. These domains include:

- Active travel and transport
- Housing
- Community Infrastructure and Services
- Education
- Employment
- Environment And Open Space
- Food

Each domain includes a strategic objective and a set of indicators to help us track liveability over time. These combine indicators from RMIT's Australian Urban Observatory alongside measures which capture the community themes identified through hundreds of conversations held with community in 2025.

Our long-term outcomes

Improving liveability will ultimately improve the health and wellbeing of communities. However, this requires a long-term vision, with changes in liveability only seen over decades, which then influence changes in access, attitudes and behaviours, which impact health. That is why we have continued our commitment to the seven long-term outcomes of the 12-year Plan. These outcomes target the top health and wellbeing opportunities for our community, drawing from the ten health priorities identified in the Victorian Public Health and Wellbeing Plan 2023–27.

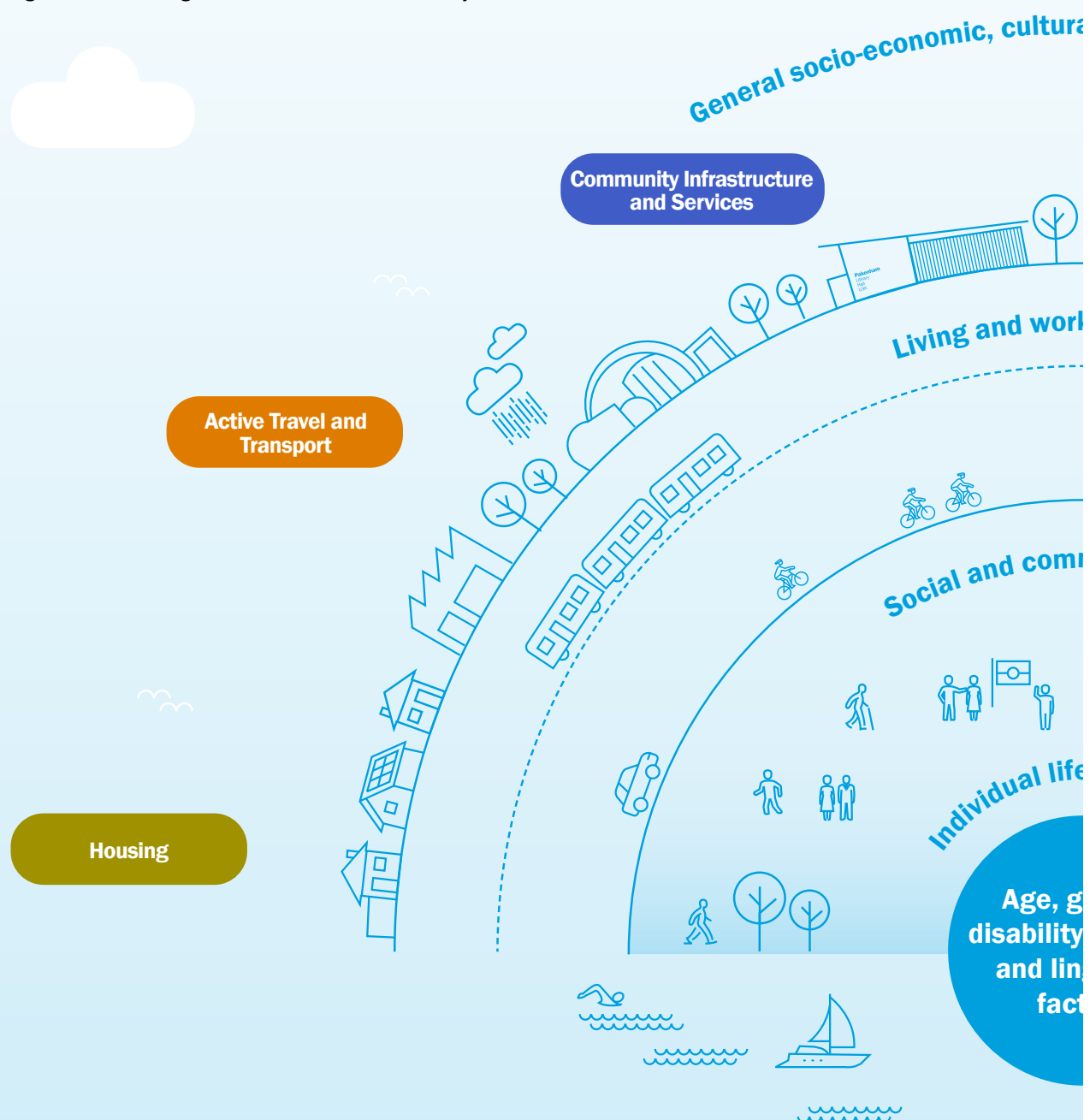
By 2029, we expect to:

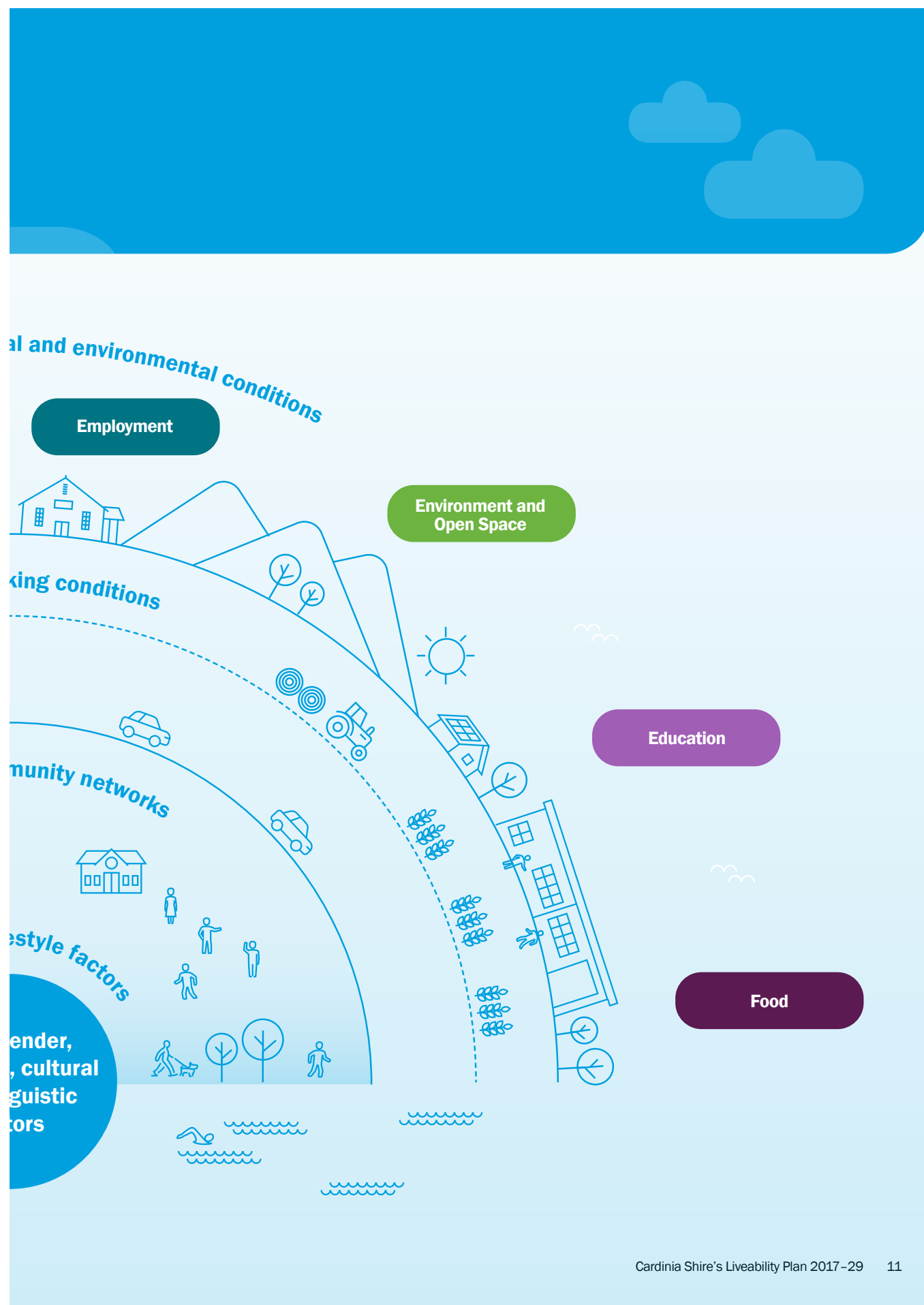
- Improve mental wellbeing
- Improve social cohesion
- Improve safety
- Improve healthy eating and active living
- Reduce family violence
- Improve financial wellbeing and resilience
- Reduce harm from tobacco, vaping, alcohol, drugs and gambling

Our contribution to the bigger picture

While Council, local agencies and our community have a clear commitment for a healthy and liveable Cardinia Shire, we cannot take a direct credit for affecting the direction of change across the outcomes or domains of the Liveability Plan. Our collective efforts through the Liveability Plan, and partner strategies combining multiple actions and plans, delivered by many stakeholders, are only part of the process of addressing liveability and health. These changes may be affected by broader political systems, environmental, geopolitical and biological events, global economics, evolving technology and societal shifts which may positively or negatively impact progress.

Figure 5. Socio-ecological model of health and liveability domains for Cardinia Shire





Our partnership approach

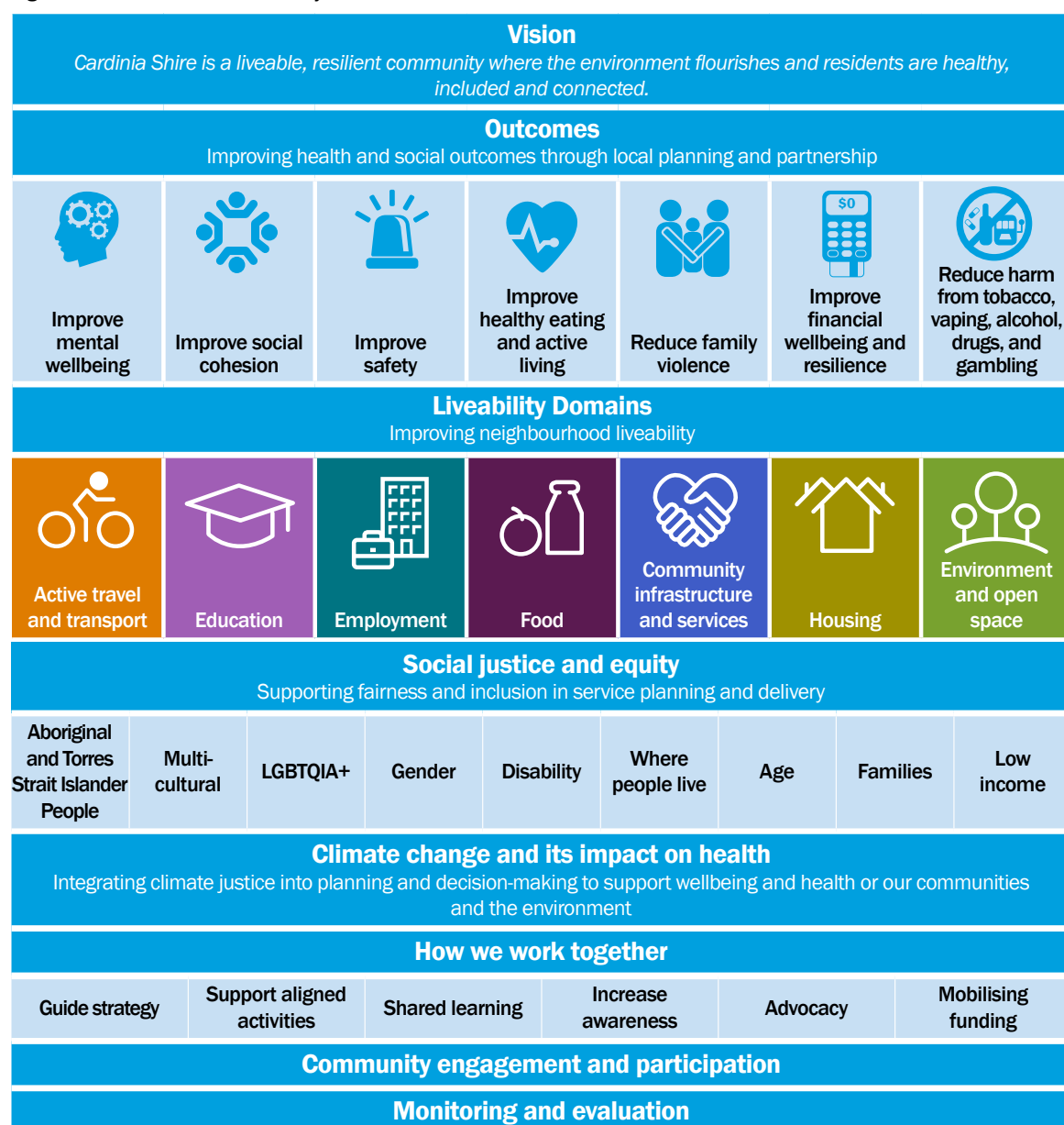
The Liveability Partnership Group was established in 2016 to provide strategic oversight of the Liveability Plan. Consisting of organisations who are funded to protect, improve, and promote health and wellbeing, we will continue to build on, and strengthen our partnerships to deliver the Liveability Plan's objectives for 2025–29. Collectively, Council and partners, take responsibility for the priorities identified in the Plan by working with the community to implement, monitor and evaluate actions identified in an annual *Action Agenda* which respond to Council and partner organisation strategies. Six principles aligned to the *Public Health and Wellbeing Act 2008* will guide this work, including:

1. **Evidence-based decision making** | Decisions relating to the Plan will be based on the relevant and reliable evidence to ensure efficient use of resources and the greatest impact on wellbeing and health equity.
2. **Safe to learn** | A lack of current evidence and knowledgebase for addressing a particular public health issue should not be used as a reason to not act. Innovation and safe-to-learn approaches will be encouraged to develop new solutions.
3. **Prevention is better than cure** | The Plan aims to 'keep well people well'. The primary prevention of disease, illness, injury, disability, or premature death is preferable to remedial measures. Capacity building and health promotion activities are central to reducing health inequities and achieving optimal health and wellbeing among our community.
4. **Accountability** | Decisions relevant to public health planning will be transparent and systematic. The community will have access to reliable information to ensure a good understanding of public health issues and have opportunities to actively participate in policy and program development, implementation and evaluation of the Plan.
5. **Proportionality** | Decisions and actions relating to the protection and promotion of public health, and prevention of disease, illness and disability should be proportionate to the identified risk. Careful consideration based on clear reasoning and evidence to ensure fairness and consistency will be used.
6. **Collaboration** | The Plan is a whole-of-community blueprint to collectively address health and wellbeing. Collaboration between all levels of government, industry, business, communities, and individuals is essential to improving the liveability, health and wellbeing of our community.

Our framework

Cardinia Shire's *Liveability Plan 2017–29* has been developed to provide a clear framework for public health planning within the shire. The framework outlines the common agenda that Council, partners, and the community, will collectively work towards over the next 4 years.

Figure 6. Cardinia Shire's Liveability Plan 2017–29 Framework



Health and wellbeing snapshot of our community

Mental wellbeing



24% of adults experience loneliness, compared to 23% of Victorians's ⁷



20% feel no connection to the local community in 2023; an increase from 15% in 2021, but lower than 24% in 2019⁶. This is higher in the South (26%) and West region (23%) and among males (23%).



22% experience high or very high psychological distress, compared to 19% of Victorians; an increase from 20% in 2020.⁷



In 2023, 20% of year 4–6 students and 19% of year 7–9 students had been bullied at their school; a decrease since 2017 with 26% and 25% of students experiencing bullying, respectively ⁸



9.3% have a long-term mental health condition, compared to 7.5% across the other interface councils and 8.8% across Victoria. ⁹



Rates of suicide and self-inflicted injuries between 2018–2022 were higher than Victoria (11.6 vs 10.9 per 100,000 population)⁵¹



Spotlight – Loneliness

Loneliness is 'a subjective unpleasant or distressing feeling of lack of connection to other people, along with a desire for more'.⁵⁴ Loneliness is higher among females (26%) than males (22%) in Cardinia Shire, and across Victoria, is significantly more common among those aged 18–24 years (32%) and less common among those aged between 65–74 (18%) and 75–84 (12%).⁷ The harmful impact of loneliness on health has been estimated to be equal to smoking 15 cigarettes a day, increasing risks of cardiovascular disease, depression, anxiety, dementia, and premature death.⁵⁵

Social cohesion



63% of current residents lived in Cardinia Shire prior to 2016⁹



29% feel no connection to their own cultural heritage, and 22% feel it's not enough⁶



55% feel no connection to the Australian indigenous culture, and 32% feel it's not enough⁶



Between 2016 and 2021, volunteering rates declined from 18% to 12%, mirroring the trend in Victoria, where rates fell from 19% to 13%⁹



78% had someone outside the household who could care for themselves or their children in an emergency in 2023, down from 82% in 2019⁶



42% feel valued by society, lower than the Victorian average of 48%⁷



23% have experienced discrimination ⁶



56% feel that multiculturalism makes life better, lower than the Victorian average of 67%⁷



Spotlight – Discrimination

Discrimination is defined as 'being treated badly or unfairly because of a personal characteristic protected under the Victorian Opportunity Act'.⁶⁰ Experiences of discrimination are associated with an increased risk of depression, anxiety, post-traumatic stress disorder, psychosis and substance abuse disorders, cardiovascular disease, adult-asthma and cancer.⁵⁷ In Cardinia Shire in 2023, discrimination was experienced by 31% of those who speak a language other than English due to their cultural background (versus 2% English only), 15% of those aged between 60–69 and 11% of those aged 70+ due to age (versus 7% of all ages), and 9% of females due to gender (versus 3% males).⁶

Safety



There were 18–19 criminal incidents per day in the year ending March 2025; a 32% increase compared to 2024, most of which were theft or breaches of family violence orders¹⁷



Between 2021 and 2022, 4,783 residents were admitted to hospital due to unintentional injury: a rate of 1,971 per 100,000 population and higher than the Victorian rate of 1,805 per 100,000 population.²⁰ The most common injuries were falls (45%), followed by transport injuries (20%).



In 2024, there were 11 road fatalities (10 male, 1 female) and 90 serious road injuries (60 male, 30 female), compared to 4 fatalities and 143 serious road injuries in 2023.¹⁹



Since 2009 until 2025, there have been 23 significant natural incidents, including bushfires, grassfires, floods, storms and heatwaves. Those most likely to have done nothing to prepare for extreme weather events are 35–49-year-olds (25%), people who speak a language other than English (29%), renters (36%), and single parents (47%).⁶



Spotlight – Perceptions of safety

Feeling “unsafe” at night in the public areas in the Shire increased from 11% in 2024 to 19% in 2025. Feeling unsafe was more common among females, and adults aged 45–54 years old. The most common safety concerns related to crime and policing (26%), concerns around various groups of people (24%), and specific incidents or knowledge of break-ins (15%).⁵⁸ In 2023, 14% of households reported dangerous driving having a negative impact on them or their families, with higher concern among males (17%), people aged 50–59 (21%), and residents in the North region (19%). 12% of residents stated that they avoid walking, riding, or scooting to local activities due to “troublemakers” along active travel routes. This concern was more commonly raised by residents in the West region (16%), males (15%), individuals under 35 years old (20%), and those who speak a language other than English (18%).⁶

Healthy eating and active living



24% consume sugar sweetened beverages daily; notably higher among males (34%), and higher than the Victorian average of 19%⁷



34% consume takeaway weekly or more often⁶, and an increase from 31% in 2019



Only one in three (35%) meet Australian Dietary Guidelines for fruit consumption and 6% meet the vegetable consumption guidelines, similar to rest of Victoria⁷



6% of households have run out of food and couldn't afford more in 2023, an increase from 5% in 2021⁶ 



43% grow their own fruit or vegetables, and 56% buy or eat locally produced fruit or vegetables⁶



Of those who travelled to work, rates of walking or cycling for transport are very low (2% versus 4.7% in Victoria), a slight increase from 1.7% in 2016⁹



Only one in three adults met the physical activity guidelines in 2023, lower among females (30%) and a significant decrease from 53% in 2017⁷



Male participation in sport is relatively stable around 21% in 2023, while female participation has declined from 19% in 2019 to 14% in 2023⁶



Spotlight – Food insecurity

Food insecurity is defined as “when the availability of nutritionally adequate and safe foods, or the ability to acquire acceptable food in socially acceptable ways is limited or uncertain”. Food insecurity increases the risks of diabetes, cardiovascular disease, obesity, arthritis, back problems and poor mental health, as well as having long term impacts on a child's physical, social, emotional and academic development.⁵⁹ Locally, food insecurity is more common among those who rent (12%) and single parent households (19%). However, many more households are using strategies to cope, often used to maintain nutrition for children in the household. This includes cutting the size or skipping meals because there wasn't enough money for food (12% households, 16% households with children, and 28% of single parent households). This is more commonly experienced by females (13%), those who speak a language other than English (14%) and in the West region (13%).⁶

Family violence



78% of people experiencing family violence are female, including children ²⁹



In 2025, there were an average of 5.4 family incidents reported each day, a 19% increase from 2024³⁰, and 1,302 breaches of family violence orders³⁰



In 2023–24, the most common forms of family-violence-related abuse included verbal (38%), emotional (29%) and physical (15%) abuse, followed by financial (2.9%) and sexual (1.7%).



Children are a witness in 50% of family violence incidences, and approximately one in ten incidents are perpetrated against a child aged 17 or under.³⁰



46% of females and 39% of males agree family violence is a serious problem, however the proportion of people rating family violence as no problem at all increased notably, to 5% in 2023, up from 2% in previous years.⁶



Spotlight

Some populations are at greater risk of experiencing family violence across Australia, including women with a disability, Aboriginal and Torres Strait Islander women, young women, those in economic hardship, older women, LGBTQIA+ people and those with lower educational attainment.³⁴

Financial wellbeing and resilience



17% households have a low income (less than \$800 a week), compared to the Victorian average of 21%.⁹



14% of residents' income is spent on transport costs, compared to the Victorian average of 10%.⁴⁶



16% of households were experiencing housing stress in 2021, a similar rate to 2016 ⁷



19% of residents had difficulty finding a suitable property to purchase within their budget in 2023, compared to 9% in 2019. This experience was higher among those aged under 35 (32%), those who speak a language other than English (29%) and those in the North region (30%)⁶



16% of residents couldn't afford to pay bills in 2023 compared to 10% in 2021; This experience was higher among females (19%), those who speak a language other than English (22%), couples with children (21%) and single parent households (31%)⁶



16% had friends or family needing housing support in 2023, similar to 2019 (17%). This experience was higher among those who speak a language other than English (23%).⁶



There are 5.7 people experiencing homelessness per 1,000 population⁹



Spotlight – Housing stress

Housing stress is defined as when a low-income household (in the bottom 40% of incomes across Australia), spends more than 30% of their income on housing costs (rent or a mortgage).⁵⁶ In Cardinia Shire, 17% of households experience mortgage stress (highest in Bayles, Catani & Surrounds (25.5%)), compared to 14% of Victorian mortgage owners and 42% of households experience rental stress (highest in Beaconsfield Upper & Surrounds (61.5%))⁹, compared to 35% of Victorian renters. Housing stress can have significant impacts on an individual's mental health while also limiting the ability to buy necessities such as nutritious food, healthcare, and educational materials, and participate in social activities.⁵³

Tobacco, vaping, alcohol, other drugs and gambling



5.3% use vapes daily (higher among males (6.5%)) compared to 4.5% of Victorians⁷ and 12% smoke tobacco daily (higher among males (13%)) compared to 10% of Victorians⁷



In 2023, 6.6% of women smoked in the first 20 weeks of their pregnancy compared to 7.3% in 2022⁴⁰



14% of adults, and specifically one in five males (19%), have an increased risk of alcohol-related harm or disease, defined as drinking on average, more than 10 standard alcohol drinks in a week, or more than 4 standard alcoholic drinks in any one day⁷



In 2022/23, there were 203/100,000 population alcohol-related and 238/100,000 population illicit-drug-related episodes of care; both of which are below the Victorian average, however, are the 2nd and 4th highest rates in the south-east Melbourne catchment, respectively.

33,42



In 2024, the average distance between households and off-license alcohol outlets was 1km, compared to 1.1km in 2021⁴¹



In 2024/25, \$39.5 million was lost on electronic gambling machines, up from \$36.8 million in 2023/24⁴³



Nearly 1% of prep-grade children had experienced stress relate to gambling issues in the family, while 4.8% had experienced stress related to an alcohol or drug problem in the family⁴⁹



Spotlight – Gambling harm

Harm from gambling affects 12.4% of gamblers in the south-east metro region of Victoria, which includes Cardinia Shire. The most common harms are reductions in spending money and savings, while the most common harms affecting those around the gambler include feelings of distress about the other person's gambling (80.0%), and increased tension in relationships (64.3%). Those most at risk of harm from gambling include males, those aged 35 to 54, those on an annual income between \$20,800 to \$42,599, and Aboriginal and Torres Strait islanders, while exposure to gambling during childhood is a key risk factor for harm.⁶¹ Gambling participation rates are similar between males and females, however, females are more likely to gamble due to boredom, loneliness, to engage socially, and to lessen anxiety and depression, as well as attending gambling venues to feel safe, particularly among those experiencing family violence.²⁸



Outcome 1: Improve mental wellbeing

A positive state of wellbeing is about feeling good, being able to cope with life's stressors, an ability to work productively, realise our individual potential and an ability to contribute to family and community life. *Positive mental wellbeing* can be experienced even when an individual has *mental illness*, and high levels of wellbeing can both reduce the risk of developing a mental illness by 800%, and can support recovery from mental illness. A person's wellbeing is supported by having access to the resources for everyday life, including safe and secure housing, education, employment and income, access to green spaces, social support, and healthy food options. Active travel also contributes to positive mental wellbeing through physical activity and the ability to move about freely. Enhancing community resilience to adverse climate impacts and improving community ability to cope with and adapt to future climate hazards, is also crucial for managing the mental health impacts of climate change.

Mental distress and mental illness can have a significant impact on an individual's ability to reach their full potential and can increase the risk of other chronic diseases like diabetes and cardiovascular diseases.^{4,5}



Objectives to improve mental wellbeing:

1.1	Increase equitable access to services and programs which support positive mental wellbeing	D A P
1.2	Increase community resilience to prepare, adapt, recover, and support each other through adversity	D A P
1.3	Increase connection to natural, cultural and social spaces and groups	D P

Ways to measure change

Our partners and community may choose to assess their impact using the following measures

- Percentage of adults who were worried about running out of money to buy food in the last year.
- Percentage of adults who had a negative personal or family experience in the last 12 months related to expensive medical services, underemployment, unemployment or workplace stress.
- Percentage of adults who had difficulty finding a suitable property to purchase, or rent, within budget.
- Percentage of residents diagnosed with anxiety or depression.
- Rate of suicide and intentional injury.
- Percentage of adults who are 'not at all' prepared for extreme weather events.
- Percentage of adults who experienced high or very high psychological distress.
- Percentage of households who have someone outside household who can care for person or children in an emergency.
- Percentage of adults who sought help for mental health, who accessed services outside of Cardinia Shire.
- Percentage of year 4–6 students and year 7–9 students who have reported being bullied.
- Percentage of adults who feel 'mostly or completely' connected to the land they live on, or their local community.
- Percentage of adults experienced loneliness.
- Percentage adults who do voluntary work.

Council policy supporting improving mental wellbeing	Federal and Victorian government, and local agency policy supporting improving mental wellbeing
• Active Cardinia Strategy • Advocacy Agenda • Climate Change Adaptation Strategy 2022–32 • Community Food Strategy 2018–26 • Community Infrastructure Plan • Investment Attraction Plan • Municipal Emergency Management Plan • Open Space Strategy • Social and Affordable Housing Strategy 2017–25 • Social Justice and Equity Policy	• Cardinia Leisure Strategic Plan 2025–29 • My Community Library Strategic Plan 2025–29 • National Aboriginal & Torres Strait Islander Suicide Prevention Strategy • National Children's Mental Health and Wellbeing Strategy • National Urban Policy • Plan for Victoria • Victorian Community Health – Health Promotion Guidelines • Victorian Diverse Communities Mental Health & Wellbeing Framework • Victorian Healthy Kids, Healthy Futures • Victorian Mental Health & Wellbeing Workforce Strategy 2021–24 • Victorian Suicide Prevention & Response Strategy 2024–34 • Victorian Wellbeing Strategy • Women's Health in the Southeast Strategy 2023–28



Outcome 2: Improve social cohesion

Social cohesion is the glue that holds communities together. It is about people feeling a sense of personal worth, belonging, acceptance and inclusion in a community. It refers to the sense of justice, fairness and trust within neighbourhood social and political systems, and people's willingness to help their neighbour and participate in creating a cohesive community.¹² Cohesive communities are more resilient in the face of climate change and able to respond more rapidly during emergencies. Research has found a positive association between social cohesion and the mental¹³, physical¹⁴ and social wellbeing of the community.¹⁵



Objectives to improve social cohesion:

2.1	Increase community sense of belonging, inclusion and acceptance.	D P
2.2	Increase equitable opportunities for civic participation and diverse leadership through volunteering and programs.	D P

Ways to measure change

Our partners and community may choose to assess their impact using the following measures

- Percentage of adults who feel 'mostly or completely' connected to their cultural heritage, Australian indigenous culture, and the Australian culture.
- Percentage of adults who participate in community festivals, cultural events, art exhibitions, community markets, leisure centres, libraries, sportsgrounds to play sport, or art/craft workshops.
- Percentage of adults who have experienced discrimination.
- Percentage of adults who feel that multiculturalism makes life better.
- Percentage of adults who participate in voluntary work.
- Percentage of adults who feel valued by society.
- Percentage of adults who have had low levels of life satisfaction.

Council policy supporting improving social cohesion	Federal and Victorian government, and local agency policy supporting improving social cohesion
• Ageing Well Strategy • Art and Culture Strategy • Community Infrastructure Plan • Community Safety Framework • Cultural Diversity Action Plan • Disability Action Plan • Fair Access Policy • Gender Equity Action Plan • Neighbourhood House Policy • Reconciliation Action Plan 2025–27 • Social Justice and Equity Policy • Universal Design Policy	• Cardinia Leisure Strategic Plan 2025–29 • Inclusive Victoria: State Disability Plan 2022–2026 • National Disability Strategy 2021–31 • National Inclusion, Equity and Diversity Strategy 2024–2027 • National Strategy for Gender Equality 2024–34 • Victorian Multicultural and Multifaith Action Plan 2023–2027



Outcome 3: Improve safety

To feel safe is to be free from danger, risk, or threat of harm, injury, or loss to your person and/or property, whether caused deliberately or by accident. Everyone deserves to feel safe at home and in the community. For some, perceptions of safety relate to crime, for others it relates to dangerous driving, risk of injury, perceived threat, discrimination or work environment.

Neighbourhoods which are perceived as safe, foster community participation, encourage physical activity, community connectedness and add to the health and wellbeing of residents and visitors.¹⁶ Protecting people from danger and preventing harm where there are known hazards or risks to personal safety requires reducing community exposure and sensitivity to hazards, including the adverse impacts of climate change.



Objectives to improve safety:

3.1	Improve perceived and actual safety through implementing inclusive crime prevention strategies and improving the safety of public amenity and spaces.	D A P R
3.2	Increase education and skills to reduce personal risks to safety and climate hazards in Cardinia Shire.	D A P R

Ways to measure change

Our partners and community may choose to assess their impact using the following measures

- Percentage of households that state crime or safety issues, vandalism, dangerous driving or anti-social behaviour had a negative impact on themselves or their family in the last 12 months
- Rate of criminal incidents
- Number of criminal offenders
- Percentage of adults who report poor quality footpaths, poor lighting, unsafe driver behaviour, trouble makers on route and/or no pedestrian crossing, as reasons that stop them from walking, riding or scooting for active travel
- Percentage (and rate) of adults and children (aged 0–14 years) who are admitted to hospital due to unintentional injury
- Percentage of adults who have done nothing to prepare for extreme weather events
- Rate of road injuries and fatalities

Council policy supporting improving safety	Federal and Victorian government, and local agency policy supporting improving safety
• Asset Management Strategy • CCTV Policy • Child Safety Policy • Climate Change Adaptation Strategy • Community Safety Framework • Crime Prevention Through Environmental Design Policy • Environmentally Sustainable Design Policy • Healthy by Design Policy • Municipal Emergency Management Plan • Municipal Heat Health Plan 2020–25 • Road Safety Strategy 2016–25 • Social Justice and Equity Policy	• Cardinia Leisure Strategic Plan 2025–29 • National Online Safety Act 2021 • South East Public Health Unit Population Health Catchment Plan 2023–28 • Victorian Crime Prevention Strategy 2021 • Victorian Neighbourhood Policing Framework 2022 • Victorian Police Strategy 2023–28 • Victorian Road Safety Strategy 2021–2030



Outcome 4: Improve healthy eating and active living

Poor nutrition and physical inactivity are some of the leading risk factors for disease and death in Australia, contributing 4.8% and 2.1% respectively to preventable disease burden in 2024.²¹ Physical inactivity and diets high in sugar, fat, and salt, and low in nutrients and fibre increase the risk of developing a range of chronic health conditions, such as cardiovascular disease, some cancers and type 2 diabetes, as well as obesity. Obesity is now the leading contributor to preventable disease and death in Australia, responsible for 8.3% of all burden in 2024.²¹

The consumption of local, sustainably produced, fresh produce and participation in active transport helps to reduce carbon emissions, and people who are physically healthy are more resilient to the impacts of climate change.

Social inequities in liveability conditions such as poor access to education and poorer employment conditions are key predictors of income, and therefore food insecurity and poor dietary quality. These inequities also contribute to physical inactivity, with barriers of education, affordability, transport, and access to suitable opportunities for physical activity.²²⁻²⁴



Objectives to improve healthy eating and physical activity:

4.1	Increase consumption of nutritious and sustainably produced food	A P
4.2	Increase participation in walking and cycling, and active and passive recreation among underrepresented groups	D A P

Ways to measure change

Our partners and community may choose to assess their impact using the following measures

- Percentage of adults who grow their own fruit or vegetables and buy or eat locally produced fruit or vegetables.
- Percentage of adults who eat the recommended serves of vegetables and fruit each day.
- Percentage of adults who ran out of food and could not afford to buy more in the last 12 months.
- Percentage of adults who eat fast food three or more times a week.
- Percentage of adults who drink sugar-sweetened beverages daily or several times per week.
- Percentage of adults who travel to work by car, public transport, walk or cycle.
- Percentage of adults who meet the physical activity guidelines each day.
- Percentage of adults who sit for 8 hours or more each weekday.
- Percentage of adults who use of footpaths daily, or shared bike paths daily
- Percentage of adults who visiting native bushland, local parks/open spaces, children's playgrounds, off-lead dog parks, go to a sportsground to watch other people play sport, or go to a sports ground to play a team sport.
- Percentage of adults who, when visiting parks and reserves, run/jog/walk for exercise, play casual sport, use public sports equipment, or public exercise equipment, use playground equipment or exercise the dog.

Council policy supporting improving healthy eating and active living	Federal and Victorian government, and local agency policy supporting improving healthy eating and active living
• Active Cardinia Strategy • Advocacy Agenda • Community Food Strategy 2018–26 • Community Infrastructure Plan • Economic Development Strategy 2023–27 • Fair Access Policy • Healthy by Design Guidelines • Investment Attraction Plan • Open Space Strategy • Pedestrian and Bicycle Strategy	• Cardinia Leisure Strategic Plan 2025–29 • Inclusive Victoria: State Disability Plan 2022–2026 • Melbourne Metropolitan Open Space Strategy • National Obesity Strategy 2022–2032 • National Preventative Health Strategy 2021–2030 • Plan for Victoria 2050 • South East Public Health Unit Population Health Catchment Plan 2023–28 • VicHealth Strategy 2023–33 • Victorian Community Health, Health Promotion Guidelines • Victorian Healthy Kids, Healthy Futures • Victorian Healthy Parks, Healthy People



Outcome 5: Reduce family violence

Family violence is any violent, threatening, coercive or controlling behaviour that occurs in current or past family, domestic or intimate relationships. This includes not only physical violence, but direct or indirect threats, sexual assault, reproductive coercion, emotional and psychological torment, economic control, damage to property, social isolation and any behaviour which causes a person to live in fear.²⁵ The majority of family violence is perpetrated by men, against women and children. However, systemic inequities can increase the severity and rates of family violence, particularly for First Nations people, people identifying as LGBTQIA+, people with disabilities, and people from migrant and refugee backgrounds.²⁶ Witnessing family violence as a child can have harmful impacts on a child's development, mental and physical wellbeing, educational attainment, social participation and future risk of victimisation or violent offending.³⁰⁻³¹ Abuse and neglect during childhood has severe and persistent effects on physical and mental health and is the leading avoidable risk factor for avoidable death, disability and illness in Victorian women aged 15 to 44.³² Incidents of family violence increase during times of emergency, including through the recovery phase.

Family violence is a prevalent and preventable public health issue that is driven by²⁷:

- The condoning of violence against women, including the shifting blame onto the victim.
- Men's control of decision-making and limits to women's independence in private and public life and relationships.
- Rigid gender roles and stereotyped constructions of masculinity and femininity.
- Male peer relationships or 'male bonding' that emphasises aggression, dominance and control.

Liveability conditions which support the prevention of family violence include safe and secure housing, access to education, employment and social support, safe public spaces, and active travel.²⁸



Objectives to reduce family violence:

5.1	Improve community and organisational awareness and attitudes to gender equity and family violence.	D A P
5.2	Increase the capacity of individuals, organisations, and communities to prevent discrimination and harm from gender-based violence, especially for those facing multiple forms of disadvantage.	D A P
5.3	Increase local access to and awareness of social support and services for individuals at risk of experiencing or perpetrating family violence.	A P

Ways to measure change (gender disaggregated data):

Our partners and community may choose to assess their impact using the following measures

- Percentage of adults that agree family violence is a serious problem
- Percentage of adults that agree family violence is extremely common or very common
- Percentage of family violence incidents where a child under the age of 17 is the victim
- Percentage of adults who experience discrimination based on their gender
- Rate of incidents of family violence recorded by police
- Number of family violence intervention orders breached
- Proportion of adults who access family violence services, who did so outside of the Shire
- Percentage of adults aged between 20–24, who left school before completing year 12
- Percentage of adults aged between 20–24, who were not employed or enrolled in education
- Percentage of business owners/manager who are female
- Numbers of hours spend on unpaid domestic work in the last week
- Full time average weekly salary

Council policy supporting reducing family violence	Federal and Victorian government, and local agency policy supporting reducing family violence
• Social Justice and Equity Policy • Gender Equity Action Plan • Family Violence Leadership and Community Statement • Fair Access Policy • Universal Design Policy • Investment Attraction Plan • Social and Affordable Housing Strategy 2017–25 • Reconciliation Action Plan	• Cardinia Leisure Strategic Plan 2025–29 • Ending Family Violence – Victoria’s Plan for Change 2020–2030 • National Plan to End Violence against Women and Children 2022–2032 • Victorian Dhek Dja: Safe Our Way – Strong Culture, Strong Peoples, Strong Families 2018–2028 • Victorian Police Strategy for Family Violence, Sexual Offences and Child Abuse 2018–2023 • Women’s Health in the South East Strategic Plan 2023–28



Outcome 6: Improve financial wellbeing and resilience

Financial security is the ability to meet basic living costs for housing, food, transport, health, and education, with some money left over, and feelings of control of personal finances and financial security, now and in the future.³⁵ Households experiencing financial stress are not able to meet basic costs which can affect community participation and have significant impacts on health and wellbeing.

An individual's financial resources can be influenced by a range of circumstances including employment, education, and community supports. Transitional life events, such as moving out, relationship abuse, breakdowns or divorce, downsizing housing, commencing work, or retiring, having dependants, or changes to household structure, can all impact income and expenses.

Food insecurity and homelessness are growing issues in Cardinia Shire and are signs of financial distress. Food insecurity, or experiences of running out of food not being able to afford more, can begin with food stress and behaviours to reduce the quality, quantity or frequency of meals. Homelessness can include insecure forms of housing such as living in temporary lodgings, boarding houses, 'severely' crowded dwellings, caravan parks, or staying with others, or in supported accommodation, as well as tents or sleeping rough.³⁶ Gender inequality is a significant driver of homelessness among women, with family violence driving many women to seek specialist homelessness services, and income inequality and the cost of childcare also impacting women's financial resources.³⁷ Improving financial wellbeing and resilience requires reducing financial sensitivity and increasing the ability to cope with financial stresses and shocks. From a climate change adaptation perspective, financial wellbeing and resilience begins by improving the financial security at a household level.

Financial wellbeing and security are supported by access to education, training, and jobs close to home and through the provision of affordable housing, food, and services. Financial wellbeing can also be enhanced by reducing reliance on cars through provision of public transport and connected walking and cycling paths.



Objectives for improving financial wellbeing and resilience:

6.1	Increase access to local services and affordable programs and activities which mitigate cost of living pressures.	D A P
6.2	Increase access to financial wellbeing and capability services to increase personal resilience.	A P
6.3	Increase education and employment pathways	A P

Ways to measure change

Our partners and community may choose to assess their impact using the following measures

- Percentage of adults who had difficulty finding a suitable property to purchase within their budget
- Percentage of household expenditure on transport costs, food, health, education, housing, and utilities
- Percentage of households in housing stress
- Percentage of adults who were unable to access a GP when needed in the past year due to cost or transport issues
- Percentage of adults who accessed financial and/or food support services in the past year
- Percentage of adults who couldn't afford to pay bills
- Percentage of households that are classified as low income
- Percentage of adults who have a bachelor or higher degree
- Percentage of adults who report negative personal or family experiences of underemployment or unemployment

Council policy supporting improving financial wellbeing and resilience	Federal and Victorian government, and local agency policy supporting improving financial wellbeing and resilience
• Advocacy Agenda • Arts and Culture Strategy • Community Food Strategy 2018–26 • Community Infrastructure Plan • Community Wellbeing Support Grants • Economic Development Strategy 2023–27 • Environmentally Sustainable Design Policy • Investment Attraction Plan • Neighbourhood House Policy • Open Space Strategy • Rates and Charges Financial Hardship Policy • Social and Affordable Housing Strategy and Action Plan 2018–2025	• Cardinia Leisure Strategic Plan 2025–29 • My Community Library Strategic Plan 2025–29 • National Agreement on Social Housing and Homelessness • National Financial Wellbeing and Capability Activity • Plan for Victoria 2050



Outcome 7: Reduce harm from tobacco, vaping, alcohol, drugs, and gambling

Addiction to tobacco, vaping, alcohol, drugs, and gambling can have a harmful impact on individuals, their families, and the broader community. The harms associated with harmful use of alcohol, other drugs and tobacco are summarised in Table 1. Gambling harms can include relationship and financial issues, job security, and physical and mental health issues. Use of electronic cigarettes, or 'vapes', where users inhale aerosol containing flavourings, a range of toxic chemicals, and in some cases nicotine, has increased significantly in recent years particularly among young people. Nicotine use among this population can increase reward seeking behaviour, use of other drugs and alcohol, and increase the likelihood of tobacco-smoking by 300%.³⁸

Table 1. Harms associated with harmful use of alcohol, other drugs and tobacco (Adapted from National Drug Strategy 2017–2026)³⁹

Economic harms	Social harms	Health harms
- Costs associated with management (law enforcement, health care and social services) - Reduced workplace productivity and absenteeism - Damages to public infrastructure - Impacts on children and young people in the household, impacting generational outcomes	- Antisocial behaviour and violence - Poor childhood development (social, cognitive, behavioural) - Intergenerational trauma - Contribution to family violence - Family wellbeing	- Injury - Road trauma - Mental health problems - Preventable acute and chronic conditions (cancers, cardiovascular disease and liver disease)

Reducing harm from tobacco, vaping, alcohol, drugs, and gambling is supported by access to education, training, and jobs close to home and through the provision of affordable housing, food, and services.



Objectives to reduce harm from tobacco, vaping, alcohol, drugs, and gambling:

7.1	Decrease exposure to and uptake of smoking, vaping, gambling and harmful alcohol and drug use.	D A P R
7.2	Decrease short and long-term harm from tobacco, vaping, gambling, alcohol and drug use, on individuals and communities.	D A P R
7.3	Reduce stigma and remove barriers that prevent people from seeking help for harmful tobacco use, vaping, gambling, alcohol, and drug-related issues.	A P

Ways to measure change

Our partners and community may choose to assess their impact using the following measures

- Proportion of prep-grade children who had experienced stress related to a gambling problem and/or an alcohol or drug problem in the family
- Proportion of mothers who smoked during pregnancy
- Proportion of adults who are at increased risk of harm from alcohol related disease or injury
- Rate of hospital admissions related to illicit drug use or alcohol
- Proportion of adults who smoke or vape
- Rate of losses from EGMs per 100,000 population

Council policy supporting reducing harm from tobacco, vaping, alcohol, drugs, and gambling	Federal and Victorian government, and local agency policy supporting reducing harm from tobacco, vaping, alcohol, drugs, and gambling
• Community Signage Policy • Facility Standards Policy • Gambling Harm Prevention and Minimisation Policy	• Strategic Plan 2025–29 • National Alcohol Strategy 2019–2028 • National Drug Strategy 2017–2026 • National Tobacco Strategy 2023–30 • South East Public Health Unit Population Health Catchment Plan 2023–28 • VicHealth Strategy 2023–33 • Victorian Cancer Plan 2024–2028 • Victorian Community Health, Health Promotion Guidelines • Victorian Police Drug Strategy 2020–2025



Liveability Domain: Active Travel & Transport

Neighbourhoods which promote walking and cycling for transport are safe, enjoyable, accessible, and have links to places of daily living such as schools, supermarkets, and public transport. Walkable neighbourhoods promote social connection, reduce financial hardship and can enhance the health of people and the environment.

Living close to public transport encourages passive physical activity, reduces individual emissions from motorised transport and reduces inequities through enhancing access to services, employment, education and activities for those without access to personal transport or with restricted mobility. Living within walking distance to public transport (approximately 400 meters) increases the likelihood of communities using public transport, as well as the general cost, frequency, comfort and suitability of the service for travel requirements and destinations.



What the community has told us is important

Advocating for better access to public transport networks to reduce reliance on cars, costs of vehicle ownership, congestion on roads and streets, and to support those without access to personal vehicles to travel

Raising awareness about the opportunities to access, and benefits of creating accessible walkable routes to reduce reliance on cars and exposure to pollution (air and noise)

Ensuring the safety, sustainable design, and health-amenity of active travel and transport infrastructure will maximise use. This includes maintenance, lighting, water access, tree canopy, school crossings, accessible footpaths and crossings, and seating

There are trends in uptake of alternative modes of transport (e.g. e-scooters and walking/cycling part-way to school or work) which may reduce the reliance on cars and car parks in certain areas

Better understanding of the projected climate-risks for suburbs, to plan for where and what active travel and transport infrastructure will be required for future users

What the data says

- 94% of households own at least one motor vehicle⁹
- Of those who travel to work, 94% travel via a motor vehicle, while 4% use public transport and 2% cycle or walk. ☀⁹ However, 19% of residents work from home.⁹
- Households have an average of 1 daily living destination (supermarkets, public transport stops or convenience stores) within 1600 meters⁴¹
- 9% of households are located within 400 meters of public transport with a regular 30-minute weekday service (7am–7pm); this has decreased from 19% in 2018⁴¹
- In 2022/23, there were 271,000 tonnes of carbon dioxide equivalent emissions from transport, this is 19% higher than the annual emissions from transport in 2020/21, but similar to the annual emissions from transport in 2018/19 ⁴⁴☀

☀ *Climate and health-related measure (inclusive of exposure, sensitivity, adaptive capacity and resilience measures)*

Strategic objective

Increase access to and connectivity of public transport, cycling routes and footpaths.

Indicators

Our partners and community may choose to assess their impact using the following indicators

- % of residents who own at least one motor vehicle
- % of residents who report travelling to work by motor vehicle
- % of residents who report travelling to work by public transport
- % of residents who report travelling to work by bicycle or walking
- Average number of daily living destination (supermarkets, public transport stops or convenience stores) within 1600 meters
- % of households located within 400 meters of public transport with a regular 30-minute weekday service (7am–7pm)
- Annual municipal greenhouse emissions from transport

Supporting Council documents

- Asset Management Strategy
- Cardinia Planning Scheme
- Cardinia Leisure Strategic Plan 2025–29
- Community Safety Framework 2024
- Disability Strategy and Action Plan 2021–26
- Open Space Strategy 2023–2033
- Pedestrian and Bicycle Strategy
- Road Safety Strategy 2016–2025

Supporting State and Federal frameworks and policies

- Plan for Victoria 2050
- Victorian Cycling Strategy 2019–2028
- Victorian Road Safety Strategy 2021–2030
- Victoria's Climate Change Strategy 2021



Liveability Domain: Education

Access to a variety of education and training opportunities close to home, makes it possible for each individual to access the benefits of learning. Modern and diverse learning environments support quality education, cater to lifelong learning, enhance employment opportunities and social connection, and lead to better health and environmental outcomes.





What the community has told us is important

Cardinia Shire has a growing proportion of families and older residents who require diverse education opportunities across the lifespan, including informal skills programs through to attracting formal tertiary education locally.

Building the capability of organisations to provide traineeships and workplace learning opportunities is an opportunity for the region.

Community education and awareness is needed around climate change adaptation and mitigation actions including energy choices.

We have an increasingly diverse population, with the need for cultural literacy across the Shire through representation, education, events and inclusive communication.

Advocacy is needed to ensure adequate funding, infrastructure and workforce is available for the delivery of education programs across the life span, including kindergarten.

Ensuring communication channels reach all community members regarding health and safety matters such as climate events and preparedness, community services, programs and procedures.

What the data says

- 52% of residents have completed year 12 equivalent, this is increasing⁹
- 31% of residents have completed a university qualification, compared to the Victorian average of 46%⁹
- 57% of residents have completed a diploma or certificate, compared to the Victorian average of 42%⁹
- 13% of children are developmentally vulnerable on two or more domains⁵⁰
- 8% of the population aged 15–24 years are disengaged from education/employment⁹

Strategic objective

Increase access to and participation in, local education across the lifespan.

Indicators

Our partners and community may choose to assess their impact using the following indicators

- % of residents who have completed year 12 equivalent
- % of residents who have completed a university qualification
- % of residents who have completed a diploma or certificate qualification
- % of children who are developmentally vulnerable on two or more domains
- % of the population aged 15–24 years disengaged from education/employment

Supporting Council documents

- Asset Management Strategy
- Cardinia Planning Scheme
- Cardinia Leisure Strategic Plan 2025–29
- Community Food Strategy 2018–2026
- Community Infrastructure Plan 2024
- Investment Attraction Plan
- Neighbourhood House Policy
- Social Justice and Equity Policy
 - Disability Strategy and Action Plan 2021–26
 - Reconciliation Action Plan 2025–27
- Strategic Workforce Plan
- Sustainable Environment Policy 2018–28

Supporting State and Federal frameworks and policies

- Greater South East Melbourne (GSEM) Jobs and Skills Roadmap
- National Closing the Gap
- National Inclusion, Equity and Diversity Strategy 2024–27
- National Youth Policy Framework
- Plan for Victoria 2050
- Victorian Aboriginal Affairs Framework
- Victorian Early Years Learning and Development Framework
- Victorian Multicultural and Multifaith Action Plan 2023–27



Liveability Domain: Employment

Access to local jobs, supports a resilient, innovative, and thriving local economy. Short commute times not only reduced environmental carbon emissions associated with motorised travel, but is also associated with improved work-life balance and health family and social relationships and self-care activities like physical activity and reduced reliance on convenience foods. Healthy workplaces that are inclusive and promote the health, wellbeing, and safety of workers also benefits the local economy through improved productivity and reduced absenteeism.



Photo credit: West Gippsland Progress Association

What the community has told us is important

Increasing business readiness to host student placements, promote diverse employment pathways and address barriers to employment, including for migrants and refugees.

Facilitating investment attraction in critical industries and priority locations and activation of smaller precincts and towns through pop-ups, events and visitor economies to foster vibrant, thriving communities.

Promotion and expansion of volunteering and pre-and-post career opportunities.

Enhancing local businesses' innovation, resilience, knowledge sharing and collaboration.

Consider how the public and private business sectors can integrate energy and water resilience, and circular economy practices, including the food sector.

Advocating for the protection of agricultural land, and diversification of produce, including multicultural foods.

Addressing the heat island effect in industrial and commercial precincts.

Boosting use of established assets across the Shire such as multi-use facilities for training, events, and co-location of services and growing industries.

Advocating for the development of essential transport links, sealed roads and new bus routes, to support the growth of industrial and commercial precincts.

Supporting the growth and productivity of local arts, culture, and creative industries.

Increasing adoption of local, sustainable and social procurement practices, including of Aboriginal and Torres Strait Islander businesses

What the data says

- The top 5 industries by employment are construction, education and training, retail, healthcare and social assistance, and manufacturing⁴⁶
- There were 11,937 local businesses in 2024, a 6% increase from 2023⁴⁶
- The jobs-to-residents ratio in 2022/23 was 0.58, meaning there were less jobs than resident workers; a slight improvement from 2017/18⁴⁶
- 4.8% people aged 15–64 years are accessing JobSeeker or Youth Allowance payments⁴⁷
- 49% of residents aged 15+ are fully engaged in education or the workforce⁹
- 36% of residents work locally in Cardinia Shire⁹☀
- 12% of residents participate in volunteering, a decrease from 18% in 2016⁹☀
- Estimated annual greenhouse emissions from commercial and industrial properties from electricity has decreased by 24% and gas has decreased by 15% between 2018/29 and 2022/23⁴⁴

Strategic objective

Increase access to and participation in local employment and volunteering.

Indicators

Our partners and community may choose to assess their impact using the following indicators

- Top 5 industries by employment
- Number of local businesses
- Jobs-to-residents ratio
- % people aged 15–64 years accessing JobSeeker or Youth Allowance payments
- % of residents aged 15+ fully engaged in education or the workforce
- % of residents who work locally in Cardinia Shire
- % of residents participating in volunteering
- Estimated annual greenhouse emissions from commercial and industrial properties

Supporting Council documents

- Arts and Culture Strategy
- Cardinia Planning Scheme
- Community Food Strategy 2018–2026
- Economic Development Strategy 2023–27
 - Investment Attraction Plan
- Lease & License Policy 2022
- Neighbourhood House Policy
- Strategic Workforce Plan
- Social Justice and Equity Policy
 - Disability Strategy and Action Plan 2021–26
 - Reconciliation Action Plan 2025–27

Supporting State and Federal frameworks and policies

- GSEM Jobs and Skills Roadmap
- National Closing the Gap
- National Strategy for Gender Equality
- National Urban Policy
- Plan for Victoria 2050
- Victoria's Antiracism Strategy 2024–29
- Victorian Multicultural and Multifaith Action Plan 2023–27
- Victorian Southeast Growth Corridor Plan
- Victorian Visitor Economy Community Engagement Framework



Liveability Domain: Food

Access to healthy, sustainable, and culturally appropriate local food, promotes the health of people, strengthens the local economy, and enhances the natural environment. People are likely to travel up to one kilometre to access food stores via active travel, which further promotes health and health-equity for those who may not have personal transport. In contrast, a diet consisting of highly processed, low-nutrient food items often contribute to poorer health outcomes in communities, such as type 2 diabetes, coronary heart disease and some cancers, while also negatively impacting the environment through higher emissions associated with processing, packaging and distribution.

What the community has told us is important

Identifying opportunities to enhance the financial and environmental sustainability and resilience of the food sector through tourism, uptake of sustainable technology and practices, local markets and networks, and advocacy and investment attraction to build shorter distribution chains.

Addressing workforce shortages through opportunities to support new entrants, including migrants, multicultural communities, and young people into agriculture.

Advocate for the protection of viable farmland.

Leveraging opportunities for schools, young people, and communities to engage in shared interests and practical learning in kitchens, gardens, and farms, to foster food literacy and promote agricultural careers.

Promoting local opportunities for donating or selling surplus food.

Exploring opportunities for edible gardens as part of housing developments and estates.

What the data says

- 6% of residents experience food insecurity⁶
- 12% of households have cut the size or skipped, meals because there wasn't enough money for food⁶ ☼
- There are 7.5 workers in agriculture, forestry and fishing, for every 10 jobs available, and this gap is worsening⁴⁶
- 42% of households are located within 1 kilometre of a supermarket⁴¹ ☼
- 5% of households do not have a food outlet within 3.2km⁴¹ ☼
- 56% of residents buy / eat locally produced fruit or vegetables⁶ ☼
- Annual municipal greenhouse emissions from agricultural activity have increased by 12% between 2018/19 and 2022/23⁴⁴
- The value of agriculture related outputs in 2023/24 was \$605 million⁴⁶

Strategic objective

Increase access to affordable, sustainable and nutritious food.

Indicators

Our partners and community may choose to assess their impact using the following indicators

- % of residents who experienced food insecurity
- % of households which cut the size of, or skip, meals because there wasn't enough money for food
- Jobs to workers ratio in agriculture, forestry and fishing
- % of households that are within 1 kilometre of a supermarket
- % of households that do not have a food outlet within 3.2km
- % of residents who buy / eat locally produced fruit or vegetables
- Annual municipal greenhouse emissions from agricultural activity
- Value of agriculture related outputs

Supporting Council documents

- Cardinia Planning Scheme
- Community Food Strategy 2018–2026
- Community Infrastructure Plan
- Compliance and Enforcement Policy 2019–2022
- Economic Development Strategy 2023–27
 - Investment Attraction Plan
- Neighbourhood House Policy
- Social and Affordable Housing Strategy 2018–25
- Sustainable Environment Policy 2018–28

Supporting State and Federal frameworks and policies

- Adult, Community and Further Education Board Strategy 2020–25
- Cardinia Planning Scheme
- GSEM Jobs and Skills Roadmap
- National Urban Policy
- Plan for Victoria 2050
- Planning for Melbourne's Green Wedges and Agricultural Land Action Plan 2024
- Victorian Recycling Infrastructure Plan



Liveability Domain: Community infrastructure and services

Local services and community groups ensure residents can access appropriate and affordable services and facilities which promote and protect health and social, economic and physical wellbeing throughout life. Accessible and well-planned public infrastructure including play spaces, buildings and facilities like pools and playgrounds, enable communities to socialise, learn skills and increases life satisfaction, while supporting financial wellbeing and increasing safety and inclusion.





What the community has told us is important

Monitoring access to and identifying gaps in affordable, accessible health, cultural, and social services, programs, and infrastructure to proactively advocate for and attract funding for their delivery.

Facilitating community participation in decisions around infrastructure, service and place-making.

Ensuring new buildings and upgraded/maintenance of facilities are sustainable, safe, accessible and inclusive, and adopt principles of local procurement, cultural safety and inclusion.

Enhancing usage of facilities across the region through place-based planning, non-traditional partnerships, mixed and joint-use arrangements, and activation strategies such as volunteering, events, projects.

What the data says

- There are 31 general practice (GP) clinics in the Shire, of which 53% are bulk-billed⁴¹
- The average distance to a GP clinic with bulkbilling is 1.9 kilometres⁴¹
- Majority of residents access doctor (65%), dental (58%), allied health (54%), and/or food support (52%) within the Shire, however many go outside of the Shire mental health (64%), housing (72%) and alcohol and drug rehabilitation (70%) services⁶
- There are 18 Council-owned and managed buildings which act as 'cool refuge centres' (e.g. leisure centres, libraries, community centres) and are open to the public ☺
- Cardinia Shire scored 3.5 out of 16 on the Social Infrastructure Index,⁴¹ which includes community and individual support services such as health, education, early childhood, community support, community development, culture, sport and recreation, parks and emergency services.
- 67% of residents participate in community markets, 41% participate in children's playgrounds, 37% participate in libraries, and 29% participate in leisure centres⁶

Strategic objective

Increase equitable access to community infrastructure and services within the Shire.

Indicators

Our partners and community may choose to assess their impact using the following indicators

- % of general practice clinics which are bulk-billed
- average distance to a GP clinic with bulkbilling
- % of residents who can access a doctor, dental, allied health, food support, mental health service, housing service, and alcohol and drug rehabilitation service within the Shire.
- Number of council-owned and managed buildings which act as 'cool refuge centres'
- Social Infrastructure Index
- % of residents who participate in community markets, children's playgrounds, libraries and leisure centres

Supporting Council documents

- Active Cardinia Strategy 2023–33
- Asset Management Strategy
- Cardinia Planning Scheme
- Climate Change Adaptation Strategy 2023–2033
- Community Garden Policy
- Community Safety Framework 2024
- Cultural Diversity Action Plan
- Disability Strategy and Action Plan 2021–26
- Emergency Management Policy
- Neighbourhood House Policy (Under review)
- Reconciliation Action Plan 2025–27

Supporting State and Federal frameworks and policies

- National Construction Code
- National Urban Policy
- Plan for Victoria 2050
- Victoria's Antiracism Strategy 2024–29
- Victorian Crime Prevention Strategy
- Victorian Preparedness Framework



Liveability Domain: Housing

Safe, secure and appropriate housing for individual needs is a critical determinant of physical and mental wellbeing. Communities with diverse, high quality and sustainable housing, with affordable options for all, near employment, education, goods and services and open space, and connected by active travel infrastructure, are critical ingredients for a growing and diverse community.



What the community has told us is important

Facilitating housing investment through public-private partnerships with developers and community housing providers, and leveraging grants for the delivery and management of social and affordable housing in growth and high need areas.

Explore opportunities to mitigate environmental impacts of existing and new housing development, including environmentally sustainable design, climate-sensitive retrofits, waste management services, resource recovery programs, and planning for extreme weather risks and mitigation.

The opportunity and need for housing, particularly social housing, to be near services, public transport and community infrastructure and amenity (i.e. open spaces).

Enhancing community perceptions and attitudes towards social housing.

What the data says

- 16% of households are experiencing housing stress, compared to 13% of Victorian households⁹ ☼
- 0.8% of dwellings are government owned or community housing⁹ ☼
- 4.8% of housing sales are affordable for a person on low or very low income⁴⁸
- There are 5.7 homeless people per 1,000 population, with 1 in every 16,000 to 17,000 sleeping rough or outside of shelter⁹
- 66% of residents strongly support/support housing that is 'specifically built and/or allocated to assist members of the community who have very low incomes, disabilities, or are impacted by family violence, or who are unable to find housing themselves'⁶
- Estimated annual municipal greenhouse emissions from residential properties from electricity has decreased by 24% and gas has decreased by 15% between 2018/29 and 2022/23☼⁴⁴

Strategic objective

Increase access to appropriate and affordable housing.

Indicators

Our partners and community may choose to assess their impact using the following indicators

- % of households experiencing housing stress
- % of dwellings that are government owned or community housing
- % of housing sales which are affordable for a person on low or very low income
- Rate of people experiencing homelessness per 1,000 population
- % of residents that strongly support/support housing
- Annual municipal greenhouse emissions from residential properties

Supporting Council documents

- Cardinia Planning Scheme
- Reconciliation Action Plan 2025–27
- Social and Affordable Housing Strategy 2018–25

Supporting State and Federal frameworks and policies

- National Housing Accord
- National Strategy for First Nations Housing
- National Urban Policy
- Plan for Victoria 2050
- Southeast Growth Corridor Plan
- Victoria's Anti-racism Strategy 2024–29



Liveability Domain: Environment and open space

Public open spaces which are strategically planned, developed, and maintained to create a sense of place, encourage participation, protect the natural environment, promote health and wellbeing. These include parks and recreational and nature reserves.

Amenities, or the things within these open spaces, are also important, with shelters and toilets supporting social gatherings, while multiple spaces such as playgrounds and sports and open fields fostering use by a broad range of community members. Larger open spaces, defined as being greater than 1.5 hectares, are often more like to accommodate multiple uses. Increasing frequent and diverse use of open spaces increases safety through public surveillance, which is all influenced by proximity to housing.

Photo credit: West Gippsland Progress Association

What the community has told us is important

Monitoring and enhancing activation of underutilised open spaces, in ways that balance the needs of different users and promote social connection.

Protecting natural and open spaces, and manage pest species, waste, and climate change impacts such as hotter and drier climates.

Record keeping of natural assets including trees.

Advocating for the development of land management plans and open space master plans.

Ensuring sustainable amenity within open spaces to maximise useability and safety for all (i.e. solar lighting, bike racks, water access, tree canopy and seating and water management that incorporates sustainability).

Investigate opportunities for partnerships to provide passive open, green and play spaces within residential areas and streetscapes.

Investigating opportunities to attract waste management services to the Shire to enhance the health and cleanliness of open spaces.

Building local knowledge of the environment and climate change through participation in environmental groups and volunteering, and education strategies to mitigate commercial and household pollution.

Active engagement of communities in decisions and delivery of open space projects and maintenance.

What the data says

- 63% of residents visit open spaces, this is decreasing⁶
- 51% of residents visit native bushland, this is increasing⁶
- 82% of households are within 400 meters of public open space, this has increased from 78% in 2018⁴¹ ☀
- 47% of households are within 800 meters of a neighbourhood park (>1 to <5 ha), this has increased from 33% in 2018⁴¹
- 39% of residents feel completely or mostly connected 'to the land they live on'⁶ ☀
- 52% of residents plant native plants in the garden / have enhanced garden habitat for plants⁶ ☀

Strategic objectives

Increase sustainability and protection of the environment and open space.

Increase access to and quality of public open space.

Indicators

Our partners and community may choose to assess their impact using the following indicators

- % of adult residents who visit open spaces
- % of adult residents who visit native bushland
- % of households that are within 400 meters of public open space
- % of households that are within 800 meters of a neighbourhood park (>1 to <5 ha)
- % of residents who feel completely or mostly connected 'to the land they live on'
- % of residents who plant native plants in the garden / have enhanced garden habitat for plants

Supporting Council documents

- Biodiversity Strategy
- Cardinia Planning Scheme
- Community Garden Policy
- Community Safety Framework 2024
- Domestic Animal Management Plan 2021–25 (Under review)
- Disability Strategy and Action Plan 2021–26
- Fencing Policy (Under review)
- Municipal Emergency Management Plan – Cardinia
- Open Space Strategy 2023–2033
- Reconciliation Action Plan 2025–27
- Sustainable Environment Policy 2018–2028

Supporting State and Federal frameworks and policies

- Biodiversity 2037
- Eastern Region Pest Management Strategy 2020–2030
- Open Space for Everyone
- Plan for Victoria 2050
- Planning for Melbourne's Green Wedges and Agricultural Land Action Plan 2024
- Victorian Air Quality Strategy

Implementation and Evaluation

Many issues affecting our community's health and wellbeing can only be addressed through a coordinated response across sectors and a commitment over the long term to address the environments and systems which ultimately shape our community's health. Council plays a key role in providing the infrastructure to foster cross-sector communication, alignment and collaboration at the local level, towards public health agendas over time. This role is described under the six functions of 'how we work together' in the Liveability Plan's Framework including:

- **Guiding a shared vision and strategy** | Council and leaders across organisations will share data and insights to help prioritise opportunities for impact through annual planning cycles and build the capacity of the partnership to embed the Prevention Principles and equity in our work.
- **Support aligned activities** | The partnership will create opportunities for collaboration and strategic planning across organisations, expanding our partnerships, and fostering alignment and identification of shared opportunities, resources and areas for learning.
- **Shared learning** | We will share data, stories and evidence to inform impact across organisations, ensuring we continuously learn from our experiences, and centre the voice of community in decision-making.
- **Increasing awareness** | We will build understanding and empower communities to act.
- **Advocacy** | We will advocate internally and externally for policy change, resource flows and action which supports our shared vision.
- **Mobilising funding** | We will attract investment and distribute resources in ways that empower communities to enact change and address social inequities.

Council and the Liveability Partnership also recognise the critical role of volunteering in our community to improve liveability, health and wellbeing. Council encourages and enables community groups to align to the objectives of the plan through the Council and partner grants programs, local partnerships and other relevant policy levers.

Local ownership and capacity are key to ensuring the ongoing sustainability and resilience of our community. Organisations, businesses, community groups and individuals who would like to support this plan are encouraged to visit Council's website for more information on how to get involved.

Implementing and monitoring of *Cardinia Shire's Liveability Plan 2017–29* will take a whole-of-Council and whole-of-community approach.

The *Data Profile* provides population health, demographic and liveability data related to Cardinia Shire. The *Background Paper* provides the context, consultation and data analysis and rationale, which has informed the goals and objectives within the Plan. The *Monitoring and Evaluation Plan* identifies the measures we will use to track progress, benchmarked against the Victorian Public Health and Wellbeing Outcomes Framework, with localised measures to fill identified gaps through Council's biennial Household Liveability Survey, Australian Urban Observatory Liveability Index, and shared data from the Liveability Partnership.

An Action Agenda will be reviewed each financial year over the 4-year plan, establishing a set of incremental actions which detail how Council, partner organisations and the community will work together to achieve the Plans' objectives, and measure impact. Actions will be developed through consideration of:

- **Council's priorities identified within the Council Plan**
- **Community engagement, participation and surveys:** Providing updated health and wellbeing data to evidence emerging needs and priorities.
- **Strategic partnerships:** Identifying local organisations, groups and businesses with aligned strategies, activities, advocacy, mobilised workforce or funding for the delivery of actions within the Plan.

The *Liveability Plan 2017–29* will be evaluated in 2029 in consultation with partners and the community. This evaluation will summarise the achievements and progress towards the Plans' 12-year vision, and trends emerging around each of our outcome areas.

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Cardinia Shire Council



Engagement Summary Report Liveability Plan Review Stage 2

Prepared by: Community and Planning Services Unit, Advocacy, Economy and Social Strategy Team

August 2025

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Executive summary

The second phase of community engagement was conducted between 22 July and 19 August 2025. This phase of engagement exhibited the Draft Reviewed Liveability Plan, to seek feedback on the proposed changes in the draft. Feedback from residents, local businesses and organisations, local workers and students was invited.

A summary of outcomes from this phase of engagement is outlined in Figure 1 below.



Figure 1. Summary of engagement results and outcomes for the Liveability Plan Draft review

Key themes have emerged from the data, as described within the *Engagement findings* section of this report. These findings were used to inform changes to the Liveability Plan, alongside other key sources discussed in the *Decision-making* section of this report.

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Community Consultation

Council's Draft Liveability Plan was exhibited alongside the Draft Council Plan 2025-29, between 22 July through to 19 August 2025. All promotion and engagement activities pertained to the engagement on both draft documents, acknowledging the relationship between the Council plan, and the Liveability Plan as a core strategic document within Council's Strategic Planning Framework (See Figure 2 below).

Objectives and purpose

The **objective** of this phase of engagement was to inform changes within the Draft Reviewed Liveability Plan.

The **purpose** of the engagement was to consult residents, local businesses, organisations, workers and students, to understand priorities within, and changes to, the Plan which would better achieve improvements in health and health-equity.

Engagement promotion

The opportunity for feedback was promoted via the methods described in table 1.

Table 1. Summary of engagement promotional platforms and reach

Method	Date	Target audience	Platform audience (Maximum possible reach)	Reach* (Number of people who actively saw the content)
Cardinia Business e-Newsletter	1 August 2025	Local businesses	2,115	933
Connect Plus e-Newsletter	4 August 2025	Local residents	34,968	22,498
Liveability partnership e-Newsletter	6 August 2025	Local health and social service organisations	197	67
Cardinia Shire Council Instagram (Social media post)	22 July 2025	Residents and businesses	2,612	113
	15 August 2025			365
Cardinia Shire Council Facebook (Social media post)	22 July 2025	Residents and businesses	17,354	1033
	15 August 2025			385
Coffee with Community – Gembrook (event)	23 July 2025	Residents	70	70
Cardinia On the Move pop up Gembrook (event)	27 July 2025	Residents	15-20 (Estimate)	15-20 (Estimate)
Live Life Expo – Pakenham	3 August 2025	Residents	100-150 (Estimate)	100-150 (Estimate)
Total			57,431-57,486	25,579-25,634

*This is an estimate only. A person may be counted multiple times if they are represented across multiple platforms.

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Engagement activities

Feedback was collected via a structured survey embedded within Council's engagement platform, Creating Cardinia. A survey specifically for the Liveability Plan was displayed on the shared page with the Council Plan, enabling respondents to comment on either Plan, or both.

Respondents were provided with the following option of submitting their feedback

1. Completing an anonymous digital survey. The survey page could be translated into the top nine non-English speaking languages, and details of the National Translating and Interpreting Service were also listed.
2. Submitting written feedback to Council via mail or email, or
3. Providing feedback verbally to a Council representative, which was transcribed onto a feedback form. This included the opportunity to leave their personal contact details, for a Council officer to get in touch with them.

In all methods, participants were also asked basic demographic questions. See Appendix 1 for a list of questions in the survey form.

Note: Where the same respondent provided the same feedback in two formats, the first format was recorded. All feedback was cross referenced to ensure all data was captured.

Who we heard from

Written feedback via Creating Cardinia Survey

A total of 7 respondents completed the online survey via the Creating Cardinia website. The demographics of respondents are displayed in table 2. Due to the low response numbers, the results from the survey are not statistically significant and should be interpreted with caution.

Table 2. Demographic results from the Liveability Plan Creating Cardinia Survey.

QUESTION	RESPONSE	COUNT	NOTES:
Please describe how familiar you are with the Draft Liveability Plan	I've read the Plan	3	<i>2 of the 7 respondents had not read the plan</i>
	I haven't read the plan	2	
	I've skimmed through the Plan	1	
Are you affiliated with an organisation?	No, this is my personal feedback as a resident of Cardinia Shire	5	
	Yes, but this is my personal feedback as someone who works within Cardinia Shire	2	
Do you live in Cardinia Shire?	Live in Shire - Yes	5	<i>Most lived in Pakenham, though 2 of the 7 did not live in the Shire</i>
	Live in Shire - No	2	
	Pakenham	3	
	Emerald	1	
	Officer South	1	
Gender	Female	4	<i>While there were 3 females compared to 1 male, 2 did not want to reveal their gender</i>
	Gender-prefer not to say	2	
	Male	1	

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Age Group	40-44	2	<i>No one was younger than 40 years of age or older than 69</i>
	50-54	2	
	35-39	1	
	55-59	1	
	65-69	1	
Are you Aboriginal or Torres Strait Islander?	ATSI-No	5	<i>1 of the 7 defined themselves as Aboriginal or Torres Strait Islander</i>
	ATSI-Yes	1	
	ATSI-prefer not to say	1	
Do you have a disability where you need assistance with a core activity?	Disability-No	6	<i>While 6 of the 7 reported not having a disability needing assistance, 1 did not want to reveal their status</i>
	Disability-Prefer not to say	1	

Written feedback to council via mail or email

No feedback was received via this method.

Verbal feedback

Five instances of verbal feedback were received, all of which were individuals providing feedback on behalf of an organisation who operates within Cardinia Shire (n = 3), or from Cardinia Shire's current Councillors (n = 2).

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Engagement findings

The engagement gathered feedback on the draft Liveability Plan via two key questions.

Ranked importance of the Liveability Plan health-outcome areas.

This question asked the respondents to rank the health outcome areas within the plan in order of importance. A total of seven responses were received for this question, all of which were received via the online survey. The results from this question are displayed in Table 3 below.

Table 3. Summary of responses to question 2 of the Creating Cardinia Survey for the Liveability Plan review

QUESTION	RESPONSE		COUNT
There are seven health and wellbeing OUTCOMES which we will focus on over the next four years. These are listed below and further explained on pages 13-26 of the Plan. Please rank the outcomes in order of importance by dragging them to the column on the right. The outcomes you list at the top indicate their highest importance to you.	Rank	<i>Importance</i> 1-most to 7-least	<i>Sum</i>
	1	Improve mental wellbeing	14
	2	Improve healthy eating and active living	14
	3	Improve social cohesion	19
	4	Improve financial wellbeing and resilience	23
	5	Improve safety	27
	6	Reduce family violence	32
	7	Reduce harm from tobacco, vaping, alcohol, drugs and gambling	39

While responses were few, reducing family violence and vaping/alcohol/drugs and gambling ranked much lower than improving mental wellbeing and healthy eating/active living.

General feedback on the draft Plan

This question gathered feedback on the draft Plan, and was themed into suggested changes on the draft plan. A total of ten responses were received for this question, five of which were received from the online survey, and five were received verbally. The feedback on the plan is summarised below.

VERBATIM COMMENT - CREATING CARDINIA SURVEY (n = 5)	COUNT
There are not a lot of things for youth to do in the Shire. Please reopen the Pakenham Golf Course. Golf can teach discipline, pride and is so healthy to get outside and do something. The Golf Course can give members young and old a sense of belonging, which is great for both. We need spaces for the community to come together again and i feel a lot of these social problems can be averted.	1
This plan is moving at snail's pace. We need to consider more in terms of activity areas and public spaces that are dog free. Kids to run, bike and play are not enough and always shared with animals.	1
Any chance we can put a disc golf course in? Maybe at the old Pakenham Golf Club? A relatively small amount of initial CAPEX and ongoing maintenance costs for ongoing improvement in council health, both physical and mental.	1
The Plan ignores the significant issue of air pollution - in particular wood smoke/biomass air pollution which Council is responsible for regulating (not EPA Victoria). I have spoken to Council's environmental Health Officers recently and in	1

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the past and made submissions on this issue. The Victorian Air Quality Strategy should be a reference in the plan.	
Focus on more infrastructure, technical knowledge for kids and creation of jobs locally for immigrants with higher education	1

The only common sentiment across multiple respondents (3) was that of increasing activities and open space/recreational areas, with 2 suggesting reopening the golf course.

VERBAL FEEDBACK - SUMMARY (n = 5)	COUNT
Address the shame and stigma associated with seeking support for addiction issues in objectives, under outcome 7	1
Include reference to Council's Contractor Strategic Plans across the relevant outcome areas and domains	1
Add a diversity lens across the whole plan, showing the differences between population groups	1
Including greater detail on the trajectory of health trends and data	2
Including more information on council's role and/or level of influence in affecting health outcomes and domains	2
Add the road safety strategy, and pedestrian and cycling strategy to the active travel and transport domain	1

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Decision making – How the results shaped the outcome

Recommended changes to the draft Liveability Plan were themed by the page and section of the Plan that they related to. This analysis formed 11 categories of recommended changes to the draft Plan, summarised in table 4. Council's response to each of the recommendations included seven supported in full, three are supported with minor changes, and one to be addressed outside of the Plan. 'Support in full' is where all elements of the recommendation were incorporated; 'supported with minor changes' is where the intent of the recommendation was incorporated with minor changes based on evidence, resources and/or legislation; and 'Addressed outside of the plan' indicates that Council will consider how this recommendation can be considered outside of the Plan through other strategies or partnerships.

Table 4. Categorised summary of recommendations for change to the draft Liveability Plan and Council's response

Recommendation number, relevant page and section	Suggested change	Response	Translation and rationale
Recommendation 1 <i>Integrating health and wellbeing planning across Council</i> <i>Page 7 onwards</i>	To more effectively demonstrate council's roles in working towards the outcomes outlined in the Plan.	Support in full	The updated Plan includes: • Categorisation of Council's functions under the pillars of deliver, advocate, partner and regulate. • Addition of a 'key' to reference these pillars, under the outcome areas of the Plan. • Categorisation of the Plan's outcome objectives under these pillars. This change aims to provide greater transparency and awareness of Council's roles in improving the health and wellbeing of the community through the existing core functions of delivery, advocacy, partnership and enforcement.
Recommendation 2 <i>Our long-term outcomes</i> <i>Page 12</i>	To highlight that Council operates as one part of a broader public health system, where outcomes are shaped by a range of actors and factors, including influences beyond Council's direct control.	Support in full	The new Plan includes the subheading 'our contribution to the bigger picture' This change emphasises that Council's role is only one part of an integrated public health system, and that Council cannot take direct responsibility for changing the outcomes listed in the Plan, nor credit for the progress towards outcomes, in most circumstances.

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Recommendation 3 & 4 <i>Health and wellbeing snapshot of our community</i> Page 15-16	Inclusion of comparison points for data listed, including historical data and comparisons to Victoria.	Support with minor changes	The updated Plan includes, at minimum, one comparison point for data listed — preferably historical data for Cardinia Shire, or comparison to the Victorian state average. Data is not always available for historical and/or geographical comparisons. Data reference points enable readers to assess the direction of change and/or local urgency of given public health issues. This reinforces the role of the Plan is guiding strategic planning and decision making, and ensuring resources are allocated towards emerging and priority health and social issues.
	To consider how data can be presented in the Plan, to show the health, social and economic differences between different populations, locations and groups.	Support with minor changes	The Plan incorporates disaggregated data where available, with a primary focus on gender-based insights drawn from existing sources such as Council's Household Liveability Survey, the Victorian Population Health Survey, and the Census. While data for other important characteristics—such as age, region, English language proficiency, disability, and income—is not consistently available, this reflects broader systemic limitations in data collection, including small sample sizes, restricted access to externally collected data, and gaps in disaggregated data collection. To strengthen the equity lens within the Plan, each outcome area now features a dedicated 'spotlight' section that explores a key data point in greater depth. These spotlights provide definitions and highlight variations across population groups and geographic areas, helping to illustrate how social equity considerations can be embedded within outcome objectives. In parallel, Council is undertaking a review of its Social Justice and Equity Policy, to identify the localised disparities in health, social, and economic outcomes across Cardinia Shire. This work will support more targeted and inclusive planning and policy development.

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Recommendation 5 <i>All outcome areas and domains, policy reference documents</i> <i>Page 18 onwards</i>	Addition of key strategies from Council's contract Library and Leisure Service providers, throughout the Plan.	Support in full	The strategic plans of Council's library and leisure contractors are now acknowledged within the supporting of the outcome areas in the Plan, reflecting their significant contribution to community health and wellbeing outcomes through programs and services. Their inclusion recognises the value of cross-sector collaboration and the potential to align strategic planning efforts. This opportunity was strongly reinforced through stakeholder feedback, highlighting the importance of integrated approaches to achieving shared outcomes.
Recommendation 6 Outcome 7: Reduce harm from tobacco, vaping, alcohol, drugs and gambling <i>Page 29</i>	Add an objective to address stigma associated with help-seeking for addictive substances and behaviours such as gambling.	Support in full	This amendment highlights the need for a dual approach to not only increase access to services to reduce long term harm from addictive substances (objective 7.2) but also remove the barriers which prevent the utilisation of these services, such as social stigma, particularly among specific demographic groups.
Recommendation 7 Liveability Domain: Active Travel and Transport <i>Page 36</i>	Include Council's reference documents: Road Safety Strategy, and Pedestrian and Cycling Strategy	Support in full	Included as reference documents. These documents are critical in supporting progress towards the domain strategic objectives.
Recommendation 8 Liveability Domain: Employment <i>Page 36</i>	Include a focus on 'technical knowledge for kids' and 'creation of jobs locally for immigrants with higher education'	Support in full	The 'community statements' have been updated to include a focus on 'student placements' and 'addressing barriers to employment, including for migrants and refugees.' This change aims to highlight the varying barriers to employment that exist and a need to address them.

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Recommendation 9 & 10 Liveability Domain: Environment and Open Space Page 44	Include a focus on increasing activities and open space/recreational areas in ways that allow the “the community to come together”, and are “dog free”.	Support with minor changes	The following underlined additions have been included in the community statements: Monitoring and <u>enhancing</u> activation of underutilised open spaces, in ways that balance the needs of different users <u>and promote social connection</u>. Council's Open Space Strategy and Domestic Animal Management Plan support the planning of open spaces including development of dog-parks and dog-restricted areas.
	Include a focus on wood smoke and air pollution.	Support in full	The following underlined addition has been included in community statements: - Building local knowledge of the environment and climate change through participation in environmental groups and volunteering, <u>and education strategies to mitigate commercial and household pollution</u>. The following strategy has been added to the list of supporting State and Federal frameworks and policies: - Victorian Air Quality Strategy
Recommendation 11 Liveability Domain: Community Infrastructure and Services Page 41	Suggestions to re-open the pakenham golf course	Addressed outside of the plan	Specific facilities are not the focus of the Liveability Plan. This feedback has been redirected to the current community engagement on the Pakenham Golf Course.

In addition to community feedback, the draft Plan was further refined to incorporate emerging public health data, recent policy developments, strategic alignment with the Council Plan 2025–2029, and enhancements to language for improved clarity and accessibility.

Feedback which related to the implementation approach of the Plan, is summarised in Attachment 2. While not directly influencing the Liveability Plan Framework, this feedback will be used to inform Council's Action Agenda (Action Plan) required under the Public Health and Wellbeing Act 2008.

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Appendices

Appendix 1 - Consultation survey

Question 1. Please describe how familiar you are with the Draft Liveability Plan	
(a)	I've read the Plan
(b)	I've skimmed through the Plan
(c)	I haven't read the Plan
(d)	Other (please specify) – [Open text box]

Question 2. There are seven health and wellbeing OUTCOMES which we will focus on over the next four years. These are listed below and further explained on pages 13-26 of the Plan. Please rank the outcomes in order of importance by dragging them to the column on the right. The outcomes you list at the top indicate their highest importance to you.	
(a)	Improve mental wellbeing
(b)	Improve social cohesion
(c)	Improve safety
(d)	Improve healthy eating and active living
(e)	Reduce family violence
(f)	Improve financial wellbeing and resilience
(g)	Reduce harm from tobacco, vaping, alcohol, drugs and gambling

Question 3. Are you affiliated with an organisation?	
(a)	Yes, I am providing feedback on behalf of an organisation
(b)	Yes, but this is my personal feedback as someone who works within Cardinia Shire
(c)	No, this is my personal feedback as a resident of Cardinia Shire
(d)	No, I am a student who studies within Cardinia Shire
(e)	Other (please specify) – [Open text box]

Question 4. Do you have any other brief comments you wish to provide about Cardinia Shire's Liveability Plan?	
[Open text box]	

Question 5. If you wish to discuss your feedback, please provide your contact details and we will get in touch with you.	
[Open text box]	

Demographic questions	
Do you live in Cardinia Shire	
Gender	
Age group	
Are you Aboriginal or Torres Strait Islander	
Do you have a disability where you need assistance with core activity?	

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Appendix 2 – Promotion collateral



Have Your Say

Council Plan 2025-29 and updated Liveability Plan 2017-29

Council is inviting community feedback on the draft Council Plan 2025–29 and updated Liveability Plan 2017–29 as part of the final phase of community consultation in the development of these key strategic documents.

The Council Plan is Council's key document that will help guide the direction and decision making for this Council term.

It outlines how we will deliver on the long-term Community Vision, work towards our key strategic objectives, respond to challenges and leverage opportunities.

Feedback is also being sought on the updated Liveability Plan 2017-29, which outlines opportunities to improve liveability, health and wellbeing within our Shire, through local partnerships.

Consultation closes on 19 August. Tell us your thoughts at cardinia.vic.gov.au/haveyoursay

Have questions or want to learn more about a project?

☎ **1300 787 624**
✉ mail@cardinia.vic.gov.au
🌐 www.cardinia.vic.gov.au/haveyoursay

Creating Cardinia | Cardinia

7.2.3 2025-2035 FINANCIAL PLAN

Responsible GM:	Wayne Mack
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	5.1 We practise responsible leadership 5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.

Recommendation

That Council adopts the 2025-2035 Financial Plan in accordance with the requirements of section 91 of the *Local Government Act 2020*.

Executive Summary

The *Local Government Act 2020* (the Act) requires councils to prepare a Long-Term Financial Plan (the Financial Plan) in the year following a general election.

The Financial Plan demonstrates Council's financial sustainability to fund the aspirations of the Community Vision, the Council Plan and support the Asset Plan. It provides the context through which the objectives of the Council Plan can be funded to achieve the Community Vision.

This report seeks Council's endorsement of the 2025-2035 Financial Plan following the period of community exhibition.

Background

The Financial Plan is a key strategic document shaped by principles and performance indicators, providing a long-term financial forecast to ensure Council's sustainability over a 10-year period.

This Plan is integrated with the Community Vision and Council Plan through the Integrated Strategic Planning and Reporting Framework. This framework helps Council identify community needs and aspirations over the long term (Community Vision), medium term (Council Plan), and short term (Annual Budget), while holding itself accountable through the Annual Report.

Although Council's financial position is currently stable, it faces several challenges that threaten its longer-term sustainability. These challenges stem from underlying deficits from prior years and a decrease in unrestricted cash reserves.

Council's financial health has been gradually deteriorating due to factors such as the pandemic's aftermath, which led to high inflation and material shortages. Additionally, lower than inflation rate cap increases have limited Council's main revenue source, while continuous population growth has increased pressure on Council services, further straining resources.

Proactive and longer-term structural measures are essential to prevent these challenges from eroding Council's financial stability. Financial modelling completed as part of the development of the Financial Plan has assisted Council in understanding key levers to ensure sustainability, including streamlining operations, identifying additional revenue sources, maintaining adequate unrestricted cash levels, and managing borrowing requirements.

Policy Implications

The Financial Plan is informed by evidence, State and Commonwealth Government legislation and policy, community engagement and continuous improvement, and demonstrates the funding and resources required to deliver Council's strategies, services and actions to help achieve the Community Vision.

Financial and Resource Implications

The Financial Plan defines the fiscal boundaries for the Council Plan, Asset Plan and other subordinate strategies and policies.

Consultation/Communication

Community engagement has informed the content and priorities of this Financial Plan, in conjunction with the Council Plan and Asset Plan. This included the formation of a Community Panel in accordance with Council's requirements of deliberative engagement as part of this process, where a selected diverse range of participants were able to discuss and respond to key challenges.

Through these conversations, along with other community engagement opportunities, officers have identified some key priorities which have informed the development of the Financial Plan.

The draft Financial Plan was made available for public exhibition from 16 – 30 September 2025, which was the final phase of community engagement. This provided an opportunity to promote the draft Financial Plan and check in with community members that has contributed to, or were interested in, the development of the Financial Plan.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. A Gender Impact Assessment (GIA) has been identified as a requirement for this Financial Plan and has completed as part of the development of the Plan. A statement of commitment has been included in the final version of the document.

Attachments

1. Attachment 1 - 2025-2035 Financial Plan [7.2.3.1 - 40 pages]

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Cardinia Shire Council

Financial Plan 2025/26 – 2034/35

October 2025

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1. Executive Summary

The Financial Plan is a foundational document guided by key principles and performance indicators. It provides a long-term financial forecast designed to support Council's financial sustainability throughout the life of the Plan.

While the broader economic environment shows signs of stability, market volatility continues to influence cost-of-living pressures within our community. In response, Council remains focused on community affordability, financial responsibility, and maintaining long-term financial sustainability in this challenging climate. This Plan has been developed with a dual focus: addressing short-term economic influences while preparing for longer-term challenges and impacts.

Council continues to invest in core services that deliver high value to the community – such as maintaining unsealed roads, enhancing existing assets, supporting community growth, and delivering essential services. However, rising delivery costs are placing significant pressure on Council's resources, making it increasingly difficult to maintain current service and infrastructure levels while meeting the growing community expectations.

With limited revenue sources, Council relies primarily on rates as its main funding stream. Under the Fair Go Rates System, the State Government sets annual rate increase limits, typically aligned with the Consumer Price Index (CPI). This approach presents challenges, as the cost of delivering services and infrastructure is rising faster than CPI-linked revenue growth, resulting in a widening gap between income and expenditure. Council continues to seek efficiencies and improvements to maintain service levels while managing costs.

The financial projections within this Plan are informed by data from the State Department of Treasury and Finance and other key sources. Council will continue to monitor and adapt its financial strategies to ensure the best outcomes for the community and the ongoing sustainability of Council operations.

Community consultation has played a vital role in shaping this Plan. In response to community feedback, the Plan incorporates operational efficiencies aimed at keeping costs low while delivering high-value services and programs.

Council believes this Financial Plan strikes a responsible balance – ensuring the continued delivery of core services, infrastructure, and assets that are valued by our community.

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2. Legislative requirements

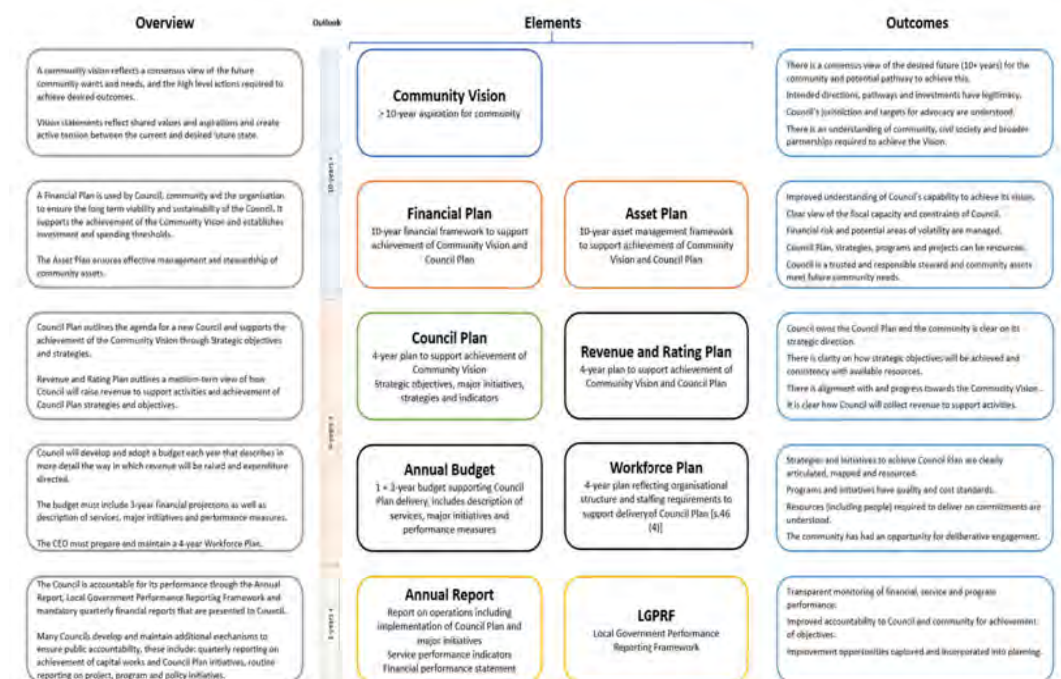
2.1. Integrated Strategic Reporting Framework

The *Local Government Act 2020* (the Act) requires councils to prepare a Long-Term financial Plan (the Financial Plan) in the year following a general election.

The Integrated Planning and Reporting Framework guides Council in identifying community needs and aspirations over:

- The long-term through the Community Vision, Asset Plan and Financial Plan;
- The medium-term through the Council Plan, Workforce Plan, and Revenue and Rating Plan; and
- The short-term through the Annual Budget.

The following diagram provides an overview of the core legislated elements of an integrated strategic planning and reporting framework and outcomes. The timing of each component of the integrated planning framework is critical to the successful achievement of planned outcomes.



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2.2. Statement Of Commitment to Gender Equality in Financial Planning

Cardinia Shire Council recognises that our financial decisions and budget allocations have significant impacts on gender equality and community equity. We are committed to applying a gender equality lens to our 10-year Financial Plan, ensuring public resources are distributed fairly and support the diverse needs of our growing community.

We acknowledge that budget decisions about service funding, delivery models, and resource allocation can either reinforce or address existing inequalities. Women, men, and gender-diverse people often have different needs for Council services, and these differences intersect with other factors including age, disability, cultural background, caring responsibilities, and economic circumstances.

Our commitment includes:

Equitable Resource Allocation: Ensuring budget allocations across community services, infrastructure, recreation, economic development, and emergency services consider and address gendered impacts and needs.

Inclusive Service Investment: Prioritising funding for services and programs that support gender equality, including those addressing family violence prevention, women's safety, accessible childcare, and diverse recreational opportunities.

Evidence-Based Decision Making: Using gender-disaggregated data and Gender Impact Assessments to inform budget priorities, service scope decisions, and delivery model choices.

Transparent Accountability: Monitoring and reporting on how our financial investments contribute to gender equality outcomes and adjusting future budget allocations based on evidence of impact.

Through our Financial Plan, we will ensure that public money is invested to create a more equitable community where all residents can access the services and opportunities they need to thrive.

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3. About this plan

The Financial Plan outlines the funding commitments needed to support delivery of key strategic plans including the Council Plan, Asset Plan and Revenue and Rating Plan.

The Financial Plan demonstrates our financial sustainability over the next ten years with the key assumptions we have used to forecast income and expenditure.

This Financial Plan is the product of strategic thinking, focused discussions, and quality evidence, shaped and informed by community engagement. This includes a set of strategic actions that outline our risk-based approach to financial sustainability and funding priorities.

3.1. Asset Plan Integration

It is essential that any approach towards strategic financial planning be integrated with the Asset Plan. This will ensure future funding is allocated in a manner that supports service delivery in terms of the plans and the effective management of Council's assets into the future.

The Asset Plan outlines our approach to managing and maintaining our assets, including infrastructure, community facilities, and open spaces. It ensures that we take a risk-based approach to invest in and maintain our assets to meet current and future community needs and that we manage assets across their life cycle in a financially sustainable manner.

The Asset Plan informs the Financial Plan by identifying the amount of capital renewal, backlog and maintenance funding that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, risk assessment issues, and the impact of reviewing and setting intervention and service levels for each asset class.

In addition to identifying the operational and strategic practices that ensure Council manages assets across their lifecycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance the projected investment requirements against projected budgets.

3.2. Strategic planning principles

The Financial Plan provides a 10-year financial projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- The Financial Plan statements provide the 10-year financial resources necessary to implement the goals and aspirations of the Council Plan to support the Community Vision.
- Council's strategic planning principles identify and address the risks of effective implementation of the Financial Plan. The financial risks are included in section 3.3 below.
- The Financial Plan provides for the strategic planning principles of monitoring progress and reviews to identify and adapt to changing circumstances.

3.3. Financial management principles

The Financial Plan demonstrates the following financial management principles:

- Revenue, expenses, assets (including investments), liabilities, and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Management of the following financial risks:

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- o The financial viability of Council
- o The management of current and future liabilities of Council. The estimated 10-year liabilities are disclosed in section 6.2 Balance Sheet projections.
- o The beneficial enterprises of Council (where appropriate)
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community.
- Council maintains accounts and records that explain its financial operations.

3.4. Community engagement

Council undertook a deliberative community engagement process involving the establishment of a Community Panel, to assist with developing the guiding principles that underpin Council's strategic planning framework, including the Financial Plan.

The Community Panel broadly represented the demographic makeup of Cardinia Shire. Panel members participated in a series of conversations to understand the challenges and opportunities facing the Cardinia community. These community members shared their ideas and aspirations, working together to reach consensus on an updated Community Vision and priorities.

The Community Panel provided a series of recommendations to Council to inform Council's key strategic documents, including this Financial Plan. These recommendations were based on the following key questions:

- If you had to choose between Council increasing rates above the legislated rate cap to maintain services or cuts in Council services, what would you choose?
- Should Council ask the users of Council facilities to pay more to cover the cost of those facilities?
- Should Council pursue revenue through commercial choices and investments?

The overall results to the first question demonstrated an ongoing level of uncertainty, with most participants stating they did not know or could not say and expressing a wish to understand further before committing. The panel noted potential community impacts of these choices, and encouraged Council to consider closely monitoring costs and suggested investigating alternative sources of revenue over the choice of rate rises or service cuts.

Regarding the question on higher user fees, the panel had opinions both for and against the proposition and noted that essential services should be prioritised and wanted to ensure that Council would be transparent in pricing and decision-making regarding user fees.

When discussing the option to pursue revenue through commercial choices and investments, there was strong support from the panel noting the potential for joint ventures, partnerships and innovative approaches to investment. It was suggested that commercial investments should look to align with community needs and aspirations, as outlined in the Community Vision.

Council is grateful for the Community Panel's time and effort through the deliberative engagement process. Their guidance has contributed significantly to the development of this Financial Plan.

3.5. Service performance principles

Council services are provided on a community needs and value for money basis. The service performance principles are listed below:

- Services provided are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- Services are accessible to the relevant users within the community.

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- Council provides quality, value for money services to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of quality and efficient services.
- Council is developing a performance monitoring framework to continuously improve its service delivery standards.

3.6. Financial sustainability strategy

Sound long-term financial management is critical to providing the financial certainty and flexibility needed for efficient and effective service delivery and asset management.

While we are currently financially sound, as demonstrated by the indicators in the following section, we want to ensure a strong continued focus on being as efficient as we can – this is in line with the budgeting principles of efficient use of ratepayers' money and keeping services and service levels at an acceptable level for the community.

We have also strongly advocated to the State and Federal Governments on our fair share of funding so we can use these funds to provide services to our community. The State and Federal inquiries into financial sustainability of local government have provided recommendations to be made across the sector, and we look forward to many of the recommendations being implemented.

Council has a responsibility to current and future communities. As a growth Council, a growing population presents significant opportunities. However, this growth also presents challenges that will place substantial demands on Council's financial resources, including:

- Higher expectations from a growing community for new and upgraded services.
- Pressures of maintaining amenity in rural and fringe areas, and across many established townships.
- An asset renewal requirement that is increasing as we grow.

The following will be considered as part of Council's financial sustainability strategy:

- Establish a long-term vision of a financially sustainable organisation to provide direction to Council and establish an appropriate governance framework for financially responsible decision making.
- Assessment of the capacity to pay of the community and the impact on considerations for rate settings and affordability of fees and charges for services.
- Review long term modelling to ensure it includes all reasonable financial estimates.
- Assessment of the current levels of income.
- Examine all aspects of the budget including operating, capital and project budgets and the progress of projects against timeframes.
- Consider the efficiency and effectiveness of current services and administration and then consider what is Council's core business.
- Consider the maturity of asset management and the accuracy of current asset renewal projections.
- Consider alternative revenue sources and strategies to support them.

In modelling the Financial Plan, a cost efficiency factor is assumed each year. This factor recognises that delivering productivity in operations is an important consideration of Council. It provides a starting point for determining productivity targets, which can be further informed by strategic priorities. Primary focus areas include realising benefits from investment in technology, managing workforce productivity through wage growth control, continuous improvement in operational processes, discretionary cost containment, and effective balance sheet management.

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3.7. Strategic actions

The following strategic actions outline our risk-based approach to financial sustainability and funding priorities. These are the result of significant consultation within the organisation, with Councillors and members of our community panel.

Financial sustainability

We will be guided by the risk levels recommended by the Victorian Auditor General's Office (VAGO) for our financial sustainability indicators.

- All key financial sustainability indicators will remain at low to medium risk except for the adjusted underlying result.
- The adjusted underlying result remains at medium to high risk until the outcomes of the financial sustainability strategy are confirmed. This should result in appropriate measures being implemented to improve Council's financial sustainability.
- Ongoing efficiency savings are built into the current projections with further savings to be identified as part of the financial sustainability strategy and the annual budget process.
- Council will consider risk appetite levels as they apply to financial sustainability and will build any mitigations needed into long term financial planning.
- Make the most of Developer Contributions and Public Open Space levies to fund community infrastructure, while reducing the risk of Council having to cover funding gaps.
- Council will invest in digital transformation to improve the efficiency of services to its growing community, to enable greater levels of productivity across Council.
- Council will aim to get as much grant funding as possible from Commonwealth and State Governments to help pay for infrastructure and ongoing services.

Asset management

- Through the asset management plans, Council will ensure its focus is on maintenance and renewal of existing assets over the creation of new ones, focusing on cost management and community need.
- Continued maturity of strategic asset management and capital delivery to optimise renewals and new capital investments using evidence-based decisions and strong project governance.
- Continued maturity of understanding of Council's renewal gap to ensure any backlogs are addressed within financial constraints.

Service levels

- Service levels are to remain at similar levels pending the outcomes of the development of Council's service review framework.
- Council to continue to review all its key services to ensure that the community is receiving value for money. Following the implementation of the service review framework, a scheduled review of Council services in detail will ensure that it is operating efficiently and delivering the services required by the community.
- As part of the service review process, the most appropriate fees and charges are considered to balance the key principles of service cost and quality standards, value for money, community expectations, affordability and accessibility. This is aligned with standard pricing strategies of market pricing (benchmarked), full cost recovery (cost neutral) and subsidised.

Borrowings

- Council will consider borrowing money when planning its Capital Works Program to help cover gaps between when cash is available and when it's needed.

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- Council will borrow money based on cash flow needs, not to fund specific projects or investments.
- A borrowing policy has been drafted and will be considered for endorsement by Council in support of the Financial Plan.

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4. Financial performance statement

4.1. Financial sustainability indicators

Council is committed to remaining in a strong financial position and uses VAGO's financial sustainability indicators when making assessments regarding financial risks and forward planning. This section defines the measures that demonstrate Council's financial sustainability to fund key Council Plan initiatives.

The table below shows the forecast results for the seven key VAGO financial sustainability indicators over the 10 years of the Financial Plan.

Ratio	Target	Forecast									
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Net result	> 0%	38.2%	28.9%	29.3%	25.2%	26.0%	21.4%	21.2%	21.3%	22.0%	21.4%
Adjusted underlying result	> 0%	-1.9%	0.1%	0.1%	-0.4%	-0.1%	0.2%	0.0%	0.1%	0.1%	-0.3%
Liquidity	> 1.5	3.22	4.35	4.73	5.20	4.95	4.75	4.35	4.00	3.73	3.32
Internal financing	> 100%	138.2%	89.8%	89.6%	88.5%	107.6%	94.7%	97.1%	100.3%	120.0%	110.5%
Indebtedness	< 40%	25.5%	34.6%	41.0%	47.1%	43.0%	38.6%	34.0%	29.1%	24.1%	20.1%
Capital replacement ratio	> 1.0	2.03	2.49	2.40	2.42	2.36	2.03	1.91	1.89	1.86	1.78
Renewal gap ratio	> 0.5	1.29	1.71	1.61	1.39	1.51	1.28	1.24	1.22	1.19	1.15

Cardinia Shire Council

Financial Plan 2025/26 – 2034/35

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4.2. Sustainability indicators risk ratings

Risk	Net Result	Adjusted Underlying Result	Liquidity	Indebtedness	Internal financing	Capital replacement	Renewal Gap
High	Less than negative 10% Insufficient revenue is being generated to fund operations and asset renewal	Less than 0% Insufficient surplus is being generated to fund operations	Less than 0.75 Immediate sustainability issues with insufficient current assets to cover liabilities	More than 60% Potentially long-term concern over an entity's ability to repay debt levels from own-source revenue	Less than 75% Limited cash generated from operations to fund new assets and asset renewal	Less than 1.0 Spending on capital works has not kept pace with consumption of assets	Less than 0.5 Spending on existing assets has not kept pace with consumption of those assets
Medium	Negative 10% to 0% A risk of long-term run down of cash reserves and inability to fund asset renewals	0% to 5% Surplus being generated to fund operations	0.75 to 1.0 Need for caution with cashflow, as issues could arise with meeting obligations as they fall due	40% to 60% Some concern over the ability to repay debt from own-source revenue	75% to 100% May not be generating sufficient cash from operations to fund new assets	1.0 to 1.5 May indicate spending on asset renewal is insufficient	0.5 to 1.0 May indicate insufficient spending on renewal of existing assets

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Risk	Net Result	Adjusted Underlying Result	Liquidity	Indebtedness	Internal financing	Capital replacement	Renewal Gap
Low	More than 0% Generating surpluses consistently	More than 5% Generating strong surpluses to fund operations	More than 1.0 No immediate issues with repaying short-term liabilities as they fall due	40% or less No concern over the ability to repay debt from own-source revenue	More than 100% Generating enough cash from operations to fund new assets	More than 1.5 Low risk of insufficient spending on asset renewal	More than 1.0 Low risk of insufficient spending on asset base

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5. Economic assumptions

5.1. Economic assumption forecasts

This section presents information regarding economic assumptions. The assumptions comprise the annual escalations for each line item in the Comprehensive Income Statement.

Assumption	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
CPI	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth	2.50%	2.50%	2.70%	2.70%	2.40%	2.00%	1.60%	1.30%	0.80%	0.50%
Rates and charges	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Statutory fees & fines	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
User fees and charges	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Operating	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants - Capital	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Contributions - monetary	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Contributions - non-monetary	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Other income	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Employee costs	7.50%	7.50%	7.50%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Materials & services	4.90%	4.90%	4.90%	4.90%	4.90%	4.90%	4.90%	4.90%	4.90%	4.90%
Insurances	33.00%	13.20%	13.20%	13.20%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
Utilities	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%
Depreciation & Amortisation	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Other expenses	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%

5.2. Economic assumptions commentary

Consumer Price Index

The Financial Plan assumes a conservative increase of 2.5% over the 10-year life of the Plan and has been based on the assumptions outlined in the 2025-26 Victorian State Government Budget. This in effect builds in a strategy for cost containment and encourages efficiencies as current economic indicators reflect a greater increase in prices for various goods and services.

Population growth

Cardinia Shire is one of the fastest growing municipalities in Victoria, with a current population of approximately 132,289. By 2046, this is expected to increase to approximately 167,989.

Based on current data, Cardinia Shire is expected to peak at a growth rate of 2.7% by the end of 2029 and then start to plateau. The average growth over the 10-year period is expected to average 1.9%.

Investment interest rate

To maximise income, Council invests unspent capital works and reserve funds into term deposits to earn interest income.

Council is estimating interest rates to be at 4.50% for the life of the Financial Plan.

Borrowing interest rate

Council has set the borrowing interest rate of 5.00% for the life of the Financial Plan. Borrowing rates are sought at the time Council intends to take out any new loan and any changes.

Rate cap, waste charges and supplementary rates

Base rate revenue will increase by 3.00% for the 2025-26 year based on the State Government rate cap, with estimated future annual increases at 2.5% per annum for the period of the Financial Plan.

In addition, it is expected that during the 2025-26 financial year \$1.3 million will be received in supplementary rates because of growth of the municipality. This amount is expected to reflect the anticipated growth of Council.

Waste charges are expected to increase 16.5% compared to 2024-25 levels to cover the total costs of waste management incurred across the municipality. Future waste charges are expected to

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increase by 10% per annum from 2026-27 to 2028-29 and then down to an increase of 5% per annum thereafter. These increases are to ensure Council continues to cover the full costs of providing waste services over the period of the Financial Plan.

Statutory fees and fines

Statutory fees are set by the State Government each year, however the Financial Plan indexes statutory fees in line with historical increases. The Financial Plan applies a conservative increase of 2.5% for the period of the Financial Plan.

User fees and charges

User fees will increase by 3% for the 2025-26 financial year, before returning to increase in line with the State Government rate cap.

Grants

Operating grant income increases for the Financial Plan period are based on a conservative annual rate of increase equivalent to the CPI assumptions.

Capital grant income includes all monies received from the State or Commonwealth Governments for the purpose of funding the capital works program. The amount of capital grant funding received each year can vary depending on the types of works included in the capital program. For this Financial Plan, the forecast is a combination of known funding and an estimate based on a minimum average contribution to the overall capital works program.

Contributions

Council receives contributions from developers. These contributions can be one of two sources: monetary and non-monetary.

Monetary contributions are statutory in nature and represent funds to enable Council to provide the necessary infrastructure to accommodate development growth. They are for specific purposes and often require Council to outlay funds for infrastructure works sometimes before receipt of this income source. These contributions are transferred to a restricted reserve until used for a specific purpose through the capital works program.

Non-monetary contributions comprise in-kind contributions in the form of infrastructure delivered to Council ownership once a development has been completed.

The escalation factors for both these are based on estimates of developments in the pipeline to be delivered by developers.

Other income

Revenue from other income comprises investment income as well as a variety of other more minor sources such as rental income. Given the relative inconsistencies associated with interest rates and subsequent revenues, annual increases are forecast to be in line with the State Government rate cap.

Employee costs

Council's current Enterprise Agreement (EA) is for the three years ending 30 June 2027 and provides for employee remuneration increases for the life of the agreement. This Plan has been developed based on the increases provided in the EA, with an additional uplift to allow for banding increments and increases in Workcover premiums. Efficiencies arising from digital transformation have been allowed for from year four.

Employee numbers are not projected to increase over the life of the Plan.

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Contractors, consultants and materials

Contractors, consultants and material costs include requirements for maintenance and repairs for Council's buildings, roads, drains and footpaths which are more influenced by market forces. Other associated costs included in this category are external providers for a range of services, including legal services and labour hire.

For the life of the Financial Plan it is assumed these costs will escalate at a rate higher than CPI.

Utilities

Utilities include electricity, water, gas and telecommunications expenses incurred to run our buildings and services.

It is common for utility costs to increase greater than CPI which is reflected in the annual increases of 5.50%. This is due to both cost escalation and the increasing number of assets owned and operated by Council.

Insurances

Insurances do not necessarily increase by CPI. There are many factors that can influence insurance premiums including but not limited to level of coverage, level of risk, and history of claims.

There are increases in the escalation rate between the years 2025-26 to 2028-29 which are reflective of historical increases and will then dissipate in the following years.

Depreciation and amortisation

Escalation estimates for depreciation and amortisation have been based on the projected impact of capital expenditure, disposals, non-monetary (in kind) contributions by developers and the anticipated asset life of assets for the Financial Plan period.

5.3. Other matters influencing the Financial Plan

Impact of new developments on Council finances

Cardinia Shire Council is one of the fastest growing municipalities in Victoria with average population growth set to increase over the period of the Plan, as outlined above.

With much of the growth stemming from new development of land, Council will need to provide new facilities and increase services to meet the needs of the changing and growing community.

New development of land requires new infrastructure including roads, footpaths, drainage and community facilities to meet the future needs of the community. New developments represent a challenge to Council's Financial Plan because as a growing Council, while developer contributions are received in the form of both monetary and non-monetary contributions, Council has had to fund shortfalls regarding community infrastructure in new suburb developments. Furthermore, Council is obligated to service and maintain them.

Council expects to build or receive more than \$100 million in assets annually. As these new assets age, Council will be responsible for maintaining and renewing them. While this is not seen as an issue in the short or medium term when the infrastructure is new, as the infrastructure ages, a larger portion of Council's budget will be required to fund the maintenance and renewal works for these assets.

Challenges of rate capping on Council finances

The Victorian Government introduced rate capping in 2016, which restricts the amount that councils can raise their general rates revenue each year. The rate cap is set each year and has ranged between 1.50% to 3.50% since it was established.

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Council services are delivered by both Council employees and service contractors. Employee and labour costs have increased at a rate higher than the published Consumer Price Index (CPI). Additionally, the growth in population numbers across the community and increasing demand for services means that additional human resources as well as materials and services will be required to meet these demands.

Rate capping reinforces that Council must be financially prudent in anticipating the long-term future service and infrastructure needs of the community. The inability of Council to increase rates in an equal proportion to the cost of delivering its programs and services leads to a budget shortfall, which can compound over several years and pose a potential risk to Council's ability to deliver programs and services that the community requires and expects.

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6. Financial Plan Statements

This section presents information regarding the Financial Statements for the 10 years from 2025-26 to 2034-35.

The following statements for the 10 years are:

- 6.1 Comprehensive Income Statement
- 6.2 Balance Sheet
- 6.3 Statement of Changes in Equity
- 6.4 Statement of Cash Flows
- 6.5 Statement of Capital Works
- 6.6 Statement of Human Resources

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**6.1. Comprehensive Income Statement**

	Projections										
	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income / Revenue											
Rates and charges	124,195	132,826	139,548	146,668	154,218	160,537	167,088	173,874	180,898	188,160	195,664
Statutory fees and fines	7,953	7,587	7,777	7,971	8,170	8,375	8,584	8,799	9,019	9,244	9,475
User fees	3,396	3,076	3,153	3,232	3,313	3,395	3,480	3,567	3,656	3,748	3,842
Grants - operating	30,439	21,513	22,041	22,583	23,138	23,707	24,290	24,888	25,500	26,129	26,772
Grants - capital	22,138	34,141	17,065	13,990	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Contributions - monetary	19,727	41,745	14,284	23,023	15,958	23,085	8,175	12,127	16,147	22,647	23,208
Contributions - non-monetary	83,170	36,329	42,030	41,038	39,724	37,411	37,136	35,358	33,450	32,015	32,335
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	(5,089)	500	500	500	500	500	500	500	500	500	500
Other income	12,566	7,856	7,920	7,986	8,053	8,122	8,193	8,265	8,339	8,416	8,494
Total income / revenue	298,495	285,573	254,318	266,991	265,074	277,131	269,446	279,378	289,510	302,858	312,290
Expenses											
Employee costs	59,963	61,296	65,802	70,645	73,422	76,310	79,313	82,437	85,686	89,064	92,578
Materials and services	81,624	78,518	82,084	85,813	89,711	93,787	98,048	102,503	107,161	112,032	117,124
Depreciation	29,718	32,568	32,874	34,449	35,861	37,956	39,626	40,523	43,985	45,036	46,162
Amortisation - intangible assets	163	155	145	107	107	107	107	107	107	107	107
Depreciation - right of use assets	435	520	520	520	520	-	-	-	-	-	-
Allowance for impairment losses	347	223	220	220	220	220	220	220	220	220	220
Borrowing costs	274	915	1,676	2,554	3,301	3,964	3,714	3,473	3,138	2,760	2,335
Finance costs - leases	72	100	73	46	16	-	-	-	-	-	-
Other expenses	1,917	2,501	(2,436)	(5,372)	(4,707)	(7,239)	(9,170)	(9,100)	(12,427)	(12,953)	(12,877)
Total expenses	174,513	176,796	180,958	188,982	198,452	205,104	211,858	220,164	227,870	236,266	245,649
Surplus/(deficit) for the year											
	123,982	108,777	73,360	78,009	66,621	72,027	57,588	59,214	61,640	66,592	66,640

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	Projections										
	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation gain /(loss)	140,421	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	264,403	108,777	73,360	78,009	66,621	72,027	57,588	59,214	61,640	66,592	66,640
Adjusted underlying result	(9)	(3,244)	175	152	(867)	(275)	471	(77)	237	124	(709)

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**6.2. Balance Sheet**

	Actual		Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	169,699	215,228	223,917	228,191	230,846	229,597	217,936	207,237	198,426	204,831	203,198
Trade and other receivables	29,135	21,036	17,961	19,073	19,122	20,257	19,660	20,613	21,706	22,944	23,748
Other assets	3,663	3,663	3,663	3,663	3,663	3,663	3,663	3,663	3,663	3,663	3,663
Total current assets	202,497	239,927	245,540	250,927	253,631	253,518	241,259	231,513	223,794	231,438	230,609
Non-current assets											
Trade and other receivables	3,111	3,111	3,111	3,111	3,111	3,111	3,111	3,111	3,111	3,111	3,111
Property, infrastructure, plant & equipment	3,335,912	3,413,840	3,495,286	3,578,244	3,659,587	3,729,540	3,796,413	3,861,574	3,925,949	3,986,397	4,047,504
Right-of-use assets	2,081	1,561	1,041	520	-	-	-	-	-	-	-
Intangible assets	1,160	1,005	860	753	646	539	432	325	218	111	4
Total non-current assets	3,342,264	3,419,517	3,500,298	3,582,629	3,663,344	3,733,190	3,799,956	3,865,010	3,929,278	3,989,619	4,050,619
Total assets	3,544,761	3,659,444	3,745,838	3,833,556	3,916,975	3,986,708	4,041,215	4,096,523	4,153,072	4,221,057	4,281,228
Liabilities											
Current liabilities											
Trade and other payables	8,386	7,325	7,201	7,253	7,685	7,825	8,036	8,422	8,565	16,178	16,934
Trust funds and deposits	15,322	15,322	15,322	15,322	15,322	15,322	15,322	15,322	15,322	15,322	15,322
Contract and other liabilities	25,790	16,547	10,537	3,931	3,931	3,931	3,931	3,931	3,931	3,931	3,931
Provisions	11,533	12,581	13,630	14,678	15,726	16,775	17,823	18,871	19,920	20,968	22,016
Interest-bearing liabilities	1,418	2,808	4,653	6,511	8,622	9,480	10,377	11,320	12,306	13,310	11,952
Lease liabilities	424	543	570	600	-	-	-	-	-	-	-
Total current liabilities	62,873	55,126	51,913	48,294	51,287	53,332	55,488	57,865	60,043	69,709	70,155

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	Projections										
	Actual										
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000
Non-current liabilities											
Provisions	7,203	7,377	7,550	7,724	7,898	8,071	8,245	8,419	8,592	8,766	8,940
Interest-bearing liabilities	16,092	30,206	46,850	60,603	74,235	69,721	64,310	57,854	50,412	41,965	34,876
Lease liabilities	1,805	1,170	600	-	-	-	-	-	-	-	-
Total non-current liabilities	25,100	38,753	55,000	68,327	82,132	77,792	72,555	66,273	59,004	50,731	43,816
Total liabilities	87,973	93,879	106,913	116,621	133,419	131,124	128,043	124,138	119,047	120,440	113,971
Net assets	3,456,788	3,565,565	3,638,925	3,716,934	3,783,556	3,855,583	3,913,171	3,972,385	4,034,025	4,100,617	4,167,257
Equity											
Accumulated surplus	1,496,789	1,567,142	1,632,204	1,702,227	1,778,549	1,853,385	1,927,192	1,998,973	2,069,460	2,140,099	2,210,225
Reserves	1,959,999	1,998,423	2,006,721	2,014,707	2,005,007	2,002,198	1,985,979	1,973,412	1,964,565	1,960,518	1,957,032
Total equity	3,456,788	3,565,565	3,638,925	3,716,934	3,783,556	3,855,583	3,913,171	3,972,385	4,034,025	4,100,617	4,167,257

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**6.3. Statement in Changes in Equity**

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2025 Actual				
Balance at beginning of the financial year	3,192,385	1,390,596	1,706,516	95,273
Surplus/(deficit) for the year	123,982	123,982	-	-
Net asset revaluation gain/(loss)	140,421	-	140,421	-
Transfers (to)/from other reserves	-	(17,789)	-	17,789
Balance at end of the financial year	3,456,788	1,496,789	1,846,937	113,062
2026				
Balance at beginning of the financial year	3,456,788	1,496,789	1,846,937	113,062
Surplus/(deficit) for the year	108,777	108,777	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers (to)/from other reserves	-	(38,424)	-	38,424
Balance at end of the financial year	3,565,565	1,567,142	1,846,937	151,486
2027				
Balance at beginning of the financial year	3,565,565	1,567,142	1,846,937	151,486
Surplus/(deficit) for the year	73,360	73,360	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers (to)/from other reserves	-	(8,298)	-	8,298
Balance at end of the financial year	3,638,925	1,632,204	1,846,937	159,784
2028				
Balance at beginning of the financial year	3,638,925	1,632,204	1,846,937	159,784
Surplus/(deficit) for the year	78,009	78,009	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers (to)/from other reserves	-	(7,986)	-	7,986
Balance at end of the financial year	3,716,934	1,702,227	1,846,937	167,770

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	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2029				
Balance at beginning of the financial year	3,716,934	1,702,227	1,846,937	167,770
Surplus/(deficit) for the year	66,621	66,621	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers (to)/from other reserves	-	9,700	-	(9,700)
Balance at end of the financial year	3,783,556	1,778,549	1,846,937	158,070
2030				
Balance at beginning of the financial year	3,783,556	1,778,549	1,846,937	158,070
Surplus/(deficit) for the year	72,027	72,027	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers (to)/from other reserves	-	2,809	-	(2,809)
Balance at end of the financial year	3,855,583	1,853,385	1,846,937	155,261
2031				
Balance at beginning of the financial year	3,855,583	1,853,385	1,846,937	155,261
Surplus/(deficit) for the year	57,588	57,588	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers (to)/from other reserves	-	16,219	-	(16,219)
Balance at end of the financial year	3,913,171	1,927,192	1,846,937	139,042
2032				
Balance at beginning of the financial year	3,913,171	1,927,192	1,846,937	139,042
Surplus/(deficit) for the year	59,214	59,214	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers (to)/from other reserves	(0)	12,567	-	(12,567)
Balance at end of the financial year	3,972,385	1,998,973	1,846,937	126,475

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	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2033				
Balance at beginning of the financial year	3,972,385	1,998,973	1,846,937	126,475
Surplus/(deficit) for the year	61,640	61,640	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers (to)/from other reserves	-	8,847	-	(8,847)
Balance at end of the financial year	4,034,025	2,069,460	1,846,937	117,628
2034				
Balance at beginning of the financial year	4,034,025	2,069,460	1,846,937	117,628
Surplus/(deficit) for the year	66,592	66,592	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers (to)/from other reserves	-	4,047	-	(4,047)
Balance at end of the financial year	4,100,617	2,140,099	1,846,937	113,581
2035				
Balance at beginning of the financial year	4,100,617	2,140,099	1,846,937	113,581
Surplus/(deficit) for the year	66,640	66,640	-	-
Net asset revaluation gain/(loss)	-	-	-	-
Transfers (to)/from other reserves	(0)	3,486	-	(3,486)
Balance at end of the financial year	4,167,257	2,210,225	1,846,937	110,095

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**6.4. Statement of Cash Flows**

	Projections										
	Actual	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	2024/25										
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities											
Rates and charges	123,841	132,522	134,945	141,635	153,420	159,865	166,401	173,195	180,123	187,406	194,893
Statutory fees and fines	7,908	8,327	8,288	8,484	8,959	9,185	9,415	9,652	9,890	10,139	10,393
User fees	3,713	3,376	3,360	3,440	3,632	3,724	3,817	3,913	4,010	4,111	4,214
Grants - operating	29,585	21,464	21,356	21,852	23,065	23,637	24,220	24,821	25,422	26,055	26,698
Grants - capital	24,025	34,063	17,916	13,806	12,147	11,988	11,989	11,991	11,986	11,990	11,990
Contributions - monetary	19,727	41,745	14,284	23,023	15,958	23,085	8,175	12,127	16,147	22,647	23,208
Interest received	7,309	5,294	5,294	5,294	5,294	5,294	5,294	5,294	5,294	5,294	5,294
Trust funds and deposits taken	2,298	-	-	-	-	-	-	-	-	-	-
Other receipts	5,653	6,881	6,155	3,638	5,229	4,748	5,321	4,109	4,576	5,086	5,759
Net GST refund / payment	12,511	8,775	11,578	11,374	12,475	11,394	12,729	12,967	13,115	12,762	13,248
Employee costs	(58,863)	(60,074)	(64,580)	(69,423)	(72,200)	(75,088)	(78,091)	(81,215)	(84,464)	(80,622)	(91,067)
Materials and services	(98,073)	(87,398)	(89,970)	(94,078)	(98,309)	(102,797)	(107,468)	(112,376)	(117,431)	(122,795)	(128,376)
Short-term, low value and variable lease payments	(387)	-	-	-	-	-	-	-	-	-	-
Other payments	(1,913)	(2,784)	2,234	5,646	5,236	7,734	9,913	10,018	13,367	14,201	14,171
Net cash provided by/(used in) operating activities	77,334	112,191	70,860	74,690	74,907	82,769	71,715	74,496	82,034	96,273	90,427
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(60,222)	(81,185)	(78,919)	(83,406)	(84,628)	(76,947)	(75,699)	(76,759)	(81,800)	(80,216)	(81,827)
Proceeds from sale of property, infrastructure, plant and equipment	616	550	550	550	550	550	550	550	550	550	550
Net cash provided by/ (used in) investing activities	(59,606)	(80,635)	(78,369)	(82,856)	(84,078)	(76,397)	(75,149)	(76,209)	(81,250)	(79,666)	(81,277)

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	Projections										
	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from financing activities											
Finance costs	(274)	(915)	(1,676)	(2,554)	(3,301)	(3,964)	(3,714)	(3,473)	(3,138)	(2,760)	(2,335)
Proceeds from borrowings	17,510	17,000	21,435	20,395	22,398	5,000	5,000	5,000	5,000	5,000	5,000
Repayment of borrowings	(11,690)	(1,496)	(2,946)	(4,785)	(6,655)	(8,656)	(9,514)	(10,513)	(11,456)	(12,442)	(13,447)
Interest paid - lease liability	(72)	(100)	(73)	(46)	(16)	-	-	-	-	-	-
Repayment of lease liabilities	(429)	(516)	(543)	(570)	(600)	-	-	-	-	-	-
Net cash provided by/(used in) financing activities	5,045	13,973	16,197	12,440	11,826	(7,620)	(8,227)	(8,987)	(9,594)	(10,202)	(10,782)
Net increase/(decrease) in cash & cash equivalents	22,773	45,529	8,688	4,274	2,655	(1,248)	(11,661)	(10,700)	(8,811)	6,405	(1,633)
Cash and cash equivalents at the beginning of the financial year	146,926	169,699	215,228	223,917	228,191	230,846	229,597	217,936	207,237	198,426	204,831
Cash and cash equivalents at the end of the financial year	169,699	215,228	223,917	228,191	230,846	229,597	217,936	207,237	198,426	204,831	203,198

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**6.5. Statement of Capital Works**

	Projections										
	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	7,210	3,990	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Land improvements	-	-	-	-	-	-	-	-	-	-	-
Total land	7,210	3,990	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Buildings	15,177	10,222	13,367	21,097	17,050	17,750	18,050	18,180	21,150	19,280	20,250
Building improvements	-	-	-	-	-	-	-	-	-	-	-
Total buildings	15,177	10,222	13,367	21,097	17,050	17,750	18,050	18,180	21,150	19,280	20,250
Total property	22,387	14,212	19,367	27,097	23,050	23,750	24,050	24,180	27,150	25,280	26,250
Plant and equipment											
Plant, machinery and equipment	2,560	3,036	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Fixtures, fittings and furniture	160	1,641	1,726	1,743	1,853	1,360	1,060	1,060	1,060	1,060	1,060
Computers and telecommunications	169	2,665	10,550	10,550	10,550	550	550	550	550	550	550
Total plant and equipment	2,889	7,341	14,976	14,993	15,103	4,610	4,310	4,310	4,310	4,310	4,310
Infrastructure											
Roads	27,279	37,244	28,034	22,352	26,497	28,495	28,667	29,212	29,612	29,212	29,612
Bridges	875	1,057	1,337	1,397	1,400	1,400	1,400	1,800	1,800	1,800	1,800
Footpaths and cycleways	1,567	1,835	1,600	2,023	1,648	1,554	2,429	3,418	3,500	3,023	3,234
Drainage	1,075	1,135	950	950	950	1,000	1,050	1,100	1,100	1,100	1,100
Recreational, leisure and community facilities	3,480	2,156	2,530	2,550	5,621	7,370	4,005	2,050	3,655	5,050	5,845
Parks, open space and streetscapes	3,954	1,583	3,097	4,606	2,812	1,919	3,051	3,856	3,382	3,294	2,382
Off street car parks	1,426	-	-	-	-	-	-	-	-	-	-
Other infrastructure	314	7,604	400	400	400	400	400	400	400	400	400
Total infrastructure	39,970	52,614	37,947	34,278	39,327	42,138	41,003	41,837	43,449	43,879	44,374
Total capital works expenditure	65,246	74,167	72,290	76,369	77,480	70,498	69,363	70,327	74,909	73,469	74,934

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	Projections										
	Actual										
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Represented by:											
New asset expenditure	1,941	6,309	7,050	12,593	11,264	9,620	8,000	8,620	8,600	9,620	9,700
Asset renewal expenditure	20,250	23,244	27,284	29,743	24,698	28,288	28,573	29,317	31,619	31,459	32,244
Asset expansion expenditure	24,847	12,301	12,272	15,928	12,200	12,400	12,200	12,200	14,100	12,200	12,400
Asset upgrade expenditure	18,208	32,313	25,685	18,105	29,318	20,190	20,590	20,190	20,590	20,190	20,590
Total capital works expenditure	65,246	74,167	72,290	76,369	77,480	70,498	69,363	70,327	74,909	73,469	74,934
Funding sources represented by:											
Grants	22,138	34,141	17,065	13,990	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Contributions	12,344	3,732	5,792	14,843	25,464	25,700	24,200	24,500	24,800	26,500	26,500
Council cash	13,254	19,294	27,999	27,140	17,618	27,798	28,163	28,827	33,109	29,969	31,434
Borrowings	17,510	17,000	21,435	20,395	22,398	5,000	5,000	5,000	5,000	5,000	5,000
Total capital works expenditure	65,246	74,167	72,290	76,369	77,480	70,498	69,363	70,327	74,909	73,469	74,934

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6.6. Statement of Human Resources

All of the below figures are inclusive of salaries and employment related costs such as superannuation, Workcover and allowances.

	Actual		Projections								
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure											
Employee costs - operating	59,963	61,296	65,802	70,645	73,422	76,310	79,313	82,437	85,686	89,064	92,578
Employee costs - capital	921	1,399	1,084	1,146	1,162	1,057	1,040	1,055	1,124	1,102	1,124
Total staff expenditure	60,884	62,695	66,886	71,791	74,584	77,367	80,354	83,492	86,809	90,166	93,702
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Staff numbers											
Employees	501.5	527.3	527.3	527.3	527.3	527.3	527.3	527.3	527.3	527.3	527.3
Total staff numbers	501.5	527.3	527.3	527.3	527.3	527.3	527.3	527.3	527.3	527.3	527.3

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A summary of human resources expenditure and number of full time equivalent (FTE) staff categorised according to the organisational structure is included below:

	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'001	2030/31 \$'002	2031/32 \$'003	2032/33 \$'004	2033/34 \$'005	202834/35 \$'005
Chief Executive Officer										
Permanent - Full time	588	631	678	704	732	761	791	822	854	888
Women	588	631	678	704	732	761	791	822	854	888
Men										
Persons of self-described gender										
Vacant positions										
New positions										
Permanent - Part time	0	0	0	0	0	0	0	0	0	0
Women										
Men										
Persons of self-described gender										
Vacant positions										
New positions										
Total Chief Executive Officer	588	631	678	704	732	761	791	822	854	888
Community & Planning Services										
Permanent - Full time	18,019	19,343	20,767	21,584	22,433	23,316	24,234	25,189	26,182	27,215
Women	11,364	12,199	13,097	13,612	14,148	14,704	15,283	15,886	16,512	17,164
Men	4,694	5,039	5,410	5,623	5,844	6,074	6,313	6,562	6,820	7,090
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant positions	755	810	870	904	940	977	1,015	1,055	1,097	1,140
New positions	1,206	1,295	1,390	1,445	1,501	1,560	1,622	1,686	1,752	1,821
Permanent - Part time	6,840	7,343	7,883	8,193	8,515	8,851	9,199	9,562	9,939	10,331
Women	6,181	6,635	7,124	7,404	7,695	7,998	8,313	8,640	8,981	9,335
Men	277	297	319	332	345	358	373	387	402	418
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant positions	262	281	302	314	326	339	352	366	381	396
New positions	120	129	138	144	149	155	161	168	174	181
Total Community & Planning Services	24,859	26,686	28,651	29,777	30,948	32,166	33,433	34,750	36,121	37,546
Corporate Services										
Permanent - Full time	12,618	13,545	14,543	15,114	15,709	16,327	16,970	17,639	18,334	19,058
Women	8,226	8,831	9,481	9,853	10,241	10,644	11,063	11,499	11,953	12,424
Men	3,426	3,678	3,949	4,104	4,265	4,433	4,608	4,789	4,978	5,174

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	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2028/34/35
	\$'000	\$'000	\$'000	\$'000	\$'001	\$'002	\$'003	\$'004	\$'005	\$'005
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant positions	182	195	210	218	227	235	245	254	264	275
New positions	784	842	904	939	976	1,014	1,054	1,096	1,139	1,184
Permanent - Part time	2,248	2,413	2,591	2,693	2,799	2,909	3,023	3,142	3,266	3,395
Women	1,924	2,065	2,217	2,305	2,395	2,490	2,588	2,690	2,796	2,906
Men	202	217	233	242	251	261	272	282	294	305
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant positions	122	131	141	146	152	158	164	171	177	184
New positions	0	0	0	0	0	0	0	0	0	0
Total Corporate Services	14,866	15,958	17,133	17,807	18,507	19,236	19,993	20,781	21,601	22,453
Infrastructure & Environment										
Permanent - Full time	18,668	20,040	21,515	22,361	23,231	24,135	25,077	26,056	27,075	28,145
Women	5,161	5,540	5,948	6,182	6,425	6,678	6,941	7,215	7,499	7,795
Men	10,979	11,786	12,654	13,151	13,658	14,186	14,736	15,308	15,903	16,532
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant positions	1,267	1,360	1,460	1,518	1,577	1,639	1,704	1,771	1,841	1,914
New positions	1,261	1,354	1,453	1,510	1,570	1,632	1,696	1,763	1,832	1,905
Permanent - Part time	636	683	733	762	792	823	855	889	924	961
Women	499	536	575	598	621	646	671	698	725	754
Men	72	77	83	86	90	93	97	101	105	109
Persons of self-described gender	0	0	0	0	0	0	0	0	0	0
Vacant positions	65	70	75	78	81	84	87	91	94	98
New positions	0	0	0	0	0	0	0	0	0	0
Total Infrastructure & Environment	19,304	20,723	22,248	23,123	24,022	24,958	25,932	26,945	27,999	29,106
Casuals, temporary and other expenditure	1,679	1,802	1,935	2,011	2,090	2,173	2,258	2,347	2,440	2,536
Capitalised labour costs	1,399	1,084	1,146	1,162	1,057	1,040	1,055	1,124	1,102	1,124
Total staff expenditure	62,695	66,886	71,791	74,584	77,367	80,354	83,492	86,809	90,166	93,702

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	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	202834/35
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Chief Executive Officer										
Permanent - Full time	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Women	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Men										
Persons of self-described gender										
Vacant positions										
New positions										
Permanent - Part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Women										
Men										
Persons of self-described gender										
Vacant positions										
New positions										
Total Chief Executive Officer	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Community & Planning Services										
Permanent - Full time	148.7	148.7	148.7	148.7	148.7	148.7	148.7	148.7	148.7	148.7
Women	96.4	96.4	96.4	96.4	96.4	96.4	96.4	96.4	96.4	96.4
Men	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant positions	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
New positions	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5
Permanent - Part time	60.4	60.4	60.4	60.4	60.4	60.4	60.4	60.4	60.4	60.4
Women	53.6	53.6	53.6	53.6	53.6	53.6	53.6	53.6	53.6	53.6
Men	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant positions	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
New positions	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Total Community & Planning Services	209.1	209.1	209.1	209.1	209.1	209.1	209.1	209.1	209.1	209.1
Corporate Services										
Permanent - Full time	94.2	94.2	94.2	94.2	94.2	94.2	94.2	94.2	94.2	94.2
Women	64.3	64.3	64.3	64.3	64.3	64.3	64.3	64.3	64.3	64.3
Men	22.8	22.8	22.8	22.8	22.8	22.8	22.8	22.8	22.8	22.8
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	202834/35
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Vacant positions	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1
New positions	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Permanent - Part time	20.6	20.6	20.6	20.6	20.6	20.6	20.6	20.6	20.6	20.6
Women	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6	17.6
Men	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant positions	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
New positions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Corporate Services	114.8	114.8	114.8	114.8	114.8	114.8	114.8	114.8	114.8	114.8
Infrastructure & Environment										
Permanent - Full time	181.3	181.3	181.3	181.3	181.3	181.3	181.3	181.3	181.3	181.3
Women	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5
Men	120.0	120.0	120.0	120.0	120.0	120.0	120.0	120.0	120.0	120.0
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant positions	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
New positions	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8	10.8
Permanent - Part time	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2	6.2
Women	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8
Men	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Persons of self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vacant positions	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
New positions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Infrastructure & Environment	187.5	187.5	187.5	187.5	187.5	187.5	187.5	187.5	187.5	187.5
Casuals and temporary staff	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9	13.9
Capitalised labour	22.4	22.4	22.4	22.4	22.4	22.4	22.4	22.4	22.4	22.4
Total staff numbers	527.3	527.3	527.3	527.3	527.3	527.3	527.3	527.3	527.3	527.3

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7. Financial performance indicators

7.1. Key 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 and financial management principles.

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

Indicator	Measure	Projections										Trend +/-
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Operating position												
Adjusted underlying result	Adjusted underlying surplus (deficit / Adjusted underlying revenue	0.0%	-1.9%	0.1%	0.1%	-0.4%	-0.1%	0.2%	0.0%	0.1%	0.1%	o
Liquidity												
Working capital	Current assets / Current liabilities	322.1%	435.2%	473.0%	519.6%	494.5%	475.4%	434.8%	400.1%	372.7%	332.0%	+
Unrestricted cash	Unrestricted cash / Current liabilities	15.5%	30.6%	33.2%	28.0%	50.5%	51.5%	57.7%	58.5%	56.5%	63.6%	+
Obligations												
Loans and borrowings	Interest bearing loans and borrowings / Rate revenue	14.3%	25.1%	37.3%	46.2%	54.3%	49.8%	45.1%	40.2%	35.0%	29.6%	+
Loans and borrowings payments	Interest and principal repayments on interest bearing loans and borrowings / Rate revenue	9.8%	1.8%	3.3%	5.1%	6.5%	7.9%	8.0%	8.1%	8.1%	8.2%	o
Indebtedness	Non-current liabilities / Own source revenue	17.5%	25.5%	34.6%	41.0%	47.1%	43.0%	38.6%	34.0%	29.1%	24.1%	+
Asset renewal and upgrade	Asset renewal and upgrade / Depreciation	129.4%	170.6%	161.1%	138.9%	150.6%	127.7%	124.1%	122.2%	118.7%	114.7%	-
Cardinia Shire Council	Financial Plan 2025/26 – 2034/35									35		

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Indicator	Measure	Projections										Trend +/-
		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Stability												
Rates concentration	Rate revenue / Adjusted underlying revenue	70.2%	75.8%	76.2%	76.7%	77.3%	77.6%	77.9%	78.2%	78.6%	78.9%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	o
Efficiency												
Expenditure level	Total expenditure / No of property assessments	3,332.18	3,277.45	3,256.90	3,302.24	3,366.73	3,378.23	3,387.83	3,418.12	3,434.71	3,457.53	+
Revenue level	Total rate revenue / No of property assessments	2,371.40	2,462.33	2,511.59	2,562.86	2,616.29	2,644.17	2,671.92	2,699.45	2,726.70	2,753.55	+

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7.2. Notes to indicators

Adjusted underlying result

An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. A key goal of the Financial Plan is to maintain an adjusted underlying surplus.

The underlying result is projected to improve from its current deficit position and steadily move to and remain at medium risk for the life of the Plan.

Working capital

This is a general measure of Council's liquidity and its ability to meet its commitments as and when they fall due. A working capital ratio of above 1 (100%) indicates that Council can adequately meet all its short-term expenses.

Council's working capital position remains strong over the life of the Financial Plan.

Unrestricted cash

Unrestricted cash relates to funds that are readily available and is not tied to any particular purpose and is primarily used for meeting liquidity needs and to fund unanticipated items.

Council is forecast to build cash holdings to a greater level in the medium term and will be proactive in delivering best value services while improving this indicator.

Loans and borrowings

This ratio measures the proportion of Council's rates revenue that is allocated to repay loans and borrowings. Council's current plan includes borrowings for capital expenditure and the indebtedness ratio will increase over the forecast period, with the trend indicating Council's reliance on debt against its annual rate revenue. This will be refined each year as borrowing requirements become clearer and are used to deliver infrastructure to the community.

Asset renewal

This indicates the extent of Council's renewals against its depreciation charge. Council will continue to balance the risk and need for new, renewal and upgrade works, and ensure renewal projects are prioritised to ensure funds are directed where needed the most. The impacts of not achieving sufficient asset renewal will be monitored closely.

Rates concentration

This ratio reflects the extent of reliance on rates revenue to fund all of Council's ongoing services. The trend indicates that Council will continue to become reliant on rates revenue compared to all other revenue sources.

Rates effort

This is measured with rates revenue as a percentage of the capital improved value of rateable properties across the municipality.

Efficiency

Measures the proportion of operating expenditure per property assessment and indicates if resources are planned to be used efficiently in the delivery of services.

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8. Strategies and plans

This section describes the strategies and plans that support the 10-year financial projections included with the Financial Plan.

8.1. Borrowing strategy

In developing Council's Financial Plan, borrowings have been identified as an important source to support the investment in delivery of the Capital Works Program. In conjunction with Council's growth in population, Council is investing in intergenerational assets to facilitate this growth using a combination of existing resources along with borrowings. Council will take advantage of the competitive offerings of the Treasury Corporation of Victoria (TCV) when and where required.

Council will review its debt position on an ongoing basis and drawdown borrowings as required, based on Council's cash position and capital works program needs. Borrowings can be accommodated within the financial model without compromising the overall financial sustainability of the organisation. At forecast levels, Council's borrowing profile remains low to medium risk over the period of the Financial Plan.

Borrowings will not be used as an option to fund ongoing operational expenditure.

The following table outlines Council's projected borrowing balance, including new loans and loan repayments for the 10 years of the Financial Plan.

	Projections										
	Actual										
	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000	2031/32 \$'000	2032/33 \$'000	2033/34 \$'000	2034/35 \$'000
Opening balance	17,510	33,014	51,503	67,114	82,857	79,201	74,687	69,173	62,717	55,275	46,828
Plus new loans	17,000	21,435	20,395	22,398	5,000	5,000	5,000	5,000	5,000	5,000	-
Less Principal repayments	1,496	2,946	4,785	6,655	8,656	9,514	10,513	11,456	12,442	13,447	11,952
Closing balance	33,014	51,503	67,114	82,857	79,201	74,687	69,173	62,717	55,275	46,828	34,876
Interest payment	915	1,676	2,554	3,301	3,964	3,714	3,473	3,138	2,760	2,335	1,851

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8.2. Reserves strategy

Council maintains a mix of statutory, cash backed reserves and specific purpose discretionary reserves, which are outlined in Council's Financial Reserves Management Policy.

The total amount of reserves, for each year, align with the Statement of Changes in Equity.

Reserve	Restricted / Discretionary	Actual		Projections								
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Developer contribution levy	Restricted											
Opening balance		57,964	69,393	107,817	116,115	124,101	114,401	111,592	95,373	82,806	73,959	69,912
Transfer to reserve		23,692	42,406	14,090	22,829	15,754	22,891	7,981	11,933	15,953	22,453	23,014
Transfer from reserve		(12,263)	(3,982)	(5,792)	(14,843)	(25,454)	(25,700)	(24,200)	(24,500)	(24,800)	(26,500)	(26,500)
Closing balance		69,393	107,817	116,115	124,101	114,401	111,592	95,373	82,806	73,959	69,912	66,426
Community facilities levy	Restricted											
Opening balance		3,797	4,840	4,840	4,840	4,840	4,840	4,840	4,840	4,840	4,840	4,840
Transfer to reserve		1,052	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(9)	-	-	-	-	-	-	-	-	-	-
Closing balance		4,840	4,840	4,840	4,840	4,840	4,840	4,840	4,840	4,840	4,840	4,840
Public open space levy	Restricted											
Opening balance		24,556	29,735	29,735	29,735	29,735	29,735	29,735	29,735	29,735	29,735	29,735
Transfer to reserve		5,251	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(72)	-	-	-	-	-	-	-	-	-	-
Closing balance		29,735	29,735	29,735	29,735	29,735	29,735	29,735	29,735	29,735	29,735	29,735
Total restricted												
Opening balance		86,317	103,968	142,392	150,690	158,676	148,976	146,167	129,948	117,381	108,534	104,487
Transfer to reserve		29,995	42,406	14,090	22,829	15,754	22,891	7,981	11,933	15,953	22,453	23,014
Transfer from reserve		(12,344)	(3,982)	(5,792)	(14,843)	(25,454)	(25,700)	(24,200)	(24,500)	(24,800)	(26,500)	(26,500)
Closing balance		103,968	142,392	150,690	158,676	148,976	146,167	129,948	117,381	108,534	104,487	101,001

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Reserve	Restricted / Discretionary	Projections										
		Actual										
		2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total discretionary												
Opening balance		8,956	9,094	9,094	9,094	9,094	9,094	9,094	9,094	9,094	9,094	9,094
Transfer to reserve		324	-	-	-	-	-	-	-	-	-	-
Transfer from reserve		(186)	-	-	-	-	-	-	-	-	-	-
Closing balance		9,094	9,094	9,094	9,094	9,094	9,094	9,094	9,094	9,094	9,094	9,094
TOTAL RESERVES SUMMARY												
Opening balance		95,273	113,062	151,486	159,784	167,770	158,070	155,261	139,042	126,475	117,628	113,581
Transfer to reserve		30,319	42,406	14,090	22,829	15,754	22,891	7,981	11,933	15,953	22,453	23,014
Transfer from reserve		(12,530)	(3,982)	(5,792)	(14,843)	(25,454)	(25,700)	(24,200)	(24,500)	(24,800)	(26,500)	(26,500)
Closing balance		113,062	151,486	159,784	167,770	158,070	155,261	139,042	126,475	117,628	113,581	110,095

8.3. Investment strategy

Council invests funds held in trust and reserves in short to medium term investments such as term deposits. All investments are made in accordance with the *Local Government Act 2020* and Council's Investment Policy.

7.2.4 ASSET PLAN 2025-35

Responsible GM:	James Kelly
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	1.1 We empower our communities to be healthy, connected and resilient 1.1.1 Plan for, and support the delivery of, accessible health and social services that address critical gaps in provision. 1.1.3 Lead by example in creating an inclusive and welcoming community for all by facilitating community education, capacity building, connection and celebration of our diversity.

Recommendation

That Council:

1. Adopts the Asset Plan 2025-2035 in accordance with the requirements of section 92(4) of the *Local Government Act 2020*.
2. Publishes the new Asset Plan 2025-2035 to Cardinia's website.

Executive Summary

The purpose of the Asset Plan 2025-35 is to communicate the importance and magnitude of the infrastructure assets for which council is the custodian. This enables greater informed community engagement and a mutual understanding of investment and sustainable management of infrastructure assets, supporting delivery of services and strategic outcomes for the benefit of the community as outlined in the Community Vision and Council Plan.

The Asset Plan is informed by a combination of community deliberative engagement, current asset data and consideration of Councils long term strategies and objectives that align to the Community Vision, Council Plan, Long Term Financial Plan, Budget, Rating and Revenue Plan and Liveability Plan. The Asset Plan 2025-35, once adopted, is a significant reference point throughout the Council term to guide decisions and strategic direction of the management of Cardinia Shire's Infrastructure Assets.

Background

It is a requirement of the *Local Government Act 2020* that all Councils prepare and adopt an Asset Plan prior to 31 October in the year following a Council election.

The Asset Plan 2025–35, Attachment 1, is a cornerstone of Council's strategic planning framework, designed to ensure the sustainable management of over \$2.7 billion of built infrastructure assets across Cardinia Shire. It does not include asset types of plant, fleet, property, furniture or IT, which have their own specialised systems of management.

It provides a roadmap for how Council will maintain, renew, and invest in infrastructure assets to support a growing and diverse community. By aligning asset management with the Council Plan, Community Vision 2040, and Long-Term Financial Plan, the Asset Plan enables informed decision-making, promotes financial sustainability, and ensures that infrastructure continues to deliver essential services and enhance liveability. It will improve transparency and accountability, giving councillors key information to assist in decision making, and confidence to the community in how assets are managed and funded.

Importantly, the Asset Plan responds to the challenges of rapid population growth, climate change, and increasing community expectations. It incorporates community feedback from a deliberative engagement process and outlines key priorities such as climate resilience, data-driven planning, and advocacy for infrastructure funding. Through a proactive and integrated

approach, the Plan supports the delivery of safe, inclusive, and adaptable infrastructure that meets current needs while preparing for future demands. Its adoption marks a significant step forward in Council's commitment to responsible asset management stewardship, strategic investment, and building a connected and resilient Cardinia Shire.

The Asset Plan outlines investment required across all stages of the asset lifecycle, including maintenance, renewal, acquisition, expansion, upgrades, disposal, and decommissioning.

Council aims to maintain an industry standard long-term asset renewal gap of less than 2% of the total portfolio value. Ratios exceeding this benchmark may indicate underinvestment and increased service risk. As part of this Plan, Council have assessed renewal gaps across all infrastructure asset groups. The renewal gap ratio refers to assets in substandard condition that cannot be renewed within a given year due to funding limitations.

While some asset categories presently exceed the 2% threshold, funding strategies outlined in the Long-Term Financial Plan and Capital Works Forward Plan are designed to reduce these gaps to within industry standard target during the term of this Asset Plan.

With a growing and aging asset base, Council is increasing future funding for asset renewal and maintenance. To ensure long-term sustainability, strategic trade-offs may be required to optimise the use of limited resources. If renewal investment does not keep pace with asset deterioration, service levels may decline, and associated risks may rise.

To support informed decision-making, the Asset Plan is also prepared in a digital format via PowerBI. This platform enables staff and councillors to access real-time data and analysis, ensuring budget planning is based on the most current and reliable information.

As at end June 2025 valuations, the Asset Plan identifies Cardinia Shire as the custodian of over \$2.70 Billion of infrastructure assets, including roads (sealed and unsealed), pathways (sealed and gravel), drainage, car parks, bridges, buildings, playgrounds and open space.

Consultation and Engagement

Councils across Victoria are required under the *Local Government Act 2020* to undertake a deliberative engagement process to inform its Community Vision, Council Plan, Financial Plan and Asset Plan. For Council, this process involved creating a community panel, a group of community members representing a diverse cross section of the Cardinia Shire community.

The panel met over four sessions and considered the challenges and opportunities facing Cardinia Shire, informed by a wide range of data and information. This included Cardinia Shire Council's service catalogue and budget, local economy and industry statistics, community health and wellbeing data, Council's advocacy priorities and an overview of Council's asset and financial plan processes. The panel was advised that their input would inform the development of the strategic documents. One of the sessions was focussed on asset management and involved a presentation and discussion on three questions relating to decisions and investment in asset management.

Themes and suggestions from the panel included:

- Importance of efficient and sustainable infrastructure.
- Prudent financial management.
- Data – Decisions, transparency, consideration of the needs vs wants when making asset-based decisions.
- Use of volunteers within management of community assets.
- Community engagement on assets and use.

- Multi-use facilities/increase take-up by the community.

This feedback was critical in development of the draft Asset Plan, and strategic focus areas in the Council plan.

Following endorsement of a draft by Council, the Public Exhibition period, along with a communications campaign ran from 19 August to 9 September. This included making the draft Asset Plan available for review via the Creating Cardinia portal. Promotion included social media campaigns, *Creating Cardinia on the Move* engagement pop ups, emails, flyers and through Councils Advisory Committees including:

- Access and Inclusion Advisory Committee
- Multicultural Advisory Group and Interfaith Group
- Youth Advisory Group
- Ageing Well Network

Themes in the submissions included comments on: Tourism, Public Transport, Arts & Heritage, Data requests, Investment inequity, Traffic concerns and Recreational Infrastructure. These themes are generally considerations for Strategic Plans, Service Plans and Asset Management Plans, and will be considered within development of these documents.

There was no feedback received that required amendment to the content or presentation of the draft Asset Plan 2025-35.

Policy Implications

It is a requirement of the *Local Government Act 2020* that all Councils prepare and adopt an Asset Plan prior to 31 October in the year following every Council election.

The Asset Plan is developed to align with achieving the objectives of Community Vision, Council Plan, Long Term Financial Plan, Budget, Rating and Revenue Plan and Liveability Plan.

Financial and Resource Implications

The Asset Plan has been developed in alignment with the Long-Term Financial Plan (LTFP), ensuring consistent investment while allowing for strategic prioritisation to maintain a balanced and sustainable asset portfolio. It incorporates data from the 2025/26 Budget, condition audits, asset valuations, and future growth projections.

A new Digital Asset Plan dashboard will support annual decision-making and reporting. Importantly, renewal modelling aligns closely with the LTFP, with project prioritisation to be managed through the Capital Works Forward Plan.

Climate Emergency Consideration

The Asset Plan in conjunction with the Council Vision, Council Plan and Long-Term Financial Plan takes into consideration the importance of preparing for the impact of climate change. These Strategic documents provide direction for underpinning Asset Management Plans, Strategic Plans, Master Plans, Initiatives etc. which will contain specific measurable actions.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. A Gender Impact Assessment (GIA) has been identified as a requirement for this Asset Plan.

A Gender Impact Assessment (GIA) was completed as part of a commitment to Gender Equality in asset planning. Cardinia Shire Council recognises that our asset planning and infrastructure decisions have significant gendered impacts on how our community accesses and uses public facilities and spaces. We are committed to applying a gender equality lens to all asset planning, design, and investment decisions. The assessment identified a number of recommendations:

- Develop and apply equity criteria to asset prioritisation
- Build capability in data, transparency and participation
- Explicitly include gender equality and inclusive access in the Asset Plan

A statement of commitment to Gender Equality in Asset Planning is included in the introductory section of the Asset Plan.

Attachments

1. Attachment 1 - Asset Plan 2025-35 [7.2.4.1 - 58 pages]

Cardinia Shire Council



Asset Plan 2025-35

October 2025

Prepared by:

Cardinia Shire Council

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Acknowledgment of Country

Cardinia Shire acknowledges the Traditional Custodians of the land across our municipality, the Bunurong and Wurundjeri Peoples of the Kulin Nation, and pays respect to their Elders past and present.

We recognise the deep and ongoing connection that Traditional Owners have to Country, and we honour their continued care for the land, waters, and skies.

We value our partnerships with Traditional Owners and remain committed to supporting the ongoing role in the care, management, and stewardship of these lands, places, and assets throughout Cardinia Shire.

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Executive summary

Cardinia Shire is home to over 130,000 residents who cherish its unique blend of scenic hills, vibrant urban growth areas, historic railway townships, rich agricultural land, and a small stretch of picturesque coastline.

Spanning approximately 1,281 square kilometres, the Shire is expected to grow by more than 30,000 people in the next decade, reaching a population of around 160,000.

Strategic asset management has never been more important to meet the evolving needs of our community and enable the delivery of our important and diverse services.

Purpose of the Asset Plan

The Asset Plan is a document that communicates the importance and magnitude of the infrastructure assets for which Cardinia Shire Council is the custodian. It is intended to be a strategic public facing document that informs the community on how Council assets are to be managed to achieve the Council Plan objectives and Community Vision statement.

This allows for greater informed community engagement, by building the community's understanding of investing and sustainably managing infrastructure assets in the long-term. This supports the delivery of services and strategic outcomes for the benefit of the community as outlined in the Council Vision and Council Plan.

Specifically, the Asset Plan aims to improve transparency around asset value and performance, inform the community about council-managed assets and associated costs, embed responsible asset management into integrated strategic planning and reporting frameworks, support council's long-term goals and finances, enhance asset management efficiency through engagement, align asset decisions with community needs and financial sustainability, and clearly communicate challenges related to service levels, costs, risks, and decision-making.

The Asset Plan has been part of an integrated review of the Council Plan 2025-29, Community Vision 2040, Long-Term Financial Plan and Liveability Plan. It has been informed by the community through a deliberative engagement process. It focuses on built infrastructure assets and does not consider plant and equipment, furniture, information technology, trees or property. These assets are managed separately.

The Asset Plan is a legislative requirement under the Local Government Act 2020 which requires all Councils to develop and adopt a 10-year Asset Plan after each council election.

What are assets and what is asset management?

Assets are all around us – they are the things you see when you leave your front door: the local roads you drive on, the footpaths you walk on, the bridges that help you cross from one side of the creek to the other, the playgrounds and open spaces you visit, the buildings you enter to meet with other community members – the list goes on.

Cardinia Shire Council manages more than \$2.7 billion in infrastructure assets, including those mentioned above, along with stormwater pits and pipes, cycleways, major culverts, park and street infrastructure, sporting surfaces, and more.

Asset management is not solely concerned with maintaining physical assets—it is fundamentally about realising value from those assets and ensuring they align with the strategic objectives of Council. Realising value involves ensuring that assets are appropriate for current and future community needs, are well-utilised, maintained in a safe and fit-for-purpose condition, and managed in a way that is financially sustainable.

Effective asset management requires a balanced approach: it involves preserving and optimising existing assets, disposing of assets that are no longer required, and ensuring that any new assets are necessary, affordable, appropriately scaled and designed, and accessible to a broad cross-section of the community. This approach supports responsible stewardship and enables Council to deliver services efficiently, while adapting to growth and changing community expectations. Cardinia Shire Council continues to strive towards effective asset management and apply responsible stewardship in managing its assets.

Key challenges

Cardinia Shire Council's 2025–26 Budget reflects the need to make careful investment decisions in the context of limited and finite resources. As part of this, there is an increasing emphasis on reviewing the need for renewing and maintaining existing infrastructure to ensure it continues to meet the evolving needs of the community, whilst balancing our overall financial sustainability. Funding allocations are guided by data and long-term planning, supporting upgrades and ongoing maintenance through the capital works program.

As a designated growth area, Cardinia Shire faces the dual challenge of supporting rapid population growth while maintaining and renewing ageing infrastructure. Balancing these priorities is complex, especially as Council often relies on developer contributions to fund new community infrastructure. Infrastructure and funding gaps are identified to guide advocacy efforts for additional support from Victorian and Australian governments.

Cardinia Shire's growth areas are still in their early stages. Continued advocacy is essential to secure the infrastructure needed to support a growing population, particularly considering the Victorian Government Housing Policy, which projects an additional 36,000 new homes by 2051. This will require significant investment in roads, community facilities, and public spaces that promote social connection, physical activity, and resilience.

Cardinia Shire Council remains committed to long-term asset planning, guided by this Asset Plan alongside the Long-Term Financial Plan, Asset Management Policy, and other strategic documents.

These frameworks support responsible stewardship and ensure infrastructure investment is sustainable and aligned with community needs.

Key focus areas

Cardinia Shire Council is committed to strengthening asset management to support a growing community and ensure long-term sustainability. Over the coming years, our focus will include:

- **Infrastructure delivery:** Upgrading roads, drainage, and public assets to meet current and future needs.
- **Strategic planning:** Developing and implementing strategies for unsealed roads, drainage, and facility utilisation.
- **Technology and data:** Enhancing asset systems, condition audits, and data-driven decision-making.
- **Financial sustainability:** Aligning asset planning with long-term financial strategies and improving cost transparency.
- **Community engagement:** Transparency in decision making, and incorporating community feedback to help with balancing cost, risk and expectations.
- **Climate resilience:** Enhancing consideration of climate change impacts into asset design, and lifecycle and funding models.
- **Advocacy and growth management:** Advocating for infrastructure funding and maximising developer contributions.
- **Governance and reporting:** Enhancing asset management reporting, asset checks, and improving transparency and information for the community.

These priorities will guide our efforts to deliver reliable, inclusive, and sustainable infrastructure for the Cardinia community.

Statement of Commitment to Gender Equality in Asset Planning

Cardinia Shire Council recognises that our asset planning and infrastructure decisions have significant gendered impacts on how our community accesses and uses public facilities and spaces. We are committed to applying a gender equality lens to all asset planning, design, and investment decisions.

We acknowledge that women, men, and gender-diverse people have different needs and experiences when using sports facilities, community centres, kindergartens, public spaces, roads, footpaths, and parks. These differences are often compounded by other factors including age, disability, cultural background, caring responsibilities, and economic circumstances.

Our commitment includes:

- **Inclusive Design:** Planning assets that accommodate diverse needs, including accessible change facilities, safe lighting and sightlines, proximity to public transport, and spaces that support both formal and informal recreation activities.
- **Equitable Access:** Ensuring asset locations, operating hours, and programming consider the mobility patterns, safety concerns, and caring responsibilities that disproportionately affect women and other groups.
- **Safety and Accessibility:** Designing public spaces, pathways, and facilities with attention to personal safety, universal access, and the prevention of gender-based violence and harassment.
- **Community Participation:** Engaging diverse voices in asset planning to understand how different groups use and experience public infrastructure, ensuring our growing community's assets serve everyone effectively.

These priorities will guide our efforts to deliver reliable, inclusive, and sustainable infrastructure for the Cardinia community.

Mayor's message

The 2025-2035 Asset Plan is one of Council's key strategic documents, outlining how Council will manage its assets to support the delivery of the Community Vision 2040 and Council Plan. It provides our community with insight into the assets we rely on to deliver services, and the approach we take to manage those assets efficiently and effectively.

For many of us, asset management isn't always front of mind. Yet, how often do we walk along a footpath and assume it will always be there, without considering the planning, funding and maintenance required to keep it functional for years to come.

Asset management plays a vital role in ensuring our infrastructure continues to support the community now and into the future. It involves thoughtful planning and long-term investment – and it benefits all of us.

As part of our deliberative engagement for the new Council Plan, community panel members were introduced to the asset management process and the challenges involved in planning for the community's future needs. Many were surprised by what they had learned, and gained valuable perspective on the many things Council must take into account when making decisions about our assets.

I would like to take this opportunity to thank members of the community panel whose feedback and insights have helped shape this Asset Plan, which presents a high-level strategic and financial overview of how Council will manage its assets over the next 10 years, aligning with the requirements of the Local Government Act 2020.

It's also important to recognise and acknowledge the many volunteers who support the management and care of Council's assets, including township groups, 'Friends of' groups, environmental organisations, sporting clubs and committees of management. These groups volunteer endless hours of their time to help maintain and enhance our shared spaces. Their work and dedication is deeply valued and appreciated.

Cr Jack Kowarzik
Cardinia Shire Mayor 2024–25

Asset portfolio overview

This Asset Plan has been developed to communicate the importance and magnitude of the infrastructure assets for which Council is the custodian. This allows for greater informed community engagement, by building the community's understanding of investing and sustainably managing infrastructure assets.

This supports the delivery of services and strategic outcomes for the benefit of the community as outlined in the Council Vision and Council Plan.

It has been prepared in accordance with the requirements of the Local Government Act 2020

Transport

Asset class	Value
Roads (sealed)	\$631.77M
Roads (unsealed)	\$246.24M
Kerbs	\$133.98M
Off-street car parks	\$29.02M
Pathways	\$239.37M
Bridges	\$241.70M
Other road infrastructure	\$16.86M
Total value	\$1.54B

Drainage network

Asset class	Value
Stormwater pipes	\$390.82M
Stormwater pits	\$129.80M
Surface drainage (all other drainage)	\$14.23M
Total value	\$535M

Buildings

Asset class	Value
Buildings	\$496.83M
Total value	\$497M

Open space network

Asset class	Value
Open space infrastructure	\$133.80M
Total value	\$134M

Cardinia Shire's community

We value our partnerships with Traditional Owners and remain committed to supporting the ongoing role in the care, management, and stewardship of these lands, places, and assets throughout Cardinia Shire.

Population and people

Measure	Value
Australian citizen (%)	85
Estimated resident population - females (no.)	63,995
Estimated resident population - males (no.)	62,965
Working age population (aged 15-64 years) (%)	65
Population density (persons/km2)	102
Median age - persons (years)	35
Median age - males (years)	34
Median age - females (years)	35
Estimated resident population (no.)	130,383
Person born overseas	27,730

Land and environment

Measure	Value
Land area (ha)	128,257
Total protected land area (%)	11

Income

Measure	Value
Median employee income (\$)	56,549
Superannuation and annuity income earners (no.)	892
Superannuation and annuity income earners - median age (years)	54

Family and community

Measure	Value
Average family size (no. of persons)	3
Worked from home (no.)	11,036
Used at least one form of public transport (train, tram, bus, ferry) (no.)	1,585
Travelled to work by car (as a driver or passenger) as at least one method of travel (no.)	37,955
No motor vehicles (no.)	1,006
Homeless persons per 10,000 persons (rate)	29

Economy and industry

Measure	Value
Total number of businesses	11,940

Aboriginal and Torres Strait Islander

Measure	Value
Estimated resident Aboriginal and Torres Strait Islander population (no.)	1,395

Strategic alignment

The Asset Plan is one of the legislated documents Council develops to support the delivery of the Community Vision 2040 and Council Plan.

Assets are needed and important for most Council services and aspirations. Therefore, it is important they are considered and developed alongside the Long term Financial Plan, Budget, Rating and Revenue Plan and Liveability Plan, in consideration of the Council Plan and Community Vision.

The way Council manages and plans to care for these Assets is known as asset management. A key part of ensuring Council coordinates and plans asset management activities is to have clear plans and strategies.

These outline how this will be done, and improvements plans to continue to increase asset management maturity. Council business and operational plans also impact or are impacted by assets.

The role of each of these documents is outlined in the Glossary section of this Asset Plan.



Figure: Council's strategic framework

Strategic objectives

The Council Plan is structured around five strategic objectives. Assets are critical in achieving these objectives. The table below outlines how Council's asset management activities support each strategic objective.

Strategic objective and summary	How does the Shire's assets and asset management support the delivery of the Community Vision and Council Plan?
Thriving Communities The programs, facilities and places that we support are safe, inclusive, and enhance participation, wellbeing and resilience	Assets are required to provide the services needed for the community to thrive. Council seeks that community facilities, sports facilities, and public spaces are well-maintained and well planned, providing infrastructure that meet community service needs by being accessible and promoting health, connection, and resilience. Community facilities and open space assets provide spaces for social and health support, arts and culture, education and active recreation.
Vibrant places We value our well-designed towns and infrastructure that fosters belonging and connections	Council works to optimise capital and maintenance expenditure of roads, car parks, bridges, pathways, community facilities and open space assets to ensure assets are safe, inclusive and provide adequate connectivity between places. Upgrading of Council's road network within the Shire continues to improve safety and connectivity while considering traffic demand and freight transport needs.
Adaptive environments We care for our natural environment and support recovery from challenges	Parks, open space and natural reserves provide areas to ensure biodiversity is protected. The stormwater drainage network actively treat stormwater runoff. Council also makes use of stormwater harvesting assets to reduce the demand for water and help manage stormwater flows. A future initiative is to further mature and embed climate change impact assessments within Council's asset management.
Prosperous economies We encourage urban and rural business and local employment to grow	Ensuring that existing transport and connectivity infrastructure is well maintained and upgraded. This aims to improve access to productive and employment lands, making it easier for businesses to operate and grow and for residents to access job opportunities. Buildings and facilities provide spaces for numerous programs, meetings and other activities which promotes the support for education and skill development initiatives, enhancing the local workforce and attracting new industries and innovations.

Strategic objectives continued...

Strategic objective and summary	How does the Shire's assets and asset management support the delivery of the Community Vision and Council Plan?
Responsible leaders We demonstrate responsible leadership and financial stewardship	Council practices responsible leadership by ensuring transparency and accountability in asset management decisions, ensuring decisions are made in the best interest of the community and future generations. Asset management provides data for decision making and helps us to make appropriate financial decisions, ensuring we are funding the infrastructure we are currently using and not putting unreasonable burdens on future generations. Council utilises asset management industry standards and make data driven decisions in conjunction with community engagement to manage the lifecycle of Council's asset portfolio to balance Council's budget and community needs.

Valuation

Council's asset portfolio is made up of a variety of categories, each playing a crucial role in the functioning, wellbeing, safety, and prosperity of Cardinia Shire.

The total value and scale of assets is substantial. Valuation data comes from independent assessments or data analysis and is governed by legislation and reporting requirements.

This information is used to consider, plan, and make decisions on the budgets required, to ensure assets remain in useful condition, and appropriate for needs now and into the future.

Among these, Council road assets hold the highest value, highlighting their critical role in facilitating efficient movement and connectivity throughout the Shire

Valuation overview

Replacement value	Accumulated depreciation	Written down value
\$2.70BN	\$488.18M	\$2.22BN

Replacement value by asset category

Open space	Buildings	Drainage	Transport
\$133.80M (4.9%)	\$496.83M (18.4%)	\$534.85M (19.8%)	\$1,538.95M (56.9%)

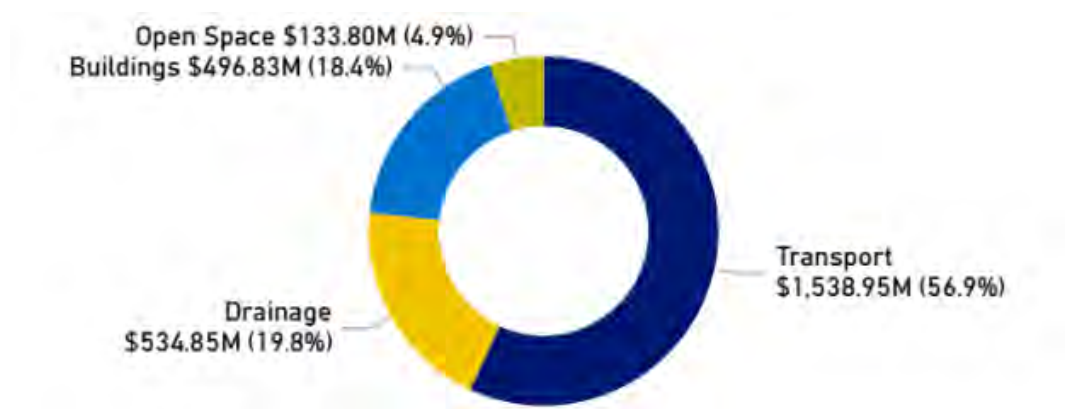


Figure: Replacement value by asset category

Replacement value and written down value by asset category

	Replacement value	Written down value
Transport	\$1,539M	\$1,327M
Drainage	\$535M	\$446M
Buildings	\$497M	\$359M
Open space	\$134M	\$84M

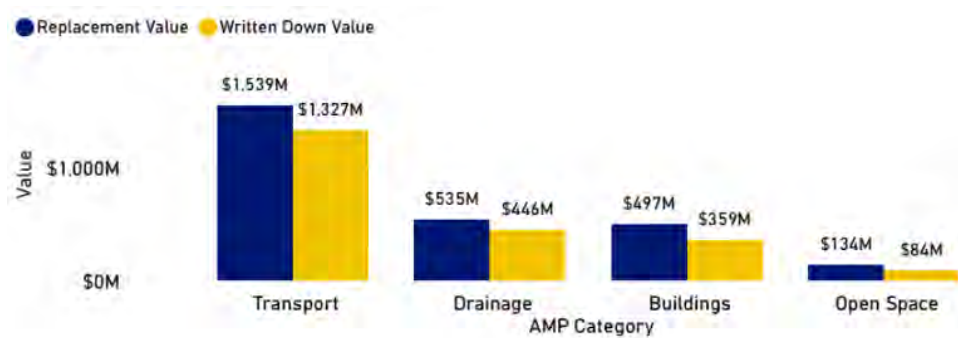


Figure: Replacement value and written down value by asset category

Bridges

Asset Class	Replacement Value (\$M)	Accumulated Depreciation (\$M)	Written Down Value (\$M)
Bridge and culverts	\$241.70M	\$63.42M	\$178.29M

Pathways

Asset Class	Replacement Value (\$M)	Accumulated Depreciation (\$M)	Written Down Value (\$M)
Pathways	\$239.37M	\$43.48M	\$195.89M

Roads

Asset Class	Replacement Value (\$M)	Accumulated Depreciation (\$M)	Written Down Value (\$M)
Roads (Unsealed)	\$246.24M	\$12.84M	\$233.40M
Roads (Sealed)	\$631.77M	\$63.30M	\$568.48M
Other Road Infrastructure	\$16.86M	\$3.79M	\$13.07M
Off Street Car Parks	\$29.02M	\$2.90M	\$26.13M
Kerbs	\$133.98M	\$22.48M	\$111.50M

Drainage

Asset Class	Replacement Value (\$M)	Accumulated Depreciation (\$M)	Written Down Value (\$M)
Surface Drainage (All other drainage)	\$14.23M	\$1.55M	\$12.68M
Stormwater Pits	\$129.80M	\$21.95M	\$107.85M
Stormwater Pipes	\$390.82M	\$65.44M	\$325.38M

Buildings

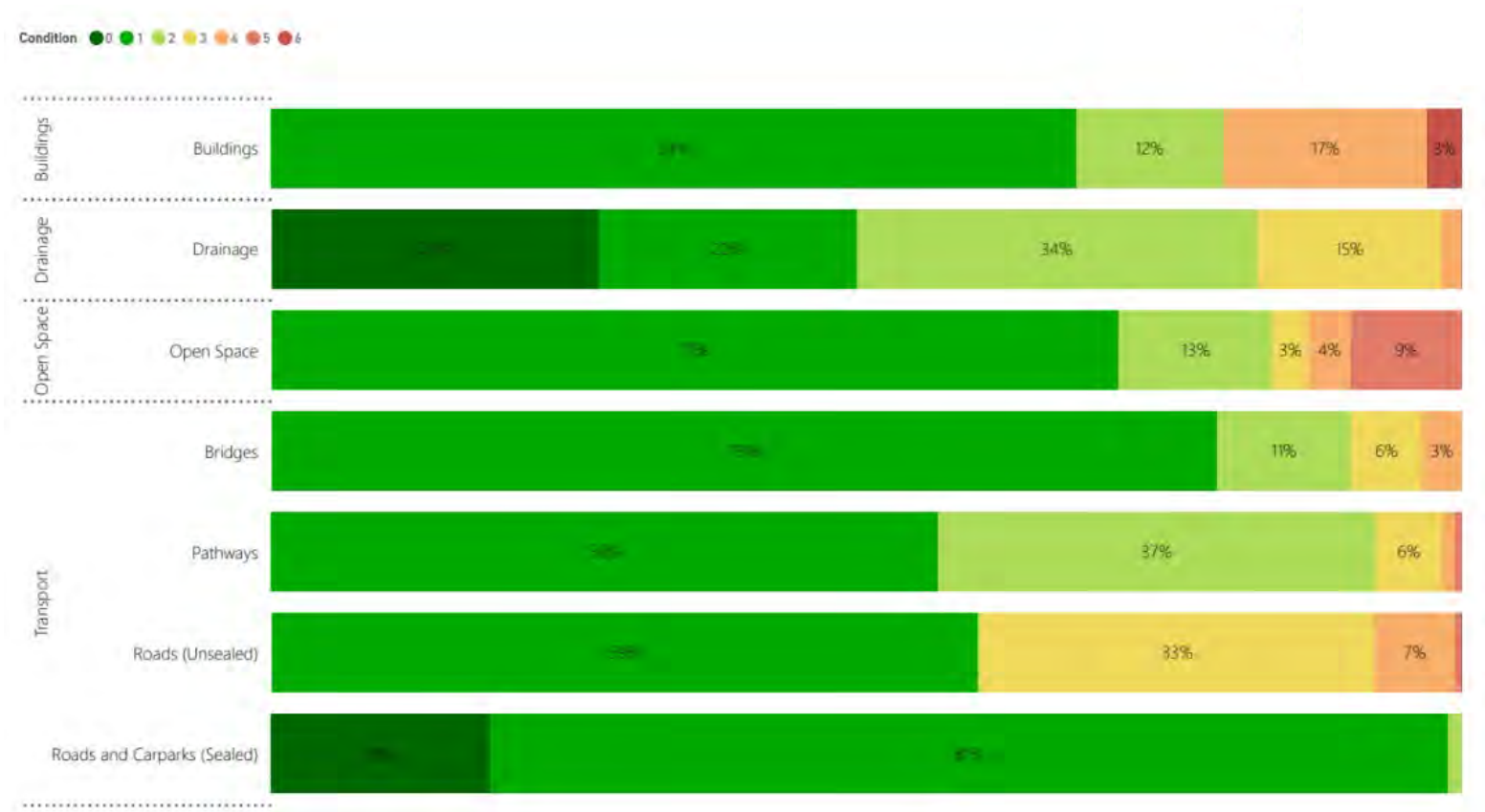
Asset Class	Replacement Value (\$M)	Accumulated Depreciation (\$M)	Written Down Value (\$M)
Buildings	\$496.83M	\$137.69M	\$359.14M

Open space

Asset Class	Replacement Value (\$M)	Accumulated Depreciation (\$M)	Written Down Value (\$M)
Open Space Infrastructure	\$133.80M	\$49.35M	\$84.44M

Current state of assets

This section considers the current physical condition of Council infrastructure assets using a 0 - 6 scale rating with 0 being a brand-new asset and 6 being end of life. Overall, Cardinia Shire Councils assets are mostly young and in good condition.



Community engagement

Community engagement has been vital in developing the Council Plan and Asset Plan.

In line with the Local Government Act 2020, Council undertook a deliberative engagement process in February 2025 with a representative panel of community members.

The panel met over four sessions and considered the challenges and opportunities facing Cardinia Shire, informed by a wide range of data and information.

One of the sessions focussed on asset management. The panel was presented with information on how Council manages its assets and was asked to respond to three questions (below) – The responses are summarised below, along with the activities Council is undertaking and planning to address these panel suggestions.

Some of these suggestions have formed part of the Asset Plan itself, and many are also useful for Council internal business planning and broader asset management.

For more information on the community engagement process and the full community panel outcomes report, visit our [Creating Cardinia Future Cardinia](#) webpage.

How should Council invest in assets over the next 10-years to achieve the Community Vision?

What the Community Panel suggested/said	How will Council / How has Council considered this feedback
AI Technology and technological advances to improve planning decisions.	Council, via its Digital Transformation roadmap initiative is currently preparing for significant uplift in their digital systems. A key consideration will be to make the most of emerging technology, such as Artificial Intelligence (AI) in future work. AI is a rapidly emerging technology sector, and there are many innovative ways that AI can improve and augment Council operations. This could include streamlining complex decision processes, such as planning applications. Another example is gathering and analysing large data sets, such as large volumes of asset condition data, which helps to build a more accurate picture of the condition of our assets and better schedule maintenance. Another powerful use of AI is to improve financial modelling and decision making. Council will ensure that our technology platforms are ready and able to incorporate solutions that improve our decisions and processes.
Use of data to define community needs over wants.	Council service strategies aim to provide a clear understanding of the need for assets, spaces, and functionality that support the delivery of services that meet community needs. Council is committed to use of data to support decision making and will continue to invest in achieving the data needed through condition assessment and valuations. Council Digital Transformation initiative will help ensure our internal data programs are effective and integrate. Likewise planning for open space, sport and active recreation and other community assets is informed by a range of data and benchmarked with other local government areas. A service attraction gap analysis will be conducted to inform the gaps and opportunities to meet the future populations service needs.
Ensure assets and infrastructure supporting healthcare, creative arts, sporting events.	Council develops and reviews strategies related to the trends and needs of certain assets. These documents are developed using data and information and include consultation with stakeholders. Examples include the Active Cardinia Strategy, Open Space Strategy, Liveability Plan and Community Infrastructure Plan. Council aims to support and attract health and social services through local data and research that informs advocacy to all levels of government.

How should Council invest in assets over the next 10-years to achieve the Community Vision, continued...

What the Community Panel suggested/said	How will Council / How has Council considered this feedback
Climate mitigation and sustainability.	Councils Climate Change Adaptation Strategy 2022-33 guides Council investment and action on climate change. Council has a dedicated capital works financial allocation for waste and energy efficiency infrastructure projects which includes projects focussed towards climate mitigation. Climate change is embedded in Council's asset management process, to consider the vulnerability of assets to climate change and how this should be planned for. This will be an ongoing focus and opportunity.
New assets must meet high sustainability standards to reduce long-term costs. Sustainability measures such as renewable energy, solar street lighting and LED lighting, water-saving initiatives, fire-retardant native plant landscaping, reducing Council maintained lawns and ensuring environmental responsibility in road and infrastructure management.	Council is committed to high sustainability standards within their asset planning and projects. Renewable energy (Solar PV systems) are installed on many council buildings. Council funds the Community Capital Works Grants program, which has seen Solar PV systems and battery storage installed in community buildings occupied by committees. Council has a dedicated capital works financial allocation for water and energy efficiency infrastructure upgrades, and considers Environmental Sustainable design principles within our Building projects.

How can we ensure Council's decisions are fair and balances across different community needs?

What the Community Panel suggested/said	How will Council / How has Council considered this feedback
Engagement and two-way communication with council and council staff, engaging with the people who use assets or need services i.e. voting, referendums, advisory groups and consultative committees to do ongoing work with council etc.	Council's Community Engagement Policy outlines a commitment to authentic and inclusive engagement, ensuring all members of the community have the opportunity to provide feedback on issues or projects that will impact them. Council is always looking at ways to reach different parts of the community when undertaking engagement in an effort to hear from people who don't often engage with Council. Council will continue to engage with advisory groups and consultative committees who provide a diverse range of perspectives. Council will also continue their 'Creating Cardinia - On the Move' pop-up engagement sessions, to enable face to face interactions with community to have a conversation and encourage their participation in the decision-making process.
Better promotion and communication of engagement through media.	Council is committed to improving the 'close the loop' process with the community on engagement projects, to assist community members in understanding how their feedback has been used to inform Council's decision making. While Council frequently promote the opportunity for community to participate in engagement projects through Council's communication channels and the local newspaper, Council will also explore ways to better promote the result of engagement activities. This includes the development of a regular engagement electronic newsletter to participants who have subscribed to Council's 'Creating Cardinia' engagement platform.
Increased reporting to community such as through progress reports.	Council reports and progress reporting are already public, though the reports are not always easy to access or digest. Most reporting is prepared for Council meetings in each quarter, including construction projects, operating budgets, progress of projects and major initiatives, as well as performance indicators. Council regularly reviews Council reports to promote readability and the value of the information. An improvement plan within this plan is to enhance reporting for asset management for the community.

How can we ensure Council's decisions are fair and balances across different community needs, continued...

What the Community Panel suggested/said	How will Council / How has Council considered this feedback
Improved transparency in decision making process.	Council reports and progress reporting are already public through Council's website and Council meeting minutes, though the reports are not always easy to access or digest. The community can attend or listen to live Council meetings, though participation is low. Most reporting is prepared for Council meetings in each quarter, including construction projects, operating budgets, progress of projects and major initiatives, as well as performance indicators. We regularly review Council reports to promote readability and the value of the information. An improvement opportunity within this plan is to enhance reporting and feedback for the community on asset management.
Standardised set of criteria for community needs assessment, informed by data and community needs.	Council service strategies aim to provide a clear understanding of the need for assets, spaces, and functionality that support the delivery of services that meet community needs. Council is committed to use data to support decision making and will continue to invest in achieving the data needed through condition assessment and valuations. Council's Digital Transformation initiative will help ensure Council's internal data programs are effective and integrate. Likewise planning for open space, sport and active recreation and other community assets is informed by a range of data and benchmarked with other local government areas. An example of this type of work is Council's Community Infrastructure Plan, which helped Council understand the needs in the early years service area due to population growth and changed Victorian Government policy. This is an ongoing need and will benefit from enhanced data and growing maturity in Council's Project Management Framework.
Risk assessment and climate mitigation in decision making.	Reports to the executive team and Council briefing and Council meetings must consider a response to climate change. Climate change risks are included in Council's Risk register, and vulnerability of assets to climate change and rising sea levels are assessed within asset management plans for relevant assets.

What should Council's approach be if there are assets that are underutilized, have excessive ongoing costs or are over the agreed level of service?

What the Community Panel suggested/said	How will Council / How has Council considered this feedback
Increase use of facilities through advertising, cost incentivisation and changing function to create multi-use facilities.	Council already has a commitment to designing and delivering multi-use facilities where appropriate. A facility utilisation audit will be occurring in the next two years, which will help to identify underutilised facilities and identify opportunities for expanded and multipurpose utilisation.
Assess the viability and need of facilities, cost efficacy, and the possibility of increasing user fees.	This is supported through the strategic planning undertaken through the Community Infrastructure Plan, Active Cardinia Strategy, and Open Space Strategy. Usage data and industry trend, and asset condition results support decision making. Fees & charges are reviewed annually, and where possible, benchmarked with other local governments. Specific policy and strategy review will also shape the development of fees and charges, where grants or subsidies are provided.
Having voluntary committees to reduce running costs of facilities or help with maintenance.	Volunteers are important to Cardinia Shire Council, and support Council service delivery, and increase community participation and cohesiveness. In the new 2025 Council plan, this is recognised through strategy around partnerships and volunteers. Council seeks to partner with community groups and providers and encourage volunteerism. Council values the many community and recreational facilities that are run by committees, and friends groups and intend to develop and implement a Volunteer Strategy over the next four years.
Selling assets, leasing or privatisation of assets.	Cardinia Shire has a growing population with changing demographics, which Council will be mindful of when looking at the potential future needs for assets. The disposal of assets is a usual part of the asset management lifecycle. Selling, privatisation, or repurposing assets are options for the future, however, the Shire's growing population means it is less of a consideration. If this was explored in the future, solid data on utilisation of assets, and modelling of the future needs and risks would need to be undertaken. Council does regularly lease or rent Council assets within its property portfolio for community use, to attract key service providers, or commercially, as appropriate.

Key documents

Council's asset management approach is governed by legislation, financial and accounting standards and informed by best practice international standards for asset management. Assets are key to Council's service delivery.

Therefore, many of Council policies and strategies influence or interact with this plan. Some of these are listed below.

Legislative documents

Link to complete directory: www.legislation.vic.gov.au/in-force/acts

- Local Government Act 2020
- Road Management Act 2004
- Environment Protection Act 2017
- Planning and Environment Act 1987
- Planning and Development regulations
- Catchment and Land Protection Act 1994
- Water Act 1989
- Building Act 1993
- Emergency Management Act 1986

Strategic Council documents

Link to complete directory: www.cardinia.vic.gov.au/directory/16/a_to_z

- Asset Management Policy
- Community Infrastructure Plan
- Road Management Plan
- Active Cardinia Strategy
- Community Advocacy Toolkit
- Climate Change Adaption Strategy
- Sustainable Environment Policy
- Enhanced Standard: Sustainable Buildings
- Open Space Strategy
- Pedestrian and Bicycle Strategy (to be reviewed)
- Equestrian Strategy
- Integrated Water Management Plan
- Building and Facilities Maintenance Policy
- Public Toilet Strategy
- Sport Facility Standards Policy
- Crime Prevention Through Environmental Design Policy

Precinct Structure Plans (PSPs), Infrastructure Contribution Plans (ICPs) and Development Contribution Plans (DCPs)

Link to complete directory: www.vpa.vic.gov.au/project-list/?by_status=

- Pakenham DCP
- Cardinia Road DCP
- Cardinia Road Employment DCP
- Officer DCP
- Pakenham East ICP
- Glismann Road DCP
- Pakenham South Employment ICP
- Officer South Employment ICP

Future demands

Our community is growing, changing and becoming more diverse. The Council Plan seeks to foster a prosperous economy, whilst protecting our natural and built environments.

Along with the local government sector, we face significant financial sustainability challenges.

Asset management involves considering these future demands, and how assets or asset management approaches may need to be adapted, changed, or balanced to address these strategically based on funding available. Key future demands and priorities include:

Population growth

- **Projection:** The population is expected to grow by 20% in the next 10 years. Cardinia Shire Council is one of Victoria's largest growth councils and will continue to experience high population growth.
- **Impact on services:** Ongoing population growth and the development of new areas will continue to increase the number of assets constructed by, or provided to Council, resulting in greater long-term costs and resource demands for their management.

Existing Council assets will also experience higher utilisation and volumes. There will be greater demand on planning and funding existing assets for renewal, maintenance and upgrade to support community accessibility and connectivity as assets will experience higher utilisation.

Council may need to expand services and facilities to cater for community growth.

Increased rate payer base can provide economies of scale for service provision and help support funding requirements for aging demographic and assets.

Demographic change

- **Projection:** Forecasting is predicting steady growth in all age demographics with adults and older resident age groups projected to have the highest increase by 2035. Cultural diversity is also increasing.
- **Impact on services:** A possible higher demand for safety requirements and accessibility for older community members. Community needs and demographic changes will need to continue to be monitored through strategy development, with a focus on providing infrastructure that is multi-use across the community and promotes universal access and equity.

Asset growth

- **Projection:** Continued asset growth due to new development areas or population growth.
- **Impact on services:** Council needs to ensure critical infrastructure keeps pace with population changes in growth and community needs.

These requirements are also legislated within precinct structure plans, within funding contributed by the development or infrastructure contribution plans that Council manages.

A growth in asset base will generally increase Council's long-term renewal and maintenance expenditure over the long term.

Asset renewal and maintenance

- **Projection:** An increasing demand to ensure assets are kept in usable condition as the asset base ages.
- **Impact on services:** If assets are not maintained or renewed to an acceptable condition particularly as assets begin to age, this impacts the overall service that assets provide for the community.

Maintaining and renewing assets efficiently with a proactive approach can extend the life of assets, ensure cost effective service delivery and increase community satisfaction.

Financial sustainability

- **Projection:** Balancing investment choices will be coming increasingly difficult in an income constrained environment.
- **Impact on services:** New infrastructure investments will need to be supported by strong strategic needs, and consideration of the requirements and scale of new infrastructure and its whole of life costs.

There will be increasing reliance on advocacy and grant funding opportunities for infrastructure and cost-efficient maintenance.

Renewal and maintenance will need to be well planned out, and data driven decision making will be more important than ever.

Integrated planning

- **Projection:** A growing necessity to ensure enhanced integration of asset management with financial, project and service planning to ensure long-term sustainability.
- **Impact on services:** Integrated planning ensures that limited resources are directed to the most critical assets.

This avoids over-investing in low-priority assets while underfunding high-impact ones. This leads to more sustainable service levels for the community and avoids future financial pressures.

Increased cost of materials

- **Projection:** Material and labour costs are expected to continue to rise.
- **Impact on services:** Capital expenditure and maintenance costs will continue to increase. Council may need to scale back, restage or delay infrastructure projects due to budget constraints.

Infrastructure projects and renewal works programming may need to be reprioritised or postponed which may result in cutting or reduction to services.

Climate change and climate resilience

- **Projection:** It is expected that climate change will intensify in the medium to long term future resulting in an increase of extreme weather events.
- **Impact on services:** Periods of low or extreme rainfall events, increasing heat and bushfire events can significantly increase asset maintenance and renewal requirements. There will also be a demand for upgrading of assets to ensure they are climate resilient which would require greater capital expenditure.

Changing design standards and legislation

- **Projection:** Over time, the design and legislative requirements of particular assets are likely to continue to change.
- **Impact on services:** As new requirements are introduced, the up-front cost to build or replace assets at a modern standard will likely increase, especially for older assets.

However, newly constructed assets may offer greater longevity and reduced maintenance requirements.

As design and legislative requirements change for infrastructure and services, existing assets may no longer meet requirements.

Community expectations

- **Projection:** Rising expectations for quality open spaces, transport, and community infrastructure. Desire for more transparency around decision making, and consultation and feedback opportunities.
- **Impact on services:** Rising expectations will result in increased life cycle costs, unless well managed or mitigated. Additional resourcing may be required to communicate challenging funding trade off decisions.

Providing high quality assets that are up to modern standards will lead to an increase in renewal, upgrade and expansion costs.

Community wellbeing

- **Projection:** A need to support strong, healthy, and connected communities through inclusive infrastructure.
- **Impact on services:** Assets like open spaces, libraries, community centres, and footpaths must be accessible to all.

There is greater expectation for Council to invest in assets that promote physical and mental health. Infrastructure is shifting toward flexible, multi-purpose facilities that can host events, services, and programs for diverse groups.

This increases the utilisation and value of assets while fostering community cohesion.

Technology and data

- **Projection:** Managing increasing amounts of data and maximising its effectiveness and use to support decision-making.
- **Impact on services:** Strategic asset planning requires data-driven insights to prioritise investments, manage risks, and align with community needs.

Council continues to improve data to monitor asset performance, predict maintenance needs, and optimise lifecycle costs.

This leads to more proactive and cost-effective service delivery and overall better asset management decision making, stewardship and integrated planning.

Future demographics

The ability to predict future demographic demand for services enables Council to plan and identify the best way of meeting that demand.

All data listed below is from forecast.id.com.au, with 2021 from census.

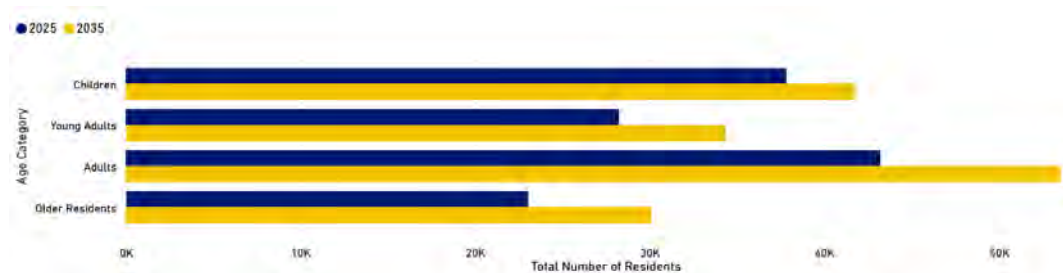


Figure: Number of Cardinia Shire residents in 2025 and the projected number of residents in 2035.

Age category	2021	2025	2030	2035
Children	34,735	37,826	40,803	41,761
0 to 4	9,372	9,815	10,440	10,804
5 to 9	9,487	9,653	10,161	10,336
10 to 14	8,518	9,376	10,058	10,222
15 to 19	7,358	8,982	10,144	10,399
Young adults	26,373	28,240	32,499	34,321
20 to 24	7,237	8,364	10,424	10,761
25 to 29	8,900	8,940	10,614	11,517
30 to 34	10,236	10,936	11,461	12,043

Future demographic demand continued...

Age category	2021	2025	2030	2035
Adults	38,349	43,204	50,110	53,552
35 to 39	9,739	11,089	12,158	11,935
40 to 44	7,916	9,806	11,444	11,672
45 to 49	7,609	8,200	10,690	11,732
50 to 54	6,913	7,700	8,443	10,492
55 to 59	6,172	6,409	7,375	7,721
Older residents	20,064	23,009	26,641	30,061
60 to 64	5,462	5,857	6,074	6,765
65 to 69	4,502	5,141	5,790	5,896
70 to 74	4,051	4,313	5,040	5,611
75 to 79	2,850	3,659	4,084	4,720
80 to 84	1,722	2,233	3,135	3,472
85+	1,477	1,806	2,518	3,597
Summary	119,521	132,279	150,053	159,695

Funding levels

To manage assets, Council plans for how budget is allocated across asset categories.

This section outlines how Council plans to invest in acquisition, upgrade, operational and maintenance, expansion and renewal of assets over the next 10 years at a network level. It aligns with Council's current Long Term Financial Plan.

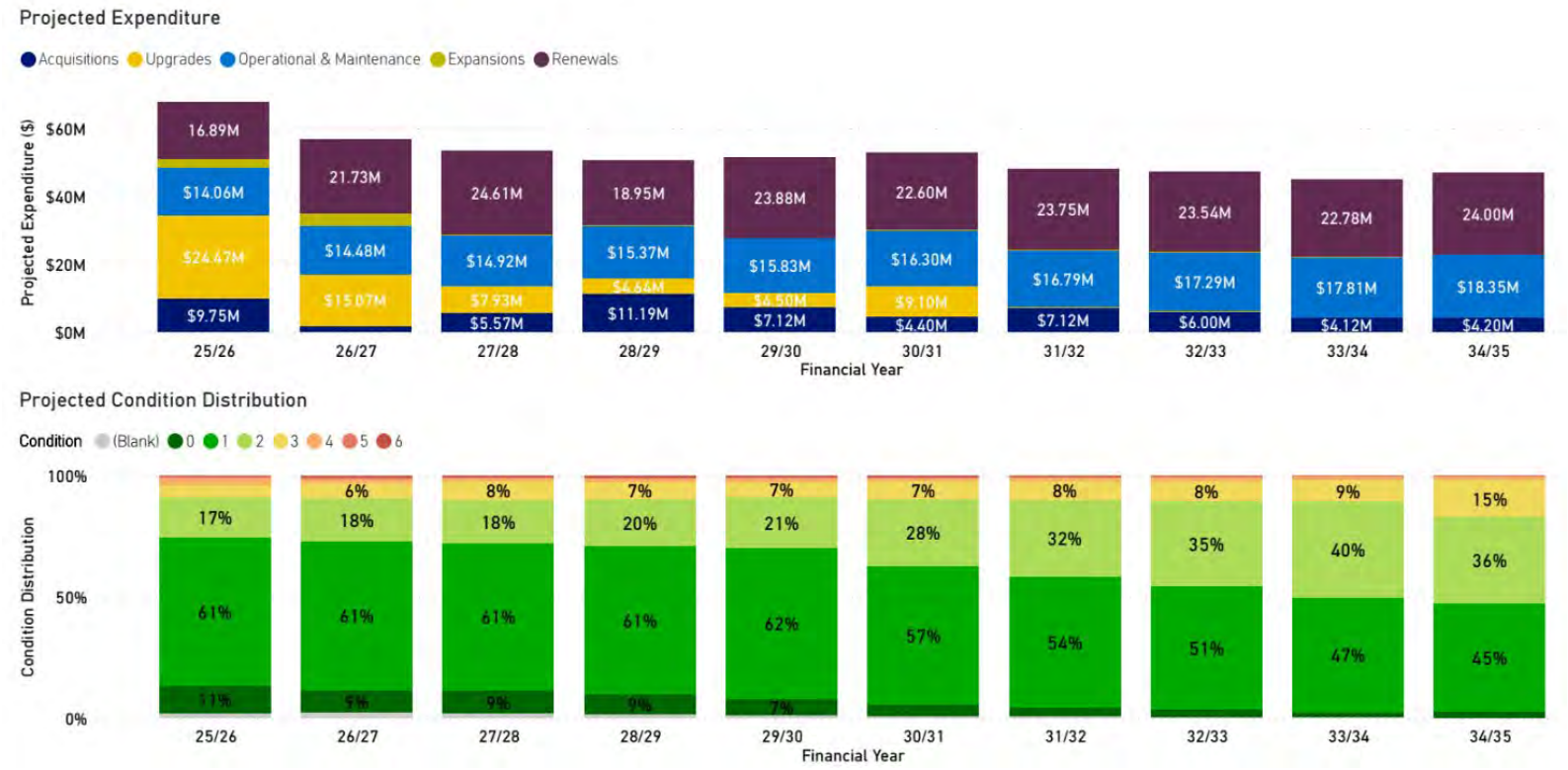
Individual projects are prioritised via individual Asset Management Plans and approved via annual budget processes. The recommended funding levels are based on substantial data sources which include condition data, valuation data, renewal priority lists, financial and asset management indicators, and depreciation.

Understanding the current condition, and any safety issues is an important part of asset management.

Council has a program of condition audits and seeks to continue to advance and further mature these processes over the next four years. Condition is assessed via various methodologies ranging from internal visual inspections, or fault information to high technology contracted services, with a general focus on high value or higher risk assets.

The distribution of condition of assets is shown.

All assets



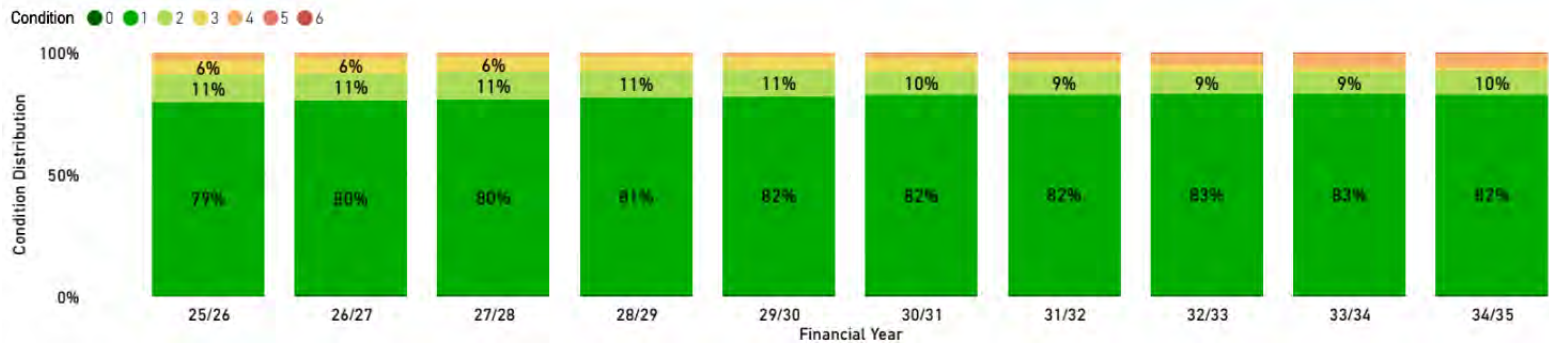
Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets. The projected distribution represented by blanks/grey represent the projected asset acquisition from capital works projects.

Bridges

Projected Expenditure



Projected Condition Distribution



Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets.

Pathways

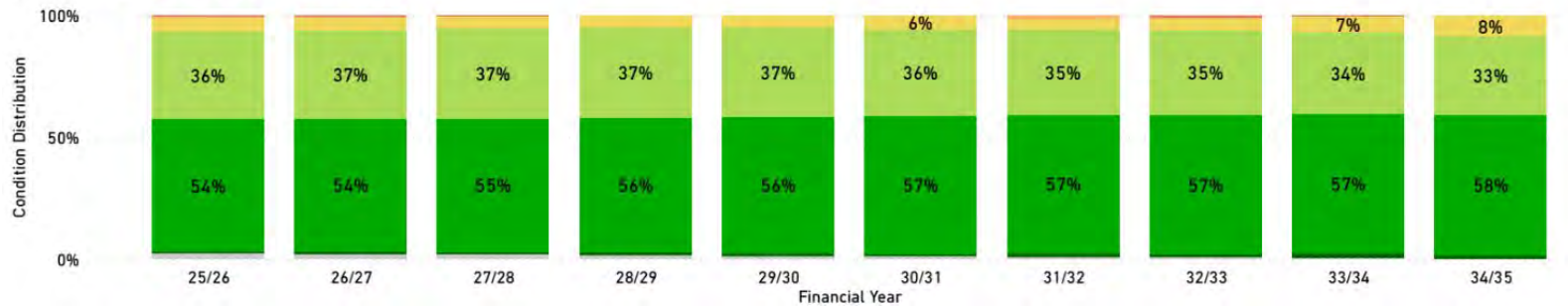
Projected Expenditure

● Acquisitions ● Upgrades ● Operational & Maintenance ● Expansions ● Renewals



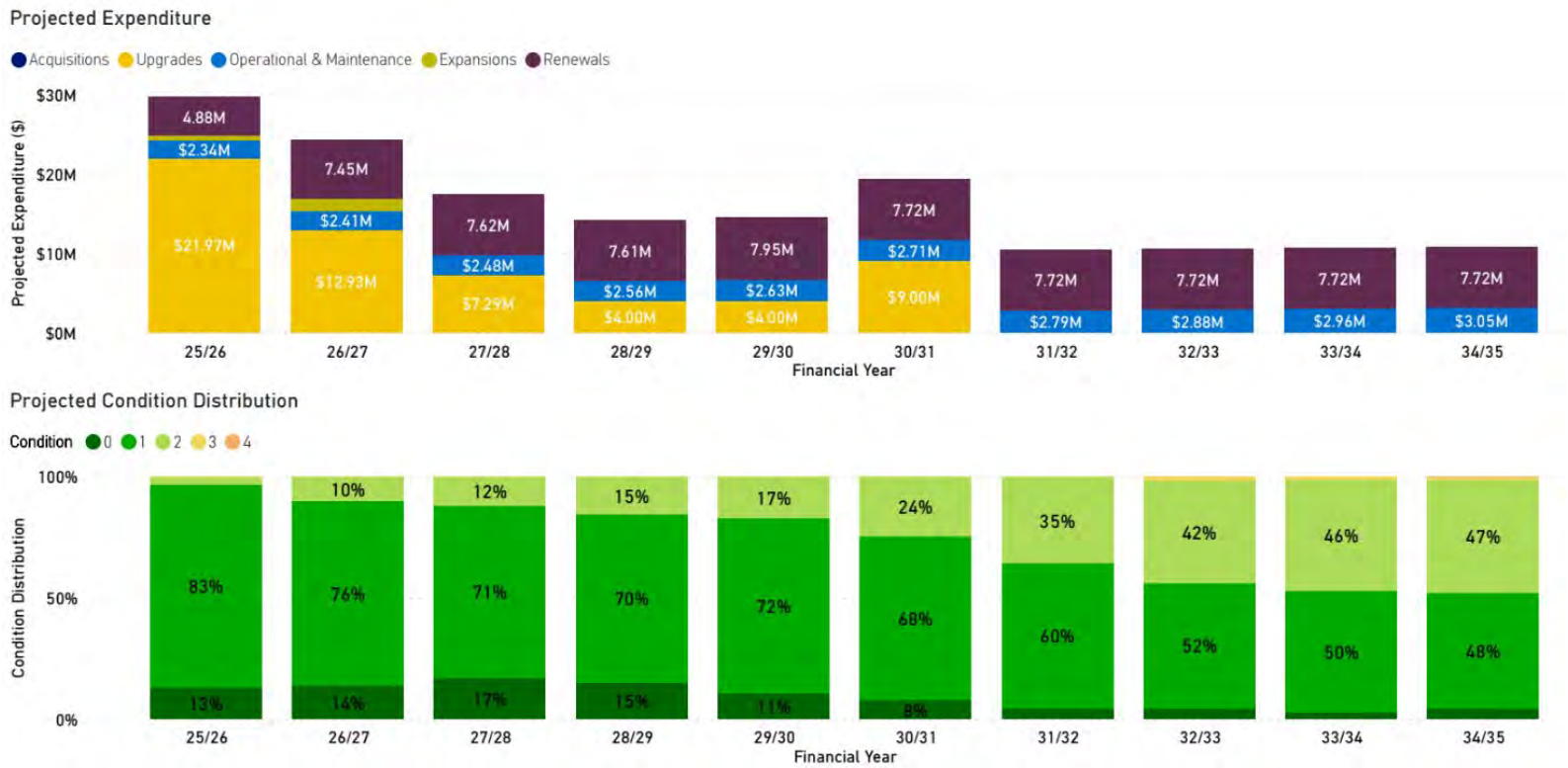
Projected Condition Distribution

Condition (Blank) ● 0 ● 1 ● 2 ● 3 ● 4 ● 5 ● 6



Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets.

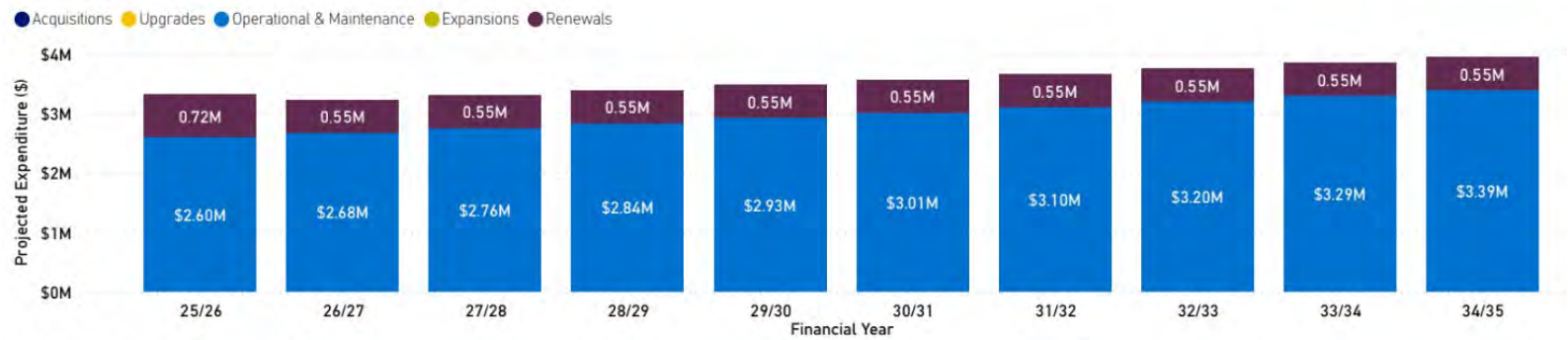
Roads and carparks



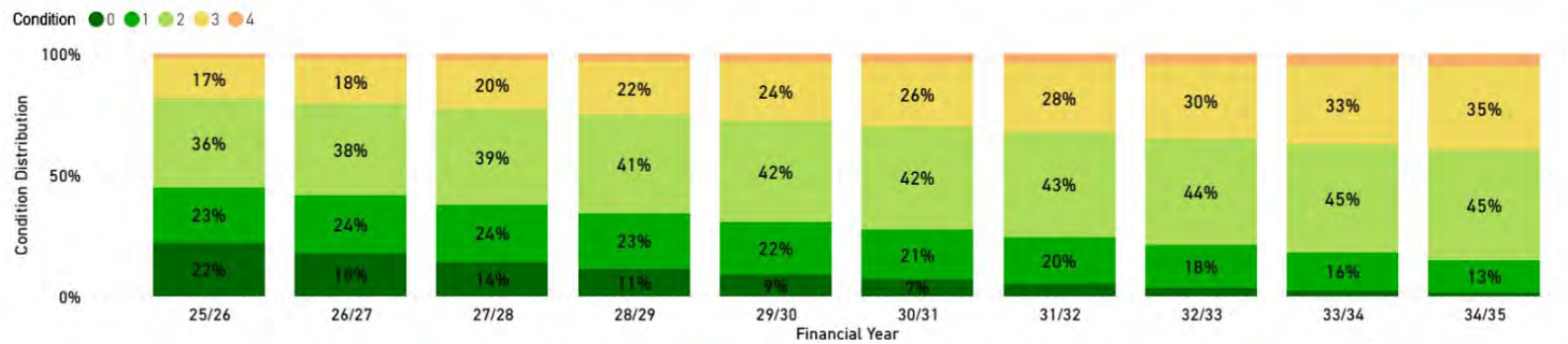
Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets.

Drainage

Projected Expenditure



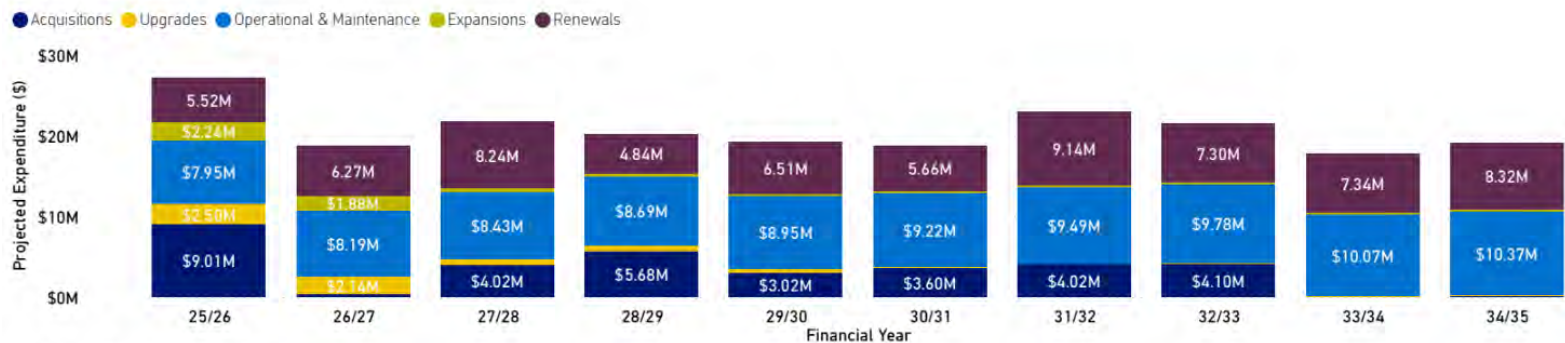
Projected Condition Distribution



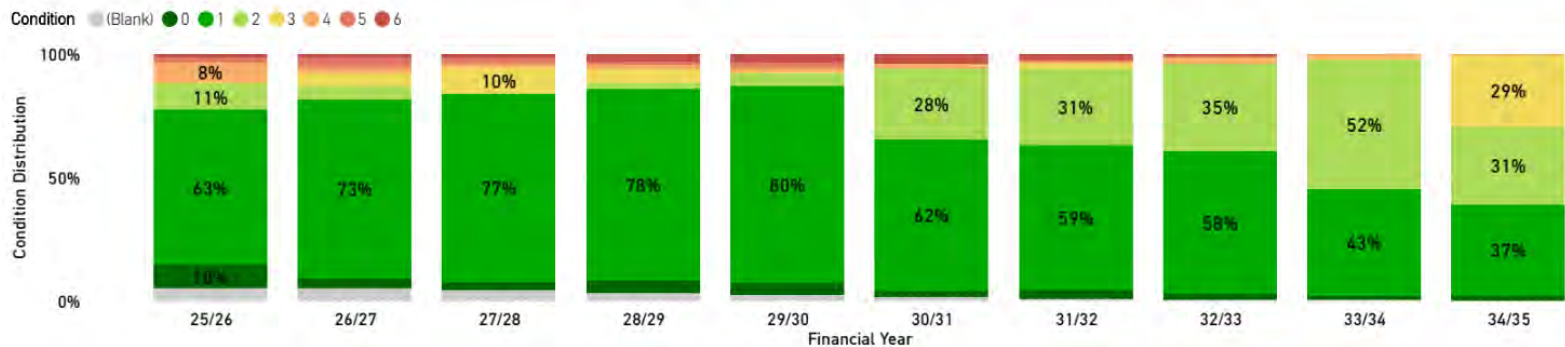
Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets.

Buildings

Projected Expenditure



Projected Condition Distribution



Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets.

Open space



Note: The 'Acquisitions' funding allocation does not represent the total projected growth. The difference between the forecasted growth and the budgeted amount is accounted for by developer contributions, which are expected to be received as gifted assets.

Renewal Gap

This section outlines the current funding levels against the agreed intervention levels, with the renewal gap of assets not receiving treatment across the planning period due to current funding.

When assets reach a poorer condition, intervention is required for renewal (known as the intervention level), however, a renewal gap occurs due to funding limitations to treat these assets.

The bottom graph shows a breakdown of the renewal gap per asset category.

Overall, current funding levels are sufficient to ensure the total renewal gap of assets is kept below the recommended 2% of the total value of the asset portfolio for the next 10 years.

Council aims for a long-term renewal gap trend of less than 2%. Renewal gap ratios above this may indicate underinvestment and potential service risk.

It is important to note that the renewal gap may fluctuate across different asset classes and years, as Council aims to strategically adjust investment priorities to maintain a balanced and sustainable renewal gap across the entire asset portfolio

All assets



Bridges



Pathways



Roads and carparks



Drainage



Buildings



Open space



Risk management

Council's Risk Management Policy sets the overall framework for addressing risk within the framework of ISO31000-2009.

This section of the Asset Plan enables informed decisions to be made regarding the management of risks associated with Council assets.

Council applies a structured and comprehensive approach to risk management in accordance with the Cardinia Shire Council Risk Management Policy.

Risk	Mitigation
Inaccurate Asset Data and Modelling	- Progress asset management improvement initiatives for increased maturity. - Invest resources and allocate funding for condition assessments and valuations. - Progress digital transformation initiatives to improve integration between asset information system, customer requests and reactive and proactive operational works.
Inadequate Planning and Strategy	- Update Asset Management Strategy to clearly define roles and responsibilities. - Enhance project management framework. - Influence and input into precinct planning projects to protect community interest.
Financial Sustainability and Underfunding	- Integrate asset management with long term planning. - Monitor renewal funding gaps and other relevant measures. - Focus on influence and quality standards for assets delivered by others.
Financial Auditing and Compliance	Long term business planning for asset and financial reporting and adequate upskilling of key staff.
OHS Risk/Safety	Undertake condition audits and prioritise risk based decision making and prioritisation.
Climate Change	Considering climate vulnerability and resilience in design.
Community Expectations that cannot be met	- Involve the community in decision making, seek feedback on difficult trade-offs between cost, risk and service levels. - Transparent communication and reporting. - Undertake service reviews to identify opportunities for improvement or changing levels of service.

Improvement plan

As part of Cardinia Shire Council's commitment to continuous improvement in asset management, this 10-Year Asset Plan outlines a series of targeted improvement actions designed to enhance the effectiveness, efficiency, and sustainability of our asset portfolio.

The improvement actions aim to strengthen data quality, refine asset lifecycle planning, improve service delivery outcomes, and ensure alignment with Council's strategic objectives. They also support better decision-making through enhanced forecasting, risk management, and performance monitoring.

By implementing these actions over the next decade, Council will build greater resilience into its infrastructure systems, reduce long-term costs, and ensure that assets continue to meet the needs of our growing and diverse community

Item	Task
Annual Asset Management Report	Continue development of an annual asset management report for the community containing key asset indicators and measures for greater transparency of our asset management stewardship.
Annual Asset Check	Annual Asset Check in process to be established as part of the budget process using the digital Asset Plan as a tool for discussion.
Levels of Service	Continue to refine levels of service to ensure a balance of meeting community needs while also managing finite resources and finances for management of assets.
Condition Assessments	Allocate budget and implement an ongoing cyclic program of condition assessments for assets.
Data and Technology Improvements	Explore improved technology options for condition audits of pathways, a rolling annual program of the condition of a percentage of our drainage infrastructure, flood modelling analysis, facility utilisation/functionality assessment, improvement of unsealed roads data and data improvement on targeted area-based issues.
System Integration	Work to integrate Council's asset management information system (AMIS), customer request system (CRM), and operations work management system to enable oversight for each asset in terms of failures, customer feedback and analysis of spending patterns across our asset base.
Life-cycle Cost Impacts and Analysis	Review, fine tune and calibrate life-cycle models. For example, road modelling and funding requirements to consider roadside drainage. Enhance project planning to consider whole of life costing through design and planning.

Improvement plan continued...

Item	Task
Review Processes and Measures for Maintenance Requirements	Review processes and measures to accurately determine maintenance funding requirements for ageing and new assets.
Review Budget Process and Modelling for Operational Expenditure	Implement a risk-based approach for identifying and funding sustainable operational and maintenance budgets.
Asset Criticality and Prioritisation	Further develop and formalise a criticality framework and priority rating criteria for asset renewals and maintenance planning. This may involve developing an approach for older and underutilised buildings, needs assessment, utilisation analysis and disposal / repurposing rationalisation.
Proactive Maintenance Enhancement	Continue improvement of our approach to risk management by further employing a proactive / planned maintenance approach.
Integrated Planning	Work to ensure enhanced integration of asset management with financial, project and service planning to ensure long-term sustainability. This includes recommended 10-year funding strategies identified through life cycle modelling exercises and incorporating them into the Long-term Financial Plan.
Climate Change Impacts	Further implement climate change impacts on asset lifecycle and funding requirements.
Unsealed Road and Drainage Council Initiatives	Develop and implement the Council Plan's drainage and unsealed road initiatives to seek opportunities to enhance performance of the critical assets. Develop in consideration of the sealed road network.
Asset Management Plans and Strategy Review	Review and update Council's asset management plans and Asset Management Strategy. This aims to increase transparency, provide further update on key outcomes and improvement areas, clarify roles and responsibilities and explain how Council undertakes asset management.
Gender Data	Obtain and analyse gender data to help understand perspectives and impacts of gender on assets. Data on segregation has been identified as an opportunity for improvement.

Glossary

Key terms

Accumulated Depreciation Depreciation is the reduction in the value of an asset due to usage, passage of time, environmental factors, wear and tear, obsolescence, depletion or inadequacy. Accumulated depreciation is the total amount of that reduction in value of an asset from when it was first recognised as an asset to a given point in time.

Acquisition Creating or acquiring assets that deliver a new service not previously provided.

Asset An item, thing or entity that has actual or potential value to an organisation.

Asset Management The systematic and coordinated activities and practices of an organisation to realise the value of an asset.

Asset Management Plans A more detailed asset specific document that deep dives into the asset class, individual projects, challenges and funding needs over time.

Asset Management Policy Sets the high-level strategic intent and direction on asset management.

Asset Management Strategy The long-term plan which sets out how Cardinia Shire Council does its asset management, roles and responsibilities and our plans to improve asset management maturity.

Asset Plan A key strategic document outlining how Council will manage its assets to support the delivery of the Community Vision 2040. It provides the community with insight into the assets we rely on to deliver services, and the approach we take to manage those assets efficiently and effectively.

Business Unit Operation Plans and Strategies These plans translate strategic objectives into operational actions. They detail specific initiatives, projects, and services that each unit will deliver.

Community Vision 2040 Articulates the community's aspirations for what Cardinia Shire will be like in 2040. It helps council to understand the community's priorities, guides strategic planning and decision-making.

Condition Physical state of an asset.

Council Budget The budget outlines how the Council plans to spend on delivering the services, projects and infrastructure the community needs, while ensuring financial sustainability in the long-term.

Council Plan A key strategic document that will help guide Council's activities and decision making over the four years of the Council term. The Council Plan strives to reflect the community's priorities and provides a roadmap for Council to deliver on the long-term Community Vision 2040.

Customer Any person who uses the asset or service, is affected by it or has an interest in it either now or in the future. This definition does not necessarily require that payment is made for use of the asset.

Expansion Extending the capacity of existing assets to serve new users at the same service standard as current beneficiaries.

Financial Plan A 10-year strategic document that outlines how Council will fund the delivery of services, infrastructure, and initiatives to achieve the goals of the Council Plan and Community Vision 2040.

Levels of Service Describes the quality, quantity, and reliability of services provided by an asset or group of assets to meet community needs and expectations. They are used to guide asset management decisions, measure performance, and communicate service commitments to stakeholders.

Maintenance Ongoing work to keep the asset in its original or good working condition and slows its deterioration for retaining practical asset condition and service.

Municipal Public Health and Wellbeing Plan This is known as the Liveability Plan at Cardinia Shire Council. Provides a clear framework for public health planning within the municipality. The framework outlines the shared agenda that council, partners and the community, will collectively work towards.

Operations Recurrent expenditure that is continually required to keep assets functioning and services running.

PSPs and DCPS Precinct Structure Plans and Development Contribution Plans: Detailed plans legislated by planning authorities that guide the development of new communities and identifies the infrastructure required to support them. DCPS and ICPs outline the funding approach and legislated methodology.

Rating and Revenue Plan Establishes a revenue raising framework within which Council proposes to work and determines the most appropriate and affordable revenue and rating approach to finance the vision and objectives outlined in the Council Plan.

Renewal Replacing or rehabilitating an asset to restore their original condition and service potential.

Renewal Funding Gap The difference between the estimated cost of renewing assets to maintain required service levels and the actual funding allocated for renewal over a given period. It reflects the shortfall in investment needed to sustain asset performance and avoid service degradation or increased risk.

Replacement Value The current cost to replace an existing asset with a modern equivalent that provides the same level of service. This includes all costs associated with construction, installation, and commissioning, but excludes any allowance for improvements or upgrades beyond the original service capacity.

Risk The effect of uncertainty on objectives. Risk events are events which may compromise the delivery of the organisation's strategic objectives.

Risk Management Coordinated activities to direct and control an organisation with regards to risk.

Strategies and Plans Plans, policies and strategies to achieve our long-term goals while also informing future demands, community needs and levels of service.

Upgrade Enhancing existing assets to provide a higher level of service or extended functionality beyond their original design.

Valuation The process of determining the monetary value of an asset for a specific purpose. It typically reflects the cost to replace the asset (replacement cost), adjusted for factors such as age, condition, and remaining useful life.

Written Down Value The current book value of an asset after accounting for accumulated depreciation. It represents the asset's value on the financial statements and reflects its remaining economic benefit.

Lifecycle management

Cardinia Shire Council intends to manage its assets through each phase of its lifecycle. Each phase requires different activities and strategies to meet the required levels of service in the most cost-effective manner and to manage the risk and performance of assets. These phases align with best practice asset management.

The key stages Council aims to follow in the asset lifecycle are shown below.



Lifestyle management approach. See next page for definitions.

Lifecycle phase	Lifecycle management approach
Planning and Design	This phase identifies long-term service needs and defines asset requirements. It ensures assets are designed to be affordable, equitable, maintainable, and environmentally sustainable, using evidence-based decisions that consider whole-of-life costs and impacts.
Creation / Acquisition	This phase involves evaluating delivery options, selecting procurement strategies, and constructing or acquiring assets in line with design and service requirements. It includes project planning, contract management, and environmentally sustainable practices, with quality assurance and formal handover before assets are put into service.
Operations and performance	This phase ensures assets operate effectively throughout their useful life. It involves regular monitoring, inspections, compliance and information recording to ensure optimal service delivery. Systems and processes support performance tracking and condition assessment to minimise risks and lifecycle costs.
Maintenance	This phase involves planned and reactive activities such as inspections, servicing, and repairs to keep assets safe, compliant, and operational. Maintenance is scheduled to reduce the risk of failure, extend asset life, and optimise long-term costs.
Renewal / replacement	This phase addresses aging or deteriorated assets that are no longer cost-effective to maintain. It involves assessing asset condition, optimising timing for renewal or replacement, and exploring reuse or co-location opportunities to maintain service continuity and minimise lifecycle costs. Renewal may involve major rehabilitation, while replacement involves decommissioning and substituting with new assets.
Disposal or rationalisation	This phase involves decommissioning, repurposing, or disposing of assets that no longer support service objectives. It includes options like demolition, recycling, or co-location, with a focus on reducing lifecycle costs. Rationalisation involves reviewing asset portfolios to eliminate underused or redundant assets, improving asset portfolio efficiency.

Investment categories

Expenditure Category	Activity	Description	Examples
Non-discretionary	Maintenance	Ongoing work to keep the asset in its original or good working condition and slows its deterioration for retaining practical asset condition and service.	• Road patching and pothole repairs. • Servicing HVAC systems in council buildings. • Repainting council buildings.
	Operations	Recurrent expenditure that is continually required to keep assets functioning and services running.	• Electricity and water usage costs for facilities. • Programmed road inspections and condition audits. • Cleaning footpaths to ensure aesthetic and safety.
	Renewal	Replacing or rehabilitating an asset to restore their original condition and service potential.	• Replacing timber decking on a pedestrian bridge. • Resurfacing a deteriorated road. • Replacing an aged stormwater pipe.
Discretionary	Upgrade	Enhancing existing assets to provide a higher level of service or extended functionality beyond their original design.	• Upgrading to LED lighting in public parks. • Sealing an unsealed road. • Replacing drainage pipes with greater capacity pipes.
	Expansion	Extending the capacity of existing assets to serve new users at the same service standard as current beneficiaries.	• Extending a car park to accommodate more vehicles. • Adding a traffic lane to allow more traffic volumes. • Adding a new room to a community centre to accommodate new users.
	New / Acquisition	Creating or acquiring assets that deliver a new service not previously provided.	• Constructing a new playground in a park without one. • Installing a new public toilet in an highly utilised public space. • Constructing a new footpath where required.

Frequently asked questions

Why is asset management important for Cardinia Shire Council?

Asset management is crucial for ensuring that infrastructure and services are reliable, safe, and sustainable for the community. It helps in planning for future needs, optimising resources, and minimising risks associated with asset deterioration.

What are the key methodologies used in asset management practices?

Key methodologies include asset data capture, condition audits, valuation, financial forecasting, lifecycle modelling, risk management frameworks and programming the renewal of assets. These practices help in assessing asset conditions, planning for future needs, and mitigating risks.

What is the Asset Plan 2025?

The Asset Plan 2025 outlines Cardinia Shire Council's approach to managing and maintaining its assets, ensuring they meet community needs and support sustainable growth. It aligns with the Council Plan and Community Vision.

What types of assets are included in the Asset Plan?

The Asset Plan covers a wide range of council's infrastructure assets including roads, buildings, bridges, pathways, stormwater drainage infrastructure, and open space infrastructure.

Other council assets including plant, machinery & equipment (\$19M), computers & telecoms (\$3.1M), fixtures, fittings & furniture (\$3.8M), land (\$1.05B) and vegetation are excluded from this Asset Plan due to having different management, planning and operational requirements, shorter lifespans and valuation complexities to that of major infrastructure assets.

Council plans to develop a Tree Asset Management Plan over the next four years which aims to form part of the next Asset Plan.

How does the Asset Plan address sustainability and climate change?

The Asset Plan incorporates council strategies and other legislation for resilience to climate change and sustainability. The Asset Plan also outlines Council's understanding and planning of the risk climate change has on its assets.

One of council's key focus areas is to further implement climate change impacts on asset lifecycle and funding requirements. Council ensures that climate change adaption is an important factor in management of assets.

How does Cardinia Shire Council collect and manage asset data?

Council maintain and utilise an Asset Management Information System (AMIS) and GIS to store all asset related information.

Field and operations staff utilise an operations works management inspection and maintenance management field system to plan and log maintenance works and inspections which is fed into the AMIS. Data is captured in AMIS and GIS through project delivery, development handover and inspections.

Council is undertaking a Digital Transformation initiative which aims to improve the way these systems integrate with each other and therefore the information that comes from them.

What is lifecycle modelling and how is it used in asset management?

Lifecycle modelling is a process that evaluates the entire lifespan of an asset, from acquisition to disposal. It helps in predicting future maintenance needs, performance and condition deterioration, when assets should be renewed/replaced and the costs involved to apply these treatments. It ensures that assets are managed efficiently and sustainably.

What was the methodology for asset lifecycle modelling to develop this Asset Plan?

Council typically undertakes comprehensive condition audits on 3–4-year cycle of its high-risk asset classes.

The current condition rating from these audits is put into the model.

Each asset has an expected useful life, and the modelling predicts when and how the asset will degrade across its useful life and decrease in condition rating.

When the asset reaches a poorer condition, the model flags the need for asset renewal to replace the asset with the current replacement cost.

Factors including levels of service and hierarchy of assets were also used to determine when an asset is due for renewal. Where current condition data is not available, current condition is determined based on the age and useful life of the asset.

Council lifecycle modelling methodologies follow best practice asset management guidelines.

Where can I find more information about the Asset Plan 2025?

More information can be found on the Cardinia Shire Council's official website or by contacting the Council directly. The Asset Plan document is available for download and review.



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Translator Interpretation Service
131 450 (ask for 1300 787 624)



7.2.5 ROAD MANAGEMENT PLAN 2025-2029

Responsible GM:	James Kelly
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	2.1 We support the creation of liveable spaces and places 2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes. 5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making. 5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.

Recommendation

That Council:

1. Adopts the Road Management Plan 2025-2029 in accordance with the requirements of section 105 of the *Road Management Act 2004*.
2. Publishes the new Road Management Plan 2025-2029 to Cardinia's website.

Executive Summary

This report presents the outcomes of the public consultation for the Draft Road Management Plan 2025-2029 (the Plan). The Plan, which aims to enhance community safety and ensure legal compliance, was made available for public review. Following the consultation period, only a few comments were received, with some suggesting changes to inspection timeframes and others advocating for the continuation of the Sealing the Hills program. It's recommended that Council adopts the plan as exhibited, incorporating no changes.

Background

Each council is required to update its Road Management Plan (RMP) every four years, with this process typically taking place after a council election. The RMP is a formal policy that outlines every council's approach to inspecting, repairing, and maintaining the local road and footpath network. It serves as a practical framework, detailing specific standards and timeframes for asset inspection and repair, rather than acting as an aspirational or strategic document.

The review this year aimed to improve community safety, ensure compliance with regulations, and adopt best practices. Key proposed changes included updating the types of assets covered, providing specific guidelines for concrete kerbs and channels, and clarifying procedures for vegetation clearance. Recognising the increasing urbanisation of Cardinia, the review also identified a need to rebalance investment priorities, focusing more on the safety and accessibility of footpaths, which is especially important given the rise in pedestrian activity and an ageing population.

At its meeting on 21 July 2025, Council endorsed the Draft Road Management Plan 2025-2029 for public consultation. This consultation period took place from 22 July 2025 to 19 August 2025. The Council also resolved to receive a further report on the outcomes of this public feedback in October 2025 before making a final decision on the plan's formal adoption. This report presents the consultation feedback and the rationale for the recommended adoption of the Road Management Plan 2025-2029.

Policy Implications

According to the *Road Management Act 2004*, all councils must review their RMP every four years, which usually happens after an election. This review ensures the plan stays up-to-date and continues to address the needs of our assets and the expectations of the community. Furthermore, the *Local Government Act 2020* highlights the importance of effective asset management and service delivery, which reinforces the need for these regular plan reviews.

The RMP is a legal document that forms the foundation of the council's road management practices and risk management framework. If the revised plan is adopted, it will allow the council to meet its legal obligations under the *Road Management Act 2004*. The plan also provides a clear and justifiable framework for service levels, inspection frequencies, and the standards for fixing defects. By adopting it, the council will be in a better position to manage its legal liabilities and maintain public safety.

Consultation/Communication

In line with Council's Resolution from 21 July 2025, the relevant documents were made available for community comment and feedback.

Invitations to inform the Plan were placed in Council's social media channels. Three posts were published on Facebook and Instagram; the posts reached over 12,200 people and generated 725 interactions (reactions, shares, comments, and clicks). A total of 214 people visited the page for the draft RMP on Creating Cardinia, with 175 downloads of the main document, and nine people leaving feedback.

Two comments received directly relate to matters covered in the draft Road Management Plan:

- One questioning the difference on inspection timeframes based on the make-up of the road; given that sealed roads deteriorate at lower rates than unsealed roads, the person suggested that both categories should have at least equal inspection timeframes.
- A request to review the timeframes relating to inspection and repairs on unsealed roads which are defined as limited access, especially when the access to a property is impeded by storm damage.

The primary objective of the RMP is to manage risk to the public. To achieve this, the plan prioritises road inspection timeframes based on road classification, with a strong emphasis on traffic volume. This ensures that the most critical roads, which are used by most of the public, receive the highest level of oversight and maintenance.

The Access and Inclusion Committee raised issues around the accessibility of pram crossings and their adherence to current standards; which are matters to be considered as part of asset renewal programs but not related to the Road Management Plan.

Additionally, five of the people who commented, directly advocated for the continuation of the Sealing the Hills program.

It is recommended that the document is adopted as exhibited.

Gender Impact Assessment

In the preparation of the Road Management Plan, officers considered Council's obligations under the *Gender Equality Act 2020*.

The Road Management Plan sets standards for safe road network maintenance for everyone. The RMP does not disproportionately affect any gender group. Access, safety, and service levels have been considered to ensure equitable outcomes for all road users, recognising diverse community needs.

Attachments

1. Attachment 1 - Road Management Plan 2025 [7.2.5.1 - 41 pages]

Cardinia Shire Council



Draft Road Management Plan

September 2025

Version Control	Details	Date
Version 1.0	Adopted by Council	December 2004
	Reviewed	June 2009
	Revoked	August 2009
Version 2.0	Adopted by Council	August 2009
	Reviewed	June 2013
	Revoked	December 2018
Version 3.0	Adopted by Council	December 2018
	Reviewed	June 2021
	Revoked	June 2022
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Acknowledgments

Acknowledgment of Country

Cardinia Shire Council acknowledges the Bunurong and Wurundjeri peoples as the Traditional Custodians of the land and waterways across our region.

We pay our respects to Elders past and present and recognise their deep and enduring connection to Country.

Guided by our community, we strive for a future grounded in truth, respect, equity, and cultural safety, where everyone feels connected and has the opportunity to thrive.

Our inclusivity statement

Cardinia Shire Council encourages a sense of belonging within our shire.

We support an inclusive community comprised of people from diverse backgrounds, including and not limited to Aboriginal and Torres Strait Islander people, people from cultural and linguistically diverse (CALD) backgrounds, those identifying as LGBTIQ+, people of faith, and people of all ages, genders and abilities.

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Definitions

Ancillary areas	Any area designated as an ancillary area by the coordinating road authority under section 18 of The Act and may include any area which is a 'park and ride' carpark, rest stop or scenic lookout.
Arterial road	Refers to freeways, highways and declared main roads, which are managed by the Victorian Government, through Head of Transport for Victoria (as the co-ordinating road authority).
Co-ordinating road authority	The organisation which has the responsibility to co-ordinate works. Generally, if the road is a freeway or arterial road, this will be Head of Transport for Victoria. Generally, if the road is a municipal road, this will be Council.
Council	Refers to Cardinia Shire Council
Demarcation agreement	A formal agreement between Council and another organisation that defines areas of responsibility.
Motor vehicle	Refers to a vehicle that is propelled by an in-built motor and is intended to be used on a roadway. This does not include a motorised wheelchair or mobility scooter which is incapable of travelling at a speed greater than 10 km/h and is solely used for the conveyance of an injured or disabled person.
Municipal road(s)	Road for which the municipal council is the co-ordinating road authority. The Road Management Act 2004 imposes specific duties on the municipal council with respect to the inspection, repair and maintenance of these roads and associated road-related infrastructure.
Non-road infrastructure	Refers to infrastructure in, on, under or over a road, which is not road infrastructure. This includes (but is not limited to) such items as gas pipes, water and sewerage pipes, cables, electricity poles and cables, tram wires, rail infrastructure, bus shelters, public telephones, mailboxes, roadside furniture and fences erected by utilities, or providers of public transport.
Ancillary areas	Any area designated as an ancillary area by the coordinating road authority under section 18 of The Act and may include any area which is a 'park and ride' carpark, rest stop or scenic lookout.
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Non-road infrastructure	Refers to infrastructure in, on, under or over a road, which is not road infrastructure. This includes (but is not limited to) such items as gas pipes, water and sewerage pipes, cables, electricity poles and cables, tram wires, rail infrastructure, bus shelters, public telephones, mailboxes, roadside furniture and fences erected by utilities, or providers of public transport.
Other roads	Include roads in state forests and reserves, and roads on private property. Municipal councils are not responsible for the inspection, repair or maintenance of these roads.
Pathway	Refers to a footpath, bicycle path, shared path or other area that is constructed or developed by Council for members of the public (not motor vehicles) to use. Pathways may be further categorised as: • Footpaths – pathways designated solely for use by foot traffic (and limited mobility devices such as wheelchair users) • Bicycle pathways – pathways designated solely for use by cyclists, scooters and the like but excluding foot traffic, and Shared pathways – pathways designated for use by riders of bicycles, the riders of electric scooters and pedestrians.
Public road	As defined by the Road Management Act 2004 and includes a freeway, an arterial road, a municipal road declared under section 14(1) of the Act and a road in respect of which Council has made a decision that it is reasonably required for general public use and is included on the Register of Public Roads.
Plan	Refers to this Road Management Plan.
Reported hazards	Situations reported to Council by the public that present an immediate and significant risk to the safety of road and pathway users (e.g. chemical spill, flooding across 50% of road surface, fallen trees/limbs or other objects on or blocking traffic lanes, etc).

Road	Has the same meaning as in the Road Management Act 2004, being inclusive of any public highway, any ancillary area and any land declared to be a road under section 11 of that Act or forming part of a public highway or ancillary area.
Road infrastructure	Refers to infrastructure which forms part of a roadway, pathway or shoulder, which includes structures and materials.
Road-related infrastructure	Refers to infrastructure installed or constructed by the relevant road authority to either facilitate the operation or use of the roadway or pathway, or support or protect the roadway or pathway.
Road reserve	Refers to the area of land that is within the boundaries of a road.
Roadside	Refers to any land that is within the boundaries of the road (other than shoulders) which is not a roadway or pathway. This includes land on which any vehicle crossing or pathway, which connects from a roadway or pathway on a road to other land, has been constructed. Example: any nature strip, forest, bushland, grassland or landscaped area within the road reserve would be considered roadside.
Roadway	Refers to the area of a public road that is open to, or used by, the public, and has been developed by a road authority for the driving or riding of motor vehicles. This does not include a driveway providing access to a public road, or other road, from adjoining land.
Rural	All roads that do not meet the definition of Urban as defined in section 3 (Definitions) of the Road Management Act 2004
Shoulder	Refers to the cleared area, whether constructed or not, that adjoins a roadway to provide clearance between the roadway and roadside. This does not refer to any area that is not in the road reserve.
Temporary measures	Measures implemented to reduce the risk to users of the road network until such time as appropriate repairs can be completed. (e.g. installing barriers, signage, closing the road/footpath, etc.)
Timeframe	The specified period of time in which an inspection or intervention is planned to take place. H = Hours, WD = Working Days, W = Weeks, M = Months, Y = Years
Urban	As defined in section 3 (Definitions) of the Road Management Act 2004

1. Introduction

1.1 What is the purpose of this plan?

This Plan is a road management plan for the purposes of s.39 of the Road Management Act 2004.

The Cardinia Shire is a road authority, as defined in the Act and is responsible for approximately 1,666 km of local roads and 932 km of pathway assets. Cardinia Shire Council is committed to ensuring that accessible, quality services and facilities are provided to our community.

The Road Management Plan complements the Council's development of Asset Management Plans for Roads, Pathways, Bridges and Drainage, by addressing specific elements of the inspection, repair, maintenance and management of the road and pathway network, as well as the legislative responsibilities under the Act.

Section 50 of the Road Management Act 2004 sets the following objectives for a municipal road management plan:

- 1) To establish a system for our road management functions, which is based on policy, operational objectives and available resources.
- 2) To set a performance standard for our road management functions.

Although it is termed a 'plan' in the legislation, it is functionally an operational protocol document – describing the systems and rules we use to make decisions and meet obligations within our available resources. The plan forms part of a larger Asset Management Framework related to maintenance and operations.

1.2 Legislation guiding this plan

In addition to the Road Management Act 2004, the plan also considers the following Acts, regulations and codes of practice:

- Local Government Act 2020
- Ministerial Codes of Practice
- Road Management (General) Regulations 2016
- Road Management (Works and Infrastructure) Regulations 2015
- Road Safety Act 1986
- Wrongs Act 1958.

1.3 What is covered in the plan?

The Plan is divided into six sections:

1. Introduction.
2. Rights and responsibilities: covers legislation and local laws relevant to road management.
3. Road management systems: how we classify roads, streets and footpaths – known as our asset hierarchy – and the plans and processes we use to maintain roads and road-related infrastructure.
4. Register of public roads: what's in it, how to access it and the process for making changes.
5. Technical References.
6. Attachments:
 - a. Attachment 1: Road Hierarchy – Roads
 - b. Attachment 2: Pathway Hierarchy
 - c. Attachment 3: Inspection Requirements
 - d. Attachment 4: Inspection Frequencies

e. Attachment 5: Defect Intervention Levels and Repair Timeframes

1.4 Updating the plan

This Plan is a dynamic document that will be reviewed regularly in accordance with the timelines specified in the Act and associated Regulations. It will be checked against the current needs and expectations of the community. Council will review the performance of the Plan on an annual basis through the Budget preparation process.

This Plan must be updated within a defined period following Council elections. Outside of this cycle, changes may be required from time to time.

A process will be used to manage changes to this Plan:

- If material changes are made to standards and specifications, a report will be presented to Council, along with a brief explanation as to why such changes are necessary. The review process must follow the steps as set out in the Road Management (General) Regulations 2016 Part 3 – Road Management Plans.
- When changes do not alter these technical aspects of road management, changes may be approved by the Chief Executive Officer (CEO).

These changes will be made in accordance with the processes prescribed by the Road Management Act 2004. To assist with version control, these changes will be numbered as follows:

- Versions presented to Council will be renumbered by whole numbers – for example, from Version 1.00 to 2.00.
- Those approved by the Director will be renumbered by decimals – for example, from Version 1.00 to 1.01.

1.5 Exceptional circumstances

Council will make every effort to meet its commitments under this Plan. However, there may be situations or circumstances that affect Council's business activities to the extent that it cannot deliver on the service levels of the RMP.

These include but are not limited to natural disasters, such as fires, floods, or storms, or a prolonged labour or resource shortage, due to a need to commit or redeploy Council staff and/or equipment elsewhere or due to the effects of pandemic and or government intervention.

1.5.1 Suspension of the plan

In the event that the CEO of Council has considered the impact of such an event on the limited financial resources of Council and its other conflicting priorities, and determined that the Plan cannot be met, then pursuant to Section 83 of the Wrongs Act 1958, the CEO will write to Council's Officer in charge of the Plan and inform them that some, or all, of the timeframes and responses in Council's Plan are to be suspended.

Council statements to residents about the suspension or reduction of the services under the RMP will include reference to how the work that will be done has been prioritised, and the period for which it is likely to be affected.

1.5.2 Reinstatement of the plan

Once the scope of the event/s have been determined, and the resources committed to the event response have been identified, then there will be an ongoing consultation between Council's CEO and Council's Officer responsible for the Plan, to determine which parts of Council's Plan are to be reactivated and when.

1.5.3 Communication and documentation around plan suspension

Council will provide information/statements to residents about the suspension or reduction of the services under its Plan, including:

- How the work that will be done has been prioritised; and
- The period for which it is likely to be affected.

This information will be provided by the Council on its website where its Plan is located and other channels as appropriate such as press releases or social media.

Where Council has suspended, in part or whole, its Plan, associated documents (e.g. communications, meeting minutes, schedules, etc.) will be recorded and stored.

1.5.4 Inspections and repairs during suspension of plan

The suspension of the Plan will not necessarily mean that all inspections and repairs halt. However, it may mean that only certain categories of inspections and repairs are undertaken.

These will be based on a risk assessment and resources available to the Council, taking into account the resources needed to address the impact of the trigger event.

For example, some reactive inspections may take place and repair (temporary or permanent) of roads/footpaths which pose a high risk may be undertaken, depending on the resources available to the council and the accessibility of each asset.

1.6 Responsibility for the plan

Overall responsibility for administering and implementing the Plan rests with the Manager Operations.

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2. Rights and responsibilities

2.1 Public roads

Public roads are defined in the Road Management Act 2004 as including:

- a freeway
- an arterial road
- a municipal road declared under section 14(1) of the Road Management Act 2004
- a road in respect of which Council has decided that it is reasonably required for general public use and is included on the Register of Public Roads.

2.2 Key stakeholders

The key stakeholders impacted by this Plan include:

- the general community (for recreation, sport, leisure and business)
- residents and businesses adjoining the road network
- pedestrians
- vehicle users with motorised vehicles, such as trucks, buses, commercial vehicles, cars and motorcycles
- users of smaller, lightweight vehicles, such as pedal-powered bicycles, motorised buggies, wheelchairs, prams and so on
- tourists and visitors to the area
- emergency agencies (Victoria Police, Country Fire Authority, Ambulance Victoria, State Emergency Services)
- the military (in times of conflict and emergency)
- traffic and transportation managers
- Council as the responsible road authority and manager of the road and pathway network asset
- construction and maintenance personnel, who build and maintain asset components
- utility agencies using the road reserve for infrastructure (water, sewerage, gas, electricity, telecommunications)
- state and federal governments, who periodically provide funding for roads.

2.3 Coordinating and responsible road authority

Section 35 of the Road Management Act 2004 provides that a road authority has power to do all things necessary or convenient to be done for or in connection with the performance of its functions under the Act.

Section 36 of the Road Management Act 2004 outlines which road authority is the coordinating road authority. According to subsection (c), the coordinating road authority:

If the road is a municipal road, the municipal council of the municipal district in which the road or part of the road is situated.

However, there are instances where several authorities are responsible for components of the road within the road reserve. Section 37 of the Road Management Act 2004 identifies who is the responsible road authority in particular circumstances.

2.4 General functions of a road authority

The general functions of a road authority are described within Section 34 of the Road Management Act 2004.

2.5 Rights of the road user

The rights of public road users, which are legally enforceable, are set out in Sections 8 to 10 of the Road Management Act 2004.

2.6 Obligations of road users

2.6.1 General usage

The common law requires that a road user must take reasonable care for their own safety

The *Road Safety Act 1986* sets out obligations on road users, including section 17A which requires that a person who drives a motor vehicle on, or uses, a highway must drive in a safe manner have regard for all relevant factors, including without limiting their generality, the following:

- a) physical characteristics of the road
- b) prevailing weather conditions
- c) level of visibility
- d) the condition of any vehicle the person is driving or riding on the highway
- e) prevailing traffic conditions
- f) the relevant road laws and advisory signs
- g) the physical and mental condition of the driver or road user.

Section 17A of the *Road Safety Act 1986* also requires that a road user must take reasonable care:

- a) to avoid any conduct that may endanger the safety or welfare of other road users
- b) to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve
- c) to avoid conduct that may harm the environment of the road reserve

2.6.2 Incident claims

If a person proposes to make a claim in relation to a public road or infrastructure for which Council is the responsible road authority, that person should contact Council and Council will initiate respective investigation and insurance reporting processes.

In accordance with Section 110 of the Road Management Act 2004, Council is not legally liable for property damages where the value of the damage is equal to or less than the threshold amount.

In cases where the claim relates to assets Council does not own or is not responsible for on the road reserve, the person who proposes to make a claim must refer the claim to the other authority or person responsible for those assets.

2.6.3 Permits for work within a road reserve

In cases where an individual or organisation proposes to carry out works within the road reserve that may impede public access, or interfere with road infrastructure, they must apply for an appropriate permit. There are some exemptions, as noted in the Road Management (Works and Infrastructure) Regulations 2015.

2.6.4 Obligations of others

There are several assets within the road reserve that Council does not have an obligation to inspect and/or maintain. These include:

- a) **Non-road infrastructure:** This includes (but is not limited to) such items as gas pipes, water and sewerage pipes, cables, electricity poles and cables, tram wires, rail infrastructure, bus shelters, public telephones, mailboxes, roadside furniture and fences erected by utilities, or providers of public transport.
- b) **Vehicle driveways:** The vehicle crossing (including Cross-over), located between the carriageway and the property boundary, must be maintained by the adjoining property owner. However, Council is responsible for the portion of the driveway where the constructed pathway is reasonably required by the public in accordance with the following diagrams:

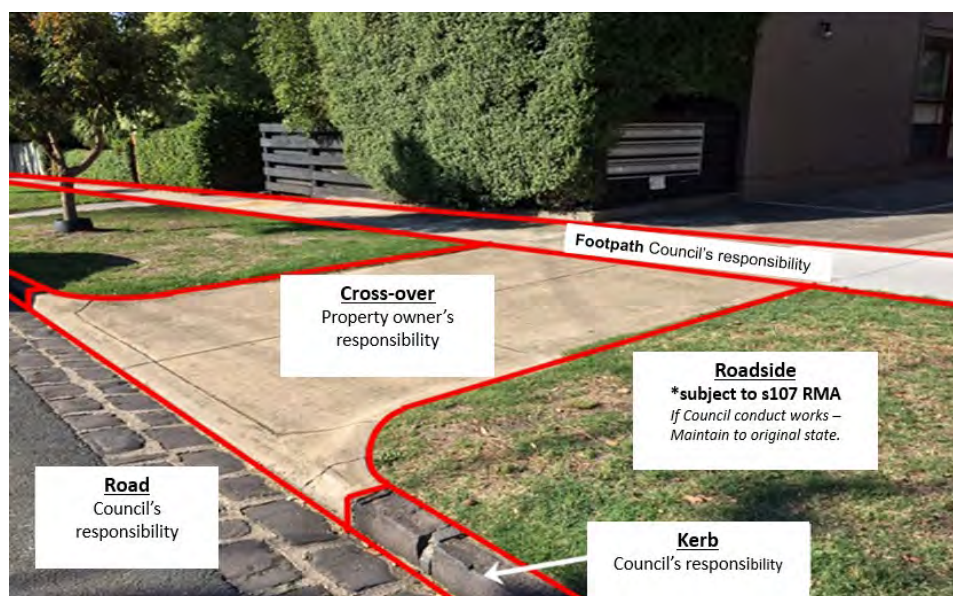


Figure 1 - Urban driveway / cross-over

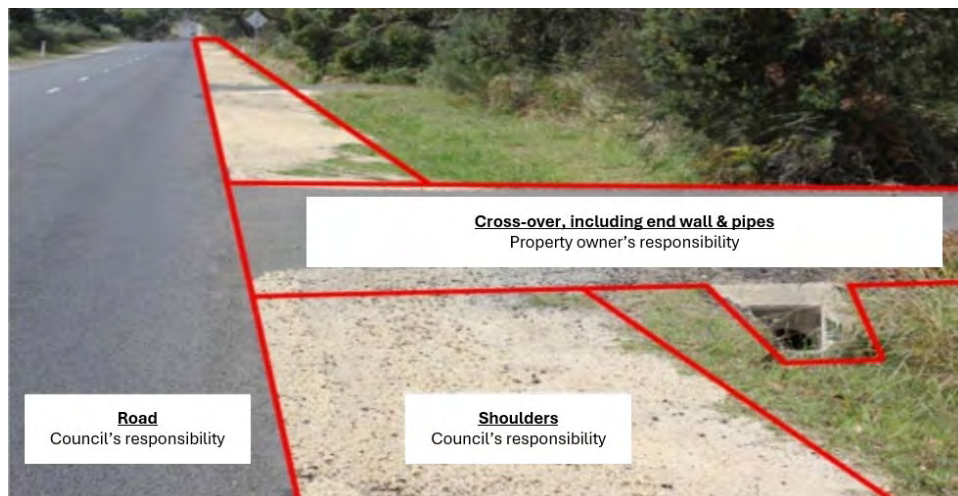


Figure 2: Extra urban and rural driveway / cross-over

- c) **Single property stormwater drains** – for drains constructed within the reserve that carry water from a single property to an outlet in the kerb, or other drain.
- d) **Utilities** – including but not limited to; telecommunication, power, water, gas and rail authority assets.
- e) **Roadside** – as per Section 107 of the Road Management Act, Council has no “*statutory duty or a common law duty to perform road management functions in respect of a public highway which is not a public road or to maintain, inspect or repair the roadside*”, described as “*any land that is within the boundaries of the road (other than shoulders) which is not a roadway or pathway*”. This includes landscaped tree plots within the footpath/pathway where the surface of the tree plot is not constructed with the intention of providing a trafficable pedestrian surface.

Where Council becomes aware of a hazard created by the defective condition of assets / infrastructure owned by another party, Council may at its absolute discretion:

- If located within assets / infrastructure for which Council is responsible (e.g. footpaths, road surfaces, etc.) or otherwise presents an immediate and significant risk to members of the public, undertake temporary measures to reduce the risk to members of the public until such time as the respective owner can implement permanent repairs (subject to Council's available resources).
- Report in writing (e.g. email or letter) the presence of the hazard to the responsible party and request that repairs be implemented within a reasonable timeframe.
- Where repairs are not completed by the responsible party within the respective timeframe, Council may complete necessary repairs and invoice the responsible party for the costs.

However, where another party has a duty in relation to the asset / infrastructure, and Council has a discretionary power to take remedial action in relation to that matter, only that other party with the duty is liable in a subsequent proceeding, in accordance with s.104 of the Road Management Act 2004.

3. Road management systems

3.1 Background and process

In the context of this Plan, and as per the requirements of the Act, Cardinia Shire Council defines Management System as a process-based system which enables Council to make decisions in line with community expectations, needs and targets.

Road asset management involves managing both physical assets and uses and operation that have the potential to impact their condition. It applies to all road assets, including:

- the road – pavement and surface, as well as footpaths, kerb and channel
- structures – bridges, culverts and traffic management devices
- road infrastructure – traffic signals and on-road electrical assets.

The aim of our road management system is to deliver a safe and efficient road network and meet community needs to the best of our ability, within available resources.

To create a road asset management system that would best meet our needs when inspecting, maintaining and repairing public roads, we used the following nationally recognised asset management frameworks:

- International Infrastructure Management Manual (IIMM) 2015, IPWEA
- IPWEA National Asset Management Systems (NAMS+)
- Other references, as listed in Technical References.

The system is designed to set the direction for our asset management activities. It is also linked to the annual business planning cycle.

3.2 Asset hierarchies: municipal road network

This Plan applies to all Public Roads for which Council is the coordinating road authority in accordance with Sections 36 and 37 of the Act. These are roads and pathways listed in Council's Register of Public Roads that Council has deemed to be:

- Managed and maintained by Council, and
- Considered to be reasonably required for general public use.

All roads and footpaths within the municipal road network are classified according to a hierarchy that takes into account how they are used, who uses them and how often.

The hierarchy classification is used to determine the levels of service required, prioritise works programs and determine defect intervention responses.

The classifications in the hierarchy are:

Road and street network	Is divided into the following categories: • Local Arterial • Local Major Collector • Local Minor Collector • Local Access • Limited Access See Attachment 1 for more information.
Pathway network	Is divided into 2 categories, each of which is divided into 3 sub-categories, as follows: Footpaths: • High • Medium • Low Shared and Bicycle Pathways: • High • Other Shared Pathways See Attachment 2 for further information.

3.3 Our road network

More information about Council's road network is shown in the tables below.

Road network length by classification / hierarchy:

Classification / Hierarchy	Length (km)	% of Network
Local arterial	230	14%
Local major collector	111	7%
Local minor collector	224	13%
Local access	1092	66%
Limited access	9	1%
Other roads and trails	230	14%
Total	1666	

Road network length by surface type:

Surface Type	Length (km)	% of Network
Sealed	844	51%
Unsealed	822	49%
Total	1666	

Pathway network length by category:

Classification	Length (km)	% of Network
Footpath High	31	3%
Footpath Medium	49	5%
Footpath Low	791	85%
Shared Pathway High	11	1%
Shared Pathway Other	50	5%
Total	932	

3.4 Maintenance management system**3.4.1 Maintenance management**

Council has responsibilities to all road users and the community to maintain public roads to a reasonably safe and suitable standard, within our available funds and resources.

By developing long-term maintenance programs for our assets, we are better able to plan how we do this.

The following maintenance requirements shape our annual program and budget.

Routine maintenance standards	Standards vary across the network depending on the asset type and relevant risk factors, such as traffic volumes and composition, operating speeds, the susceptibility of assets to deterioration and the cost effectiveness of repairs. Competing priorities for funding are also relevant. Defect intervention levels have been established using the <i>VicRoads Standard Specification Section 750</i> and adapting it to local conditions. The standards will be reviewed periodically to make sure they are adequate (see section 1.4).
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Repair and maintenance works	Works must be completed within a specified time, depending on the severity and location of the defect. Response times are determined using local knowledge and experience and past performance as a guide. Response times are monitored and will be periodically reviewed (see section 1.4).
Temporary mitigation measures	These are temporary works designed to reduce the risk of an incident, until such time as repair or maintenance works can be completed. Response times and safety measures – for example warning signs, flashing lights, and safety barriers – are determined by reference to the risk to safety, road type and traffic volume.
Emergency works	Works that result from emergency incidents and must be undertaken immediately, for the safety of road users and the public. Emergency works might include traffic incident management, responses to fires, floods, storms and spillages, and any assistance required under the Victorian State Emergency Response Plan and Municipal Emergency Management Plan.
Day to day decision system and process	The flow chart shown below outlines Council's day to day decision system process that includes how Council records works and inspections undertaken. This process includes: • Pro-active inspections based on this Plan • Reactive inspections when required • Determination of third-party assets, notification of owners and mitigating actions • Work scheduling and planning as per Council service levels • Work prioritisation as per risk and response times

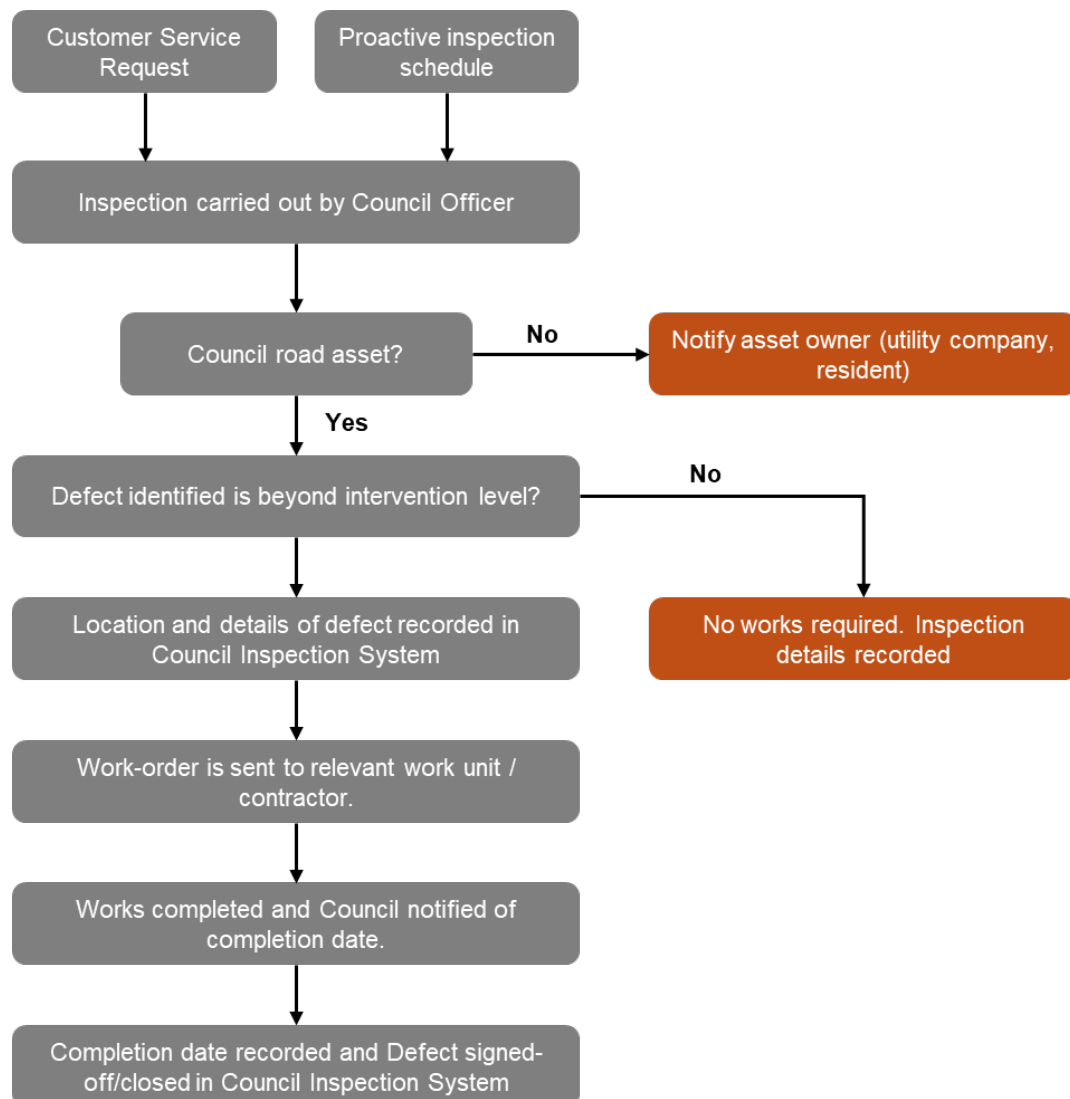


Figure 3 - Maintenance management process.

3.4.2 Asset management plans

Our asset management plans guide the development of long-term asset renewal programs, helping us to plan and finance asset renewal and replacement. Council has five Asset Management Plans that impact assets found in the Road Reserve including:

- Roads Asset Management Plan
- Pathway Asset Management Plan
- Open Space Asset Management Plan
- Bridge Asset Management Plan
- Drainage Asset Management Plan.

These documents detail the strategic guidelines and identify renewal, and upgrade improvements for the road network.

The Road Asset Management Plan takes a lifecycle approach to the management of Council's road network and identifies the elements necessary for the long-term sustainability of road assets.

Council's current funding profile for each asset group to deliver desired services is contained in each of the Asset Management Plans.

3.4.3 Maintenance surveys and inspections

A four-tier regime is used to inspect our road network assets. It covers safety issues, incidents, defects and condition inspections.

1. Reactive inspections (Request for Service or RFS)

These inspections are conducted in response to requests from the community. The inspection is carried out by a Council employee and assessed according to the Hazard intervention levels, contained within Attachment 5.

2. Proactive Inspections

Regular timetabled inspections that are scheduled depending on traffic flow, the types of defects likely to impact the asset and the perceived risks of these defects.

3. Condition Inspections

These inspections identify structural integrity issues which, if untreated, are likely to adversely affect the network overall. These issues may impact short-term serviceability, as well as the ability of the asset to perform for the duration of its intended life span.

These inspections are carried out in accordance with the Council's asset management plans.

3.4.4 Maintenance responsiveness and performance targets

The following information is recorded when we receive a Request for Service (RFS) from the community:

- Date the request was received
- Details of the request, including the location and nature of the reported hazard/defect (including any specific measurements if provided), name of the person making the request, copies of any photographs provided, etc.
- The personnel / department to which the request has been assigned for action

By recording this information, we can monitor compliance against target response times – that is, the time it takes from receiving a request to carrying out an inspection and ultimately completing necessary works.

Customer requests will be inspected and assessed in accordance with timeframes specified in Attachment 5. Following are some possible outcomes from a reactive inspection:

- If a defect identified exceeds a *Description / Intervention level* specified in Attachment 5, a work order would be created with a date for completion of works in line with respective specified repair timeframes.
- If repairs are significant – for example, rehabilitation works are required – temporary mitigation measures may be undertaken to reduce the risk posed by the hazard/defect until the proper works can be undertaken (and subject to available resources).

- If the defect is assessed as below the *Description / Intervention Level* specified in Attachment 5, it would be noted (including why), but no remedial action will be conducted.

In all cases, the action taken would be noted against the original request.

Target response times and intervention times are based on 'normal' conditions. The same level of service would not apply in cases where the Plan has been suspended, under Section 1.5.

3.5 Asset levels of service

Five elements are taken into account when determining appropriate levels of service for the road and pathway network. These are:

- Community expectations
- Technical standards
- Organisational capacity
- Performance measures and targets
- Safety of road and footpath users.

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4. Register of public records

Council maintains a register of public roads – called the Register of Public Roads – with the details of all public roads and ancillary areas for which we are responsible.

The Register of Public Roads is available on Council's website www.cardinia.vic.gov.au. A hard copy is made available upon request at our Customer Service Centre, 20 Siding Avenue, Officer, 3809.

4.1 Maintenance demarcation (boundary) agreements

Where there are boundary agreements between us and other road authorities or private organisations, the schedule of roads affected, and agreements are listed in the Municipal Road Register.

Council has agreements with the following road authorities:

- Baw Baw Shire Council
- Bass Coast Shire Council
- Casey City Council
- Yarra Ranges Council
- South Gippsland Shire Council
- Department of Transport and Planning.

4.2 Roads not listed on the register

The following roads are not listed on our Register of Public Roads:

- Roads which are the full responsibility of the state government, or a private enterprise;
- Unused roads for which we have not accepted responsibility;
- Roads drawn out on a plan of subdivision, until such time that we accept responsibility for these roads;
- Roads which we have not determined are reasonably required for general public use.

5. Technical references

- AS ISO 31000:2018 – Risk Management – Guidelines
- Integrated Asset Management Guidelines for Road Networks (AP-R202) 2002, Austroads Inc.
- International Infrastructure Management Manual (IIMM) 2015, IPWEA
- VicRoads Risk Management Guidelines
- VicRoads Standard Specification Section 750 – Routine Maintenance

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6. Attachments

6.1 Road hierarchy – roads

Category	Description
4A- Local Arterial	Caters for major vehicle movements across shire. Provides vital contribution to arterial road network that may have limited alternative higher order routes available locally. May have limited direct property access provisions. Focus on through traffic movements. Provides access between major activity centres. Key economic significance for the area.
4B1 - Local Major Collector	Provides connection between local collector/access roads and arterials with low/medium access provisions. Makes major contribution to road network complimenting arterial network. Alternative routes may be available. Provides major connection between estates, arterial network roads and activity centres.
4B2 - Local Minor Collector	Provides important connection between local roads and arterials whilst also providing access. Makes minor contribution to road network, generally impacting limited area. Alternative routes will likely be available. Provides connection between properties, arterial/collector network and/or activity generators.
4C - Local Access	Provides access from properties to the higher order road network. Low strategic value and usually minor contribution to surrounding network. Provides direct access to properties and the “normal” or default classification of a local road.
4D - Limited Access	Limited to only a handful of properties and generally unsealed. Very low use and very little impact on surrounding network. Short link to provide access to generally only a few properties
4E – Fire Access Tracks	Access in most cases restricted to emergency and maintenance vehicles and not subject to RMP inspection and maintenance standards. A select number, where ungated and regularly used by members of the public are inspected and maintained as per 4D – Limited Access roads.

6.2 Pathway hierarchy

6.2.1 Footpaths

Category	Area	Description
High	High-use Areas	Areas identified as potential high risk due to the nature and volume of pedestrian traffic associated with particular properties adjacent to Council footpath. These properties may include malls, major shopping areas, preschools, schools, community buildings (halls, library, health centres,) elderly homes precincts, medical precincts and hospitals.
Medium	Moderate-use Areas	Moderately trafficked pedestrian areas such as designated collector footpaths.
Low	Other Areas	All other constructed paths for which Council is responsible including residential areas.

6.2.3 Shared and bicycle pathways

Category	Area	Description
High	High-use Pathways	The category of 'highest use' that includes pathways used by high volumes of commuter cyclists, select high-use recreational pathways and select tourist pathways.
Low	Other Pathways	This category includes all other shared bicycle/pedestrian pathways.

6.3 Inspections requirements

Inspection Type	Purpose	Inspection and Reporting Requirements
Reactive – Request for Service (RFS)	Reactive inspections are designed to confirm the nature of defects/hazards reported by members of the public or Council employees and identify any that exceed the intervention levels specified in Attachment 5.	Performed by a Council representative with knowledge of Description / Intervention Levels (Attachment 5) and road maintenance techniques who may then call in a higher level of expertise if necessary. Defects are measured and photographed as specified in Council procedures. Documentation is required to identify the specific safety defect as detailed in Appendix 5, the time it was first reported, the time/date it was inspected and by whom.
Proactive Inspection	Council inspects all roads, pathways, and bridges for which it is responsible on a cyclic basis to identify defects which exceed the stated intervention levels. The inspection program reflects the priority identified in each asset group classification system and appropriate use of resources in accordance with the requirements of the Act.	Proactive Inspections of roads, footpaths, pathways and bridges are performed by a Council representative with knowledge of Description / Intervention Levels (Attachment 5). Defects are identified, measured and photographed as specified in Council procedures. A record of each asset is to be completed detailing the name of the inspector, the inspection date, and a description of any defects found that exceed the intervention levels specified in Attachment 5.
Bridge Inspections	Level 1 Inspections are carried out in conjunction with a Routine or Reactive inspection to check the general serviceability of the structure, particularly the safety of road users, and to identify any emerging problems. Details regarding Level 2 and 3 Inspections are included within Council's Bridge Asset Management Plan.	In addition, details of the inspection will be electronically recorded against the particular asset inspected.

Night Inspections	Inspections undertaken in accordance with a formal programmed inspection schedule for select assets (as specified in Attachment 4) to assess the reflectivity of road signage, cat's eyes and roadside guideposts, and the visibility of line marking at night.	Performed by a dedicated Plan inspector, Night Inspections are conducted via a slow-moving vehicle with standard driving lights (low beam), with visibility, legibility, and reflectivity assessed by eye from distances specified respective of each asset defect type.
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6.4 Inspection frequencies

If an Inspection Frequency falls due on a Weekend or Public Holiday, the due date to complete the inspection is the next Working Day.

Due to resource planning compliance with this Plan for inspection frequencies of 1 Month, will practically operate with a nominal inspection frequency within a calendar month.

H = Hours, WD = Working Days, W = Weeks, M = Months, Y = Years

Asset Group	Hierarchy Category	Reactive Inspection Timeframe	Proactive Inspection Frequency	Night Inspections
Sealed Roads (and respective Regulatory, Warning and Hazard Signs)	4A – Local Arterial	5 WD	1 M	1 Y
	4B1 – Local Major Collector	5 WD	2 M	2 Y
	4B2 – Local Minor Collector	8 WD	3 M	n/a
	4C – Local Access	10 WD	12 M	
	4D – Limited Access	10 WD	12 M	
Unsealed Roads (and respective Regulatory, Warning and Hazard Signs)	4A – Local Arterial	5 WD	4 M	1 Y
	4B1 – Local Major Collector	5 WD	6 M	2 Y
	4B2 – Local Minor Collector	8 WD	12 M	n/a
	4C – Local Access	10 WD	12 M	
	4D – Limited Access ³	10 WD	12 M	
Footpaths, Kerb and Channel ¹	High	5 WD	6 M	n/a
	Medium	8 WD	12 M	
	Low	10 WD	24 M	
Shared Pedestrian and Bicycle Pathways	High	5 WD	6 M	n/a
	Other Pathways	10 WD	12 M	
Vehicular Bridges and Major Culverts ²	Timber Bridges	5 WD	6 M	n/a
	Concrete Bridges	5 WD	12 M	
	Major Culverts	5 WD	12 M	
Emergency Response – All Asset / Categories		24 H	n/a	n/a

¹Kerb and Channel assets only subject to proactive inspections when directly adjoining High category footpaths.

²Level 1 inspections only.

³Also applied to a limited select number of 4E – Fire Access Tracks where they are ungated and used regularly by the public (e.g. for recreational purposes).

6.5 Defect intervention levels and repair timeframes

If a Defect Intervention or Repair Timeframe falls due on a Weekend or Public Holiday, the due date to complete the intervention or repair is the next Working Day.

Where a defect is due to be repaired > 8 weeks, temporary measures, may be implemented to reduce risk as much as is reasonably practicable pending permanent repairs in line with Repair Timeframes.

Pram crossings & ramps providing transition between road and footpath/pathway levels are treated as part of Footpaths & Pathways for the purposes of intervention levels and repair timeframes.

H = Hours, WD = Working Days, W = Weeks, M = Months, Y = Years

6.5.1 Sealed roads

Defect type	Description / Intervention Level	Repair timeframes by hierarchy			
		4A	4B1 & 4B2	4BC	4D
Pothole	Potholes in sealed pavement >50 mm in depth and >300 mm in diameter Potholes located in dedicated/marked bicycle lanes >30 mm depth and >150 mm diameter.	2 W	3 W	4 W	12 W
Edge break	Edge breaks >75 mm laterally over a 2m or greater length from the nominal seal line.	3 W	6 W	12 W	12 W
Edge / shoulder drop	Edge drops onto an unsealed shoulder >75 mm in depth over a 1m or greater length.	6 W	6 W	12 W	12 W
Depressions / deformations	Depression / deformations in the traffic lane of a sealed pavement >75 mm in depth under a 3m long straight edge.	3 M	6 M	12 M	12 M
Missing pit lids	Missing Council drainage pit lids.	1 WD	1 WD	1 WD	1 WD
Damaged pit lids	Damaged Council drainage pit lids (such that they are potentially structurally unsound).	2 WD	4 WD	8 WD	8 WD

Roadside Vegetation – encroachment	Vegetation intruding into the road envelope: • <4.9 m clearance over the trafficable portion of 4A roads • <4.5 m over the trafficable portion of 4B1 roads	2 W	4 W	n/a	n/a
	• <4.0 m over the trafficable portion of 4B2 and 4C roads	n/a	8 W	12 W	12 W
Roadside Vegetation – Obstructing sightlines	Vegetation that is obstructing sightlines to intersections or regulatory, warning and hazard signs.	4 W	8 W	6 M	6 M

6.5.2 Unsealed roads

Defect type	Description / Intervention Level	Repair timeframes by hierarchy			
		4A	4B1 & 4B2	4C	4D ¹
Pothole	Potholes in unsealed pavement >100 mm in depth and >500 mm in diameter	8 W	8 W	12 W	12 M
Wheel ruts / scouring	Wheel ruts or scouring on an unsealed road >100 mm in depth	6 W	6 W	12 W	6 M
Corrugations	Corrugations on an unsealed road >75 mm in depth and >150 mm between each corrugation, over a distance of 50 metres or more.	6 W	6 W	12 W	6 M
Roadside Vegetation encroachment	Vegetation intruding into the road envelope: <4.5 m over the trafficable portion of 4A, 4B1 and 4B2 roads	2 W	4 W	n/a	n/a
	<4.0 m over the trafficable portion of 4C and 4D roads	n/a	n/a	8 W	12 W
Roadside Vegetation – Obstructing sightlines	Vegetation that is obstructing sightlines to intersections or regulatory, warning and hazard signs.	4 W	8 W	4 M	6 M

¹Also applied to a limited select number of 4E – Fire Access Tracks where they are ungated and used regularly by the public (e.g. for recreational purposes).

6.5.3 Traffic control devices

Defect type	Description / Intervention Level	Repair timeframes by hierarchy			
		4A	4B1 & 4B2	4C	4D
Missing / Damaged Signage	Regulatory, warning and hazard signs missing, illegible or damaged making them substantially ineffective when viewed from 100 metres.	1 W	2 W	3 W	4 W
Missing / Damaged Guard Rail or fencing	Guard rail/fence damaged or missing making them substantially ineffective	12 W	12 W	6 M	6 M
Damaged Retaining wall	Road and footpath retaining walls with a component affected so as to render ineffective.	6 M	6 M	6 M	6 M
Missing / Damaged Pavement Markings, guideposts and rumble bars	Pavement markings which are missing or faded making them substantially ineffective	15 M	15 M	15 M	15 M

6.5.4 Footpaths

Defect type	Description / Intervention Level	Repair timeframes by hierarchy		
		High	Medium	Low
Vertical Displacement	Sealed footpaths – Vertical Displacement >25 mm in height Gravel footpaths – Vertical Displacement >50 mm in height.	8 W	12 W	2 Y
Loose segmented pavers	Loose and unstable segmented pavers (i.e. bluestone, bricks, etc.) that move underfoot	8 W	12W	2 Y
Cracking	Cracking in footpaths >40 mm wide	8 W	12 W	2 Y
Undulations	Sealed footpaths – Undulations (depressions / bumps) >75 mm in depth/height under a 1.2m straight edge Gravel footpaths – Undulations (depressions / bumps) >100 mm in depth/height under a 1.2m straight edge ¹	8 W	12 W	2 Y
Dislodged / missing pieces / potholes	Sealed footpaths – Dislodged or missing pieces or potholes >300 mm in length/width and >25 mm in depth Unsealed footpaths – Dislodged or missing pieces or potholes >300 mm in length/width and >50 mm in depth	8 W	12W	2 Y
Missing pit lids	Missing Council drainage pit lids	1 WD	1 WD	1 WD
Damaged pit lids	Damaged Council drainage pit lids (such that they are potentially structurally unsound)	2 W	4 W	8 W
Vegetation overhead clearance	Vegetation intruding into the footpath envelope: <2.5 m over footpath surface	2 M	3 M	4 M

Damaged / missing tactile indicator	Damaged rendering ineffective or missing	3 M	12 M	18 M
Missing plank (Timber footpaths only)	Missing timber plank	1 WD	1 WD	1 WD

¹Not applied to intentional design elements such as integrated drainage swales / water-bars, speed humps, etc. Such elements are assessed on a case-by-case basis to ensure they remain functional while also not presenting an unreasonable safety risk to users.

6.5.5 Shared and bicycle pathways

Defect type	Description / Intervention Level	Repair timeframes by hierarchy	
		High	Other Pathways
Vertical Displacement	Sealed pathways – Vertical Displacement >25 mm in height Gravel pathways – Vertical Displacement >50 mm in height	8 W	12 W
Cracking	Cracking perpendicular to path of travel >30 mm wide Longitudinal cracking >20 mm wide	8 W	12 W
Undulations	Sealed Pathways – Undulations (depressions / bumps) >75 mm in depth/height under a 1.2m straight edge Gravel Pathways – Undulations (depressions / bumps) >100 mm in depth/height under a 1.2m straight edge ¹	8 W	12 W
Dislodged / missing pieces / potholes	Sealed pathways – Dislodged or missing pieces or potholes >300 mm in length/width and >25 mm in depth Gravel pathways – Dislodged or missing pieces or potholes >300 mm in length/width and >50 mm in depth	8 W	12 W
Missing pit lids	Missing Council drainage pit lids	1 WD	1 WD
Damaged pit lids	Damaged Council drainage pit lids (such that they are potentially structurally unsound)	2 W	8 W
Vegetation clearance	Vegetation intruding into the pathway envelope: <3.0 m over shared pathway surface and within <50 cm from each edge	2 M	4 M

Vegetation – Obstructing sightlines	Vegetation that is obstructing sightlines to intersections or regulatory, warning and hazard signs when viewed from <20 m	2 M	4 M
Damaged / missing tactile indicator	Damaged rendering ineffective or missing	3 M	18 M

¹Not applied to intentional design elements such as integrated drainage swales / water-bars, speed humps, etc. Such elements are assessed on a case-by-case basis to ensure they remain functional while also not presenting an unreasonable safety risk to users.

6.5.6 Kerb and channel

Defect type	Description / Intervention Level	Repair timeframes by hierarchy	
		High use footpaths	All other categories
Vertical Displacement	Vertical displacement – uplift section >50 mm	8 W	12 W
Horizontal Displacement	Horizontal displacement section >50 mm	8 W	12 W



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20 Siding Avenue, Officer

PO Box 7
Pakenham 3810

Phone: 1300 787 624
Email: mail@cardinia.vic.gov.au
Web: www.cardinia.vic.gov.au

National Relay Service (NRS)

TTY: 133 677 (ask for 1300 787 624)

Speak and Listen (speech-to-speech relay): 1300 555 727 (ask for 1300 787 624)



Translator Interpretation Service

131 450 (ask for 1300 787 624)



7.2.6 INSTRUMENT OF DELEGATION - COUNCIL TO CEO

Responsible GM:	Wayne Mack
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making.

Recommendation

That Council, In the exercise of the power conferred by s 11(1)(b) of the *Local Government Act 2020* resolves that:

1. There be delegated to the person holding the position, or acting in or performing the duties, of Chief Executive Officer the powers, duties and functions set out in the attached *Instrument of Delegation to the Chief Executive Officer*, subject to the conditions and limitations specified in that Instrument.
2. The instrument comes into force immediately upon this resolution being made and is to be signed by the Council's Chief Executive Officer and the Mayor.
3. On the coming into force of the instrument all previous delegations to the Chief Executive Officer are revoked.
4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.

Executive Summary

Section 11(1)(b) of the *Local Government Act 2020* allows for delegation of Council powers to the Chief Executive Officer and any person acting in or performing the duties of the Chief Executive Officer. It is good governance practice to adopt a new Instrument at the commencement of a new Chief Executive Officer. The powers to be delegated have not changed since last adopted on 19 May 2025.

Background

Section 11(1)(b) of the *Local Government Act 2020* allows for delegation of Council powers to the Chief Executive Officer and any person acting in or performing the duties of the Chief Executive Officer. The Instrument of Delegation to the Chief Executive Officer was last adopted on 19 May 2025 in line with the Local Government Act to review within 12 months of a Council Election.

Discussion

The attached Instrument remains unchanged from the Instrument adopted on 19 May 2025. It is good governance practice to adopt a new Instrument at the commencement of a new Chief Executive Officer.

Policy Implications

This instrument will revoke and supersede the previous version from 19 May 2025.

Financial and Resource Implications

Nil

Climate Emergency Consideration

Nil

Consultation/Communication

Nil

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Attachments

1. Attachment 1 - S5 Instrument of Delegation - Council to CEO - 20 October 2025 [7.2.6.1 - 4 pages]



S5 Instrument of Delegation to Chief Executive Officer

Cardinia Shire Council

Instrument of Delegation

to

The Chief Executive Officer

Instrument of Delegation

In exercise of the power conferred by s 11(1) of the *Local Government Act 2020* (**the Act**) and all other powers enabling it, the Cardinia Shire Council (**Council**) delegates to the member of Council staff holding, acting in or performing the position of Chief Executive Officer, the powers, duties and functions set out in the Schedule to this Instrument of Delegation,

AND declares that

1. this Instrument of Delegation is authorised by a Resolution of Council passed on **20 October 2025**;
2. the delegation
 - 2.1 comes into force immediately the common seal of Council is affixed to this Instrument of Delegation;
 - 2.2 is subject to any conditions and limitations set out in the Schedule;
 - 2.3 must be exercised in accordance with any guidelines or policies which Council from time to time adopts; and
 - 2.4 remains in force until Council resolves to vary or revoke it.

Signed by the Chief Executive Officer of Council)
in the presence of:)

.....
Witness

Date:

Signed by the Mayor in the presence of:)
)

.....
Witness

Date:

SCHEDULE

The power to

1. determine any issue;
 2. take any action; or
 3. do any act or thing
- arising out of or connected with any duty imposed, or function or power conferred on Council by or under any Act.

Conditions and Limitations

The delegate must not determine the issue, take the action or do the act or thing

1. if the issue, action, act or thing is an issue, action, act or thing which involves
 - 1.1 entering into a contract exceeding the value of \$1,000,000, except as set out in clause 1.2 or unless:
 - 1.1.1 it is a contract for works or services or the acquisition of land which is being entered into pursuant to a Development Contributions Plan ("DCP") or Infrastructure Contributions Plan ("ICP"), in which case the delegate may enter into the contract up to any amount not exceeding 10% more than the amount referred to in the DCP or ICP); or
 - 1.1.2 it is a contract for works or services tendered, procured or awarded through the Construction of Urban and Rural Roads, Construction Contractors Panel, established by resolution of Council on 14 April 2020, and extended by resolution of Council on 20 March 2023, in which case the delegate may enter into the contract up to any amount not exceeding \$3,500,000. If this delegation is exercised the Chief Executive Officer is required to report to the Council on the award of the contract at the earliest available opportunity after it is entered.
 - 1.2 approving and executing a variation to an existing contract if the total value of the proposed variation when combined with the total value of the contract and any previous variations exceeds both:
 - 1.2.1 the CEO's financial delegation for awarding contracts; and
 - 1.2.2 20% of the original value of the existing contract as executed;
 - 1.3 authorising any expenditure that exceeds \$1,000,000 (unless it is expenditure made under a contract already entered into, or is expenditure which Council is, by or under legislation, required to make.
 - 1.4 appointing an Acting Chief Executive Officer for a period exceeding 28 days;
 - 1.5 electing a Mayor or Deputy Mayor;
 - 1.6 granting a reasonable request for leave under s 35 of the Act;
 - 1.7 making any decision in relation to the employment, dismissal or removal of the Chief Executive Officer;

- 1.8 approving or amending the Council Plan;
- 1.9 adopting or amending any policy that Council is required to adopt under the Act;
- 1.10 adopting or amending the Governance Rules;
- 1.11 appointing the chair or the members to a delegated committee;
- 1.12 making, amending or revoking a local law;
- 1.13 approving the Budget or Revised Budget;
- 1.14 approving the borrowing of money;
- 1.15 subject to section 181H(1)(b) of the Local Government Act 1989, declaring general rates, municipal charges, service rates and charges and specified rates and charges;
- 2. if the issue, action, act or thing is an issue, action, act or thing which is required by law to be done by Council resolution;
- 3. if the issue, action, act or thing is an issue, action or thing which Council has previously designated as an issue, action, act or thing which must be the subject of a Resolution of Council;
- 4. if the determining of the issue, taking of the action or doing of the act or thing would or would be likely to involve a decision which is inconsistent with a
 - 4.1 policy; or
 - 4.2 strategy
 adopted by Council;
- 5. if the determining of the issue, the taking of the action or the doing of the act or thing cannot be the subject of a lawful delegation, whether on account of s 11(2)(a)-(n) (inclusive) of the Act or otherwise; or
- 6. the determining of the issue, the taking of the action or the doing of the act or thing is already the subject of an exclusive delegation to another member of Council staff.

7.2.7 INSTRUMENT OF APPOINTMENT AND AUTHORISATION - PLANNING AND ENVIRONMENT ACT 1987

Responsible GM:	Wayne Mack
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	5.1 We practise responsible leadership 5.1.5 Champion the collective values of the community through the Councillors' governance of the shire.

Recommendation

That Council in the exercise of the powers conferred by s 147(4) of the *Planning and Environment Act 1987*, resolves that:

1. The members of Council staff referred to in the attached Instrument be appointed and authorised as set out in the instrument.
2. That the instrument comes into force immediately it is signed by Council's Chief Executive Officer and remains in force until Council determines to vary or revoke it.

Executive Summary

Council under Section 147(4) of the *Planning and Environment Act 1987* appoints authorised officers to act on behalf of Council. An audit has been undertaken for authorised officers and identified officers that require to be renewed as Authorised Officers to undertake the duties of their role. It is recommended that Council appoints the named members of Council Staff as Authorised Officers.

Background

Council and the CEO under delegated powers, often appoint officers to be authorised officers under the relevant legislation to allow them to perform the duties of their role.

Section 147(4) of the *Planning and Environment Act 1997* allows Council to appoint officers to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act;

Authorised officers exercise these powers in accordance with the Planning Scheme.

Discussion

An audit of staff authorisations has been undertaken by the Governance team and as such, the named officers (below) are required to be renewed as authorised officers in the performance of their duties.

Duncan Turner Fiona Wishart Keira Lee Emma Cadd Fiona Shadforth Karen Egan Kylie Eddy Laura Acreman Lisa Hall	Peter Mondy Teresa Hazendonk Michael Prior Jason Gilbert Molly Collins Frances Gurnett Joanne Harris Vanessa Neep Michelle Kelly	Ana Neiva Evie McGauley-Kennedy Alicia Brown Alisha Van Diem Jennifer Lim Hamish Mival Lori Zhang Michael Stockigt Frances Stipkovic
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Sherie O'Meara Simone Norbury Sonia Higgins Catriona Little Mitchell Sykes Sumaia Khan Marcelle Bell Lorna Lablache	Tim Heffernan Suamai Khan Jordan Lambeski Tanvi Rawat Frank Xu Jade Kim Georgia Wyrdeaman Mir Faruque	Ashley Boyce Lisa-Marie Gibson Lisa McNally Dean Haeusler Isabelle Kerr Georgia Gellert Ashwika Mathew
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Authorised Officers under the *Planning and Environment Act 1987* can only be appointed by resolution of Council.

Policy Implications

Cardinia Planning Scheme

Financial and Resource Implications

Nil

Climate Emergency Consideration

Nil

Consultation/Communication

Nil

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Attachments

1. Attachment 1 - Authorisations - P&E Act - Planning and Design Team [7.2.7.1 - 100 pages]



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*)

In this instrument "officer" means -

- **Duncan Turner**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This instrument is authorised by a resolution of the Cardinia Shire Council
On 20 October 2025.

Signed by the Chief Executive Officer of Council)
in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation ***(Planning and Environment Act 1987)***

In this instrument "**officer**" means -

- **Fiona Wishart**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This instrument is authorised by a resolution of the Cardinia Shire Council
On 20 October 2025.

Signed by the Chief Executive Officer of Council)
in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Keira Lee**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This instrument is authorised by a resolution of the Cardinia Shire Council
On 20 October 2025.

Signed by the Chief Executive Officer of Council)
in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Emma Cadd**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This instrument is authorised by a resolution of the Cardinia Shire Council
On 20 October 2025.

Signed by the Chief Executive Officer of Council)
in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Fiona Shadforth**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This instrument is authorised by a resolution of the Cardinia Shire Council
On 20 October 2025.

Signed by the Chief Executive Officer of Council)
in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*)

In this instrument "officer" means -

- Karen Egan

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

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- remains in force until varied or revoked.

This instrument is authorised by a resolution of the Cardinia Shire Council
On 20 October 2025.

Signed by the Chief Executive Officer of Council)
in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation ***(Planning and Environment Act 1987)***

In this instrument "**officer**" means -

- **Kylie Eddy**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
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On 20 October 2025.

Signed by the Chief Executive Officer of Council)
in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Laura Acreman**

By this instrument of appointment and authorisation Cardinia Shire Council -

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On 20 October 2025.

Signed by the Chief Executive Officer of Council)
in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Lisa Hall**

By this instrument of appointment and authorisation Cardinia Shire Council -

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in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Sherie O'Meara**

By this instrument of appointment and authorisation Cardinia Shire Council -

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in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Simone Norbury**

By this instrument of appointment and authorisation Cardinia Shire Council -

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in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Sonia Higgins**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
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in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Catriona Little**

By this instrument of appointment and authorisation Cardinia Shire Council -

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in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Mitchell Sykes**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
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in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Sumaia Khan**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
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in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation ***(Planning and Environment Act 1987)***

In this instrument "**officer**" means -

- **Marcelle Bell**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Georgia Wyrdeman**

By this instrument of appointment and authorisation Cardinia Shire Council -

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in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Georgia Gellert**

By this instrument of appointment and authorisation Cardinia Shire Council -

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in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*)

In this instrument "officer" means -

- **Ashwika Mathew**

By this instrument of appointment and authorisation Cardinia Shire Council -

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in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Lorna Lablache**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Mir Faruque**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Peter Mondy**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Teresa Hazendonk**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Michael Prior**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Jason Gilbert**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*)

In this instrument "officer" means -

- **Molly Collins**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Frances Gurnett**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Joanne Harris**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*)

In this instrument "officer" means -

- **Vanessa Neep**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Michelle Kelly**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Tim Heffernan**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Suamai Khan**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Jordan Lambeski**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Tanvi Rawat**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation ***(Planning and Environment Act 1987)***

In this instrument "**officer**" means -

- **Frank Xu**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (*Planning and Environment Act 1987*)

In this instrument "officer" means -

- **Frances Stipkovic**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation ***(Planning and Environment Act 1987)***

In this instrument "**officer**" means -

- **Ashley Boyce**

By this instrument of appointment and authorisation Cardinia Shire Council -

1. under s 147(4) of the *Planning and Environment Act 1987* – authorises the officer to carry out the duties or functions and to exercise the powers of an authorised officer under the *Planning and Environment Act 1987*; and
2. under s 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument -

- comes into force immediately upon its execution;
- remains in force until varied or revoked.

This instrument is authorised by a resolution of the Cardinia Shire Council
On 20 October 2025.

Signed by the Chief Executive Officer of Council)
in the presence of:)

Witness

Date:



Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Lisa-Marie Gibson**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Cardinia Shire Council

Instrument of Appointment and Authorisation

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Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Lisa McNally**

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Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Dean Haeusler**

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Cardinia Shire Council

Instrument of Appointment and Authorisation

(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Isabelle Kerr**

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Cardinia Shire Council

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Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Jade Kim**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Cardinia Shire Council

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Instrument of Appointment and Authorisation ***(Planning and Environment Act 1987)***

In this instrument "**officer**" means -

- **Ana Neiva**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Cardinia Shire Council

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Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Evie McGauley-Kennedy**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Alicia Brown**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Cardinia Shire Council

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Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Alisha Van Diem**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Date:



Cardinia Shire Council

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Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Jennifer Lim**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

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Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Hamish Mival**

By this instrument of appointment and authorisation Cardinia Shire Council -

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in the presence of:)

Witness

Date:



Cardinia Shire Council

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(Planning and Environment Act 1987 only)



Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Lori Zhang**

By this instrument of appointment and authorisation Cardinia Shire Council -

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Witness

Date:



Cardinia Shire Council

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Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

- **Michael Stockigt**

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Signed by the Chief Executive Officer of Council)
in the presence of:)

Witness

Date:

S7.2.8 RESPONSE TO NOM 1112 - EMERALD LAKE PRECINCT (ELP) MASTER PLAN REVIEW

Responsible GM:	Debbie Tyson
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	1.1 We empower our communities to be healthy, connected and resilient 1.1.1 Plan for, and support the delivery of, accessible health and social services that address critical gaps in provision. 1.1.2 Enrich local identity and opportunities for the community to connect through art, history and cultural expression. 2.1 We support the creation of liveable spaces and places 2.1.1 Advocate, plan for and deliver accessible community infrastructure and services that address community need. 2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.

Recommendation

That Council:

1. Supports the continuation of scoping activities for the Emerald Lake Precinct (ELP) master plan review and associated projects, based on the considerations outlined in this report.
2. Acknowledges that the scoping process will require additional time and resources beyond the initial six-month timeframe, as outlined in the activity schedule. This extended effort is necessary to ensure a comprehensive and informed approach to planning and implementation of these works
3. Notes that the scope of the original ELP master plan remains unchanged at this stage. Once the recommended actions have been implemented, this—along with insights from community engagement—will inform the prioritisation of initiatives and any necessary changes to the scope.

Executive Summary

At the Council Meeting held on 17 March 2025, Notice of Motion (NoM) 1112 from Cr Nickell was carried, prompting a series of actions by Council officers. On 14 April 2025, officers responded with a brief report outlining the scope of works planned for the current financial year. This included budget alignment and a justification for the proposed demolition of the café and tea rooms building, along with alternative options should the café remain.

Subsequent updates from Council officers include the following key developments:

- Signage project: Phase 1 successfully completed.
- Café demolition: Temporarily placed on hold pending further review.
- Emerald Arts Society Lease: A facilitation process commenced on 8 May 2025, resulting in an extended lease agreement for an additional six months (ending October 2025)
- ELP master plan review in progress.

Council officers have commenced a review of the master plan and believe it provides good strategic direction for Emerald Lake Park, and as indicated in the plan, further investigation is required to understand the deliverability of the plan. Since its adoption, significant change has occurred including vacancies in all buildings at Emerald Lake Park and legislation requiring gender impact assessments (GIA) under the Gender Equality Act 2020. Through review, officers identified further actions that will support future decision making on the master plan. The key themes from the review include:

- Precinct role and strategic positioning
 - o Consideration of the 'regional' hierarchy classification of the precinct to better reflect its strategic role and visitor catchment and economic activation.
- Connectivity and regional integration
 - o The Eastern Dandenong Ranges Trail (EDRT) presents an opportunity to enhance the identity of the precinct and the Hills region. Running through Emerald Lake Park and flanking the lakeside car park, the EDRT positions the precinct as a key node along the trail, strengthening both the precinct's identity and regional connectivity.
- Site data and infrastructure planning
 - o Update feature and level survey data and investigation into the levels and grading to determine suitability of use and support infrastructure planning (services/utilities upgrade).
- Visitor amenities and utilities
 - o Review the location and integration of toilet and visitor amenities to align with key nodes or make use of existing sewer infrastructure and other utility/service assets where possible.
- Visual and landscape design
 - o Reconsider the visual impact of the proposed retaining walls due to the undulating nature of the site and enhance design quality, particularly around Lakeside Drive and car park areas.
- Accessibility and inclusive design
 - o Review compliance with Accessibility standards, including furniture, pathways, and future detailed design to ensure inclusive access.
- Asset and building utilisation
 - o Update asset condition data and assess vacant buildings to consider the preferred location for any community or group activities, and the location for a planned shelter.
- Cultural heritage recognition
 - o Exploring opportunities to reflect and celebrate Aboriginal cultural heritage, supporting Council's Reconciliation Action Plan.

The master plan review will consider a series of key projects—identified as priorities when the master plan was adopted in 2023, focused on enhancing safety, accessibility, improved user experience and community activation. These include Gus Ryberg Amphitheatre, further market feasibility and site assessment within the Lake Tregonowan zone (e.g. Lakeside building, Old Café building, water play area), and upgrades to the Eastern Dandenong Ranges Trail (EDRT). Until the survey and investigation works are completed, and the costs associated with the provision of vital services required to upgrade the park are fully understood, these works will continue to be assessed for inclusion. These projects reflect Council's commitment to delivering a revitalised and inclusive park that meets evolving community needs and strengthens regional connectivity.

Background

Response to the Notice of Motion 1112

At the 17 March 2025 Ordinary Council Meeting, Councillor Nickell presented NoM 1112, requesting a briefing report outlining proposed works for the current financial year and their

alignment with budget allocations. In response, Council officers provided a briefing on 14 April with the following updates:

- Items 1 and 2 achieved:
 - o Demolition paused pending master plan review scope determination
 - o Community use of the building during PAVE festival completed
- Updated works for this financial year:
 - o Signage project – now completed
 - o Site investigation works – commenced, to be completed by end of October
- ELP café and tea rooms:
 - o Rationale on planned demolition and options presented to Councillors
- ELP master plan review:
 - o Considerations: regional park classification, tenant changes, internal stakeholder engagement, Council's financial capacity, aging assets, upgrade to utilities to cater for future demand and site investigation works.
 - o A focused review of key areas including connectivity, inclusivity, accessibility, activation, compatible land use and the precinct's role within the Eastern Dandenong Ranges Trail corridor. Further engineering assessments will be incorporated to address topographical constraints and ensure DDA compliance, reinforcing the precinct's inclusivity and regional significance.

ELP – A regional destination

The Emerald Lake Precinct (ELP) master plan and the ELP strategic plan 2020–2030 both articulate a vision for the precinct that aligns with characteristics of a regional park.

The strategic plan sets out a long-term vision for the precinct, emphasizing its role as a regional destination for recreation, nature, heritage, and community events. It identifies the precinct as a significant open space asset for the region, comprising Emerald Lake Park and Nobelius Heritage Park, and highlights its importance in serving both local and broader regional communities. Key focus areas include enhancing playspaces, events and activation, food and hospitality, and accessibility, which are typical for regional park planning. A priority action in the ELP Strategic Plan is for the development of the ELP master plan.

The ELP master plan builds on the ELP strategic plan and outlines a 10-year implementation plan for upgrades and improvements across the 58-hectare precinct.

The current master plan identifies the need for external investment, which suggests a vision for broader regional engagement and sustainability. These projects were shaped by previous community consultations involving a diverse range of internal and external stakeholders. Key themes from the community consultation were:

- *Site character and identity* - Strong community and stakeholder desire to maintain the unique natural and heritage character of the precinct.
- *Access and connectivity* - Consistent feedback on the need to improve site accessibility, internal circulation, and connectivity—especially for people with disabilities and mobility needs.
- *Visitor amenities and infrastructure* - Enhance user experience through improved amenities to support longer stays and cater to diverse community needs.
- *Play and recreation* - High interest in maintaining and enhancing the playground and water play areas as key family-friendly attractions.
- *Activation and events* - Support for activating underutilised spaces through events, community use, and improved shared facilities.
- *Safety and wayfinding* - Feedback from Victoria Police and others highlighted the need for improved lighting, signage, and clear navigation to enhance safety and usability.

- *Stakeholder specific needs* - Input from external stakeholder groups (e.g. Puffing Billy Org, Friends of ELP) and local schools emphasised tailored improvements to support education, tourism, and community engagement.

The master plan focuses on asset renewal and upgrades to meet the Precinct's regional status without compromising its character. The regional state of the precinct has been reviewed, and it is reaffirmed in Cardinia Shire's Open Space Strategy as a key regional open space, recognised for its high visitation, environmental and heritage value, and its role in supporting tourism, recreation, and community wellbeing across the broader region.

Progressing stage 1 projects requires further investigation into accessibility, utilities and services capacity, and tree impacts. Engineering assessments will address topographical constraints and ensure DDA compliance, supporting inclusive design and long-term viability.

As part of Cardinia Shire Council's commitment to equity and inclusion, the draft Reconciliation Action Plan outlines a clear intention to seek opportunities within the ELP review to embed recognition of the rich cultural heritage of the area. This has been evident in the signage project where three (3) Acknowledgement of Country signs were installed in strategic locations at ELP. A local Wurundjeri Artist was commissioned to do the artwork for the signs.

This commitment is reflected in the approach to the master plan review, where Council aims to enhance park features and elements through intentional design. The future process will actively involve the Aboriginal community, ensuring their voices and cultural values are represented in the planning and design of public open spaces. This inclusive approach supports the creation of places that are not only functional and welcoming but also celebrate and respect the deep cultural connections to Country, aligning with the principles of fair access and meaningful community engagement.

Proposed works within ELP

Gus Ryberg Amphitheatre

In September 2024, a temporary fence was installed around the Gus Ryberg Amphitheatre following major structural concerns identified during the master plan site assessment and engineering review, resulting in its closure for public safety. The fencing, while necessary, detracts from the precinct's visual amenity. Several options were considered, and a full rebuild is required to retain the amphitheatre's original design intent. The initial concept design included extensive retaining walls to meet DDA compliance, which warrants reconsideration due to potential visual impacts—particularly around Lakeside Drive.

A detailed arboriculture study is recommended to assess tree impacts to inform a more feasible design approach, which is standard practice while transitioning from functional layout to detailed design stage. The proposed works would include a shelter, stage area, all-abilities access (blended ramp and stairs), vehicle access, pedestrian-priority road crossing, and improved seating with composite timber materials. Consideration to preserve or enhance existing historical murals is also included.

Lake Tregonowan Zone works

Further assessment is necessary across proposed activity areas within the Lake Tregonowan precinct, including the water play zone, the café zone (former café site), and the lakeside building. Existing feature and level survey data must be updated to inform suitability of use, particularly regarding site grading and infrastructure capacity. A review of toilet and visitor amenity locations is required to ensure alignment with proposed activity nodes and utilising existing sewer infrastructure. These investigations are essential to support future infrastructure planning and to enable accurate cost estimation during the detailed design phase.

A building condition and feasibility audit was completed as part of the master plan process; however, the asset condition data from 2021 now requires updating. This includes reassessing the condition of vacant buildings to determine their suitability for either commercial or community use, with a particular focus on activating the waterfront and the old café building. Interim uses are also being considered for all vacant buildings, such as the model railway and the lakeside building, part of which is currently used as a Council office. Through consultation it was identified that the preferred location for future community activities is the waterfront. Updating asset condition data and infrastructure planning is essential to support future use, including feature and level survey updates, grading investigations, and service upgrade requirements.

Easter Dandenong Ranges Trail

The Eastern Dandenong Ranges Trail (EDRT) presents a significant opportunity to reinforce Emerald Lake Park's identity as a regional destination, while enhancing its tourism appeal and connectivity across the Hills region. Running through the precinct and adjacent to the lakeside car park, the EDRT serves as a vital link between key natural and recreational assets. Proposed upgrades to the Lake Treganowan car park and adjoining trail segment aim to improve accessibility, though challenges remain around DDA compliance and the preservation of mature trees. Additional improvements within the western forest zone—including safety barriers, wayfinding signage, and re-vegetation of degraded areas—will further support safe navigation, environmental resilience, and the trail's role in regional tourism.

Policy Implications

The regional status of ELP is validated in the 2020 ELP Strategic Plan, 2018 Open Space Management Framework and Council's Open Space Strategy. The actions proposed in the ELP master plan reflect the regional importance.

Service levels and infrastructure should be developed and maintained to meet this expectation, and the asset renewal focus of the master plan aligns with Council's Asset Management Policy.

Financial and Resource Implications

The current budget for this financial year is \$220,000. Given existing budget constraints, it is critical that future funding allocations are strategically planned, with a strong focus on identifying opportunities for matched contributions from external sources to support project delivery. Looking ahead, a total of \$3.8M has been earmarked for project resourcing through to 2028, this will be reviewed as investigations and refinement of the master plan evolves.

Project Deliverability

Given the complexity and scale of asset renewal at the Emerald Lake Precinct, the Master Plan project presents significant design and project management risks. To ensure effective delivery across the design and staged implementation phases over the next four years, a dedicated project lead is recommended. This is in addition to existing support from the Project Working Group with representation from Parks Planning, Placemaking, Community Infrastructure Development, Open Space Presentation, Building and Facilities and Community engagement teams. The project working group recommends additional resourcing to support broader master plan delivery and operational needs, alongside a clear governance framework to guide reporting, decision-making, and alignment with council strategies and the aspirations of both the ELP Strategic Plan and master plan. The level of resourcing required will ultimately depend on Council's commitment to the project. A staged implementation approach will position the project to seek and secure external funding opportunities. The FTE requirement will be determined by the extent of work undertaken.

Climate Emergency Consideration

Climate change and natural resource protection and efficiencies have been considered in the following ways:

- Through enhanced tree investigations and careful site planning, the impact on vegetation will be minimised. Significant trees and remnant vegetation is to be conserved and protected, with only a limited number of trees identified for removal.
- Water saving measures will be considered for the new toilet facilities. These will be guided by Council's Integrated Water Management Plan.
- Sustainable materials and products will be sourced in line with Council's environmental commitments.

Consultation/Communication

An updated Communication and Consultation Plan is currently being developed to support the review of the ELP master plan. This communication plan aims to ensure that the community remains well-informed throughout the review process.

The plan acknowledges the extensive community engagement undertaken prior to the master plan's adoption and builds on this foundation to guide project prioritisation. It will ensure a balanced approach that considers community feedback, project viability, and Council's financial capacity to deliver outcomes sustainably. Given the current financial climate and limited funding availability, the plan will also address risks related to implementation delays and scope adjustments, while maintaining transparency and trust with stakeholders.

A broader engagement will be undertaken as part of the master plan review to revalidate the park's Regional Status and ensure alignment with its wider visitation catchment. In addition, a more targeted engagement will occur during any future detailed design phases, building on the foundations of the initial master plan consultation. This engagement will be deliberative and transparent, with strong focus on meaningful community involvement that extends beyond key stakeholders to include the broader community of Cardinia Shire and its surrounds.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the Gender Equality Act 2020. A Gender Impact Assessment (GIA) has identified the following themes:

- Play – Playspace and waterplay are highly valued
- Place – Strong desire to retain the pool; aquatic services needed
- Visitor Amenities – Need for better facilities and information
- Accessibility – Distance to toilets, inclusive design gaps
- Nature & Environment – Preserve and enhance natural amenity.

GIA Recommendations and actions:

- Improve accessibility and inclusive design by upgrading paths, toilets, and signage; adding family and gender-neutral change rooms; and incorporating features that support neurodiverse and sensory needs.
- Enhance visitor information and support by establishing a visitor centre, providing multilingual, sensory, and safety information, and improving signage throughout the precinct.
- Design of toilets and amenities should consider gender sensitivity by providing facilities with inclusive and family-friendly options
- Engage underrepresented groups—such as LGBTIQ+, CALD, and people with disabilities—through targeted community and stakeholder consultation to help fill data gaps and inform inclusive planning.

Attachments

1. Attachment 1 - ELP Masterplan Review - Timetable and NoM 1112 [7.2.8.1 - 2 pages]

OFFICIAL

Attachment 1: Activity Schedule

Date / Period	Activity / Milestone
17 Mar 25	Council receives and discusses Notice of Motion (NOM)
14 Apr 25	Council officers formally respond to the NOM
Apr 25	Emerald Arts Society lease commences (April–October)
Apr– Sep	Ongoing works related to NoM and lease implementation. Detailed investigation and background work underway Signage project completed (Jul)
Sep 25	Executive Leadership Team (ELT) meeting to review progress
Oct 25	Councillor Briefing to present findings and next steps
*Feb 26	Community consultation on review; gather and process feedback
*May 26	Evaluate feedback and consider amendments to the Masterplan. Develop and prioritise draft recommendations.
*Jun 26	Executive Leadership Team (ELT) meeting to review progress
*July 26	Councillor Briefing to present findings and next steps

**Dependant on Council Meeting outcome*

OFFICIAL

Attachment 2: Notice of Motion 1112 from Council Meeting 17 March 2025

That Council:

1. Pause the demolition of the cafe and tea rooms building at Emerald Lake Park.
2. Request the relevant Officers discuss with Emerald Arts Society, Hills Photographic Society and Cardinia Arts Society, opportunities for a pop-up arts display in the Emerald Lake Park buildings which are currently vacant in time for the 2025 PAVE festival.
3. Requests a review of the Emerald Lake Masterplan to be completed and presented to Council within 6 months. The review should also consider Emerald Lake Park in the context of it being an important node of the wider Eastern Dandenong Ranges Trail corridor.
4. Requests officers present Councillors a briefing report in April with details of works proposed to occur this financial year and how they fit into the current budget allocation. This is to include justification for demolition of the café and tea rooms building at Emerald Lake Park and what options would be available if the café and tea rooms remain.

OFFICIAL – This document is a record of a Council action or decision

7.2.9 ROAD DISCONTINUANCE AND SALE AT TRYTHALL STREET BEACONSFIELD

Responsible GM:	Wayne Mack
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	2.1 We support the creation of liveable spaces and places 2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes. 5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making.

Recommendation

That Council having given public notice of a proposal to discontinue a 375m² section of Trythall Street in Beaconsfield (Road) and transfer this to the Department of Energy, Environment and Climate Action (DEECA) by private treaty pursuant to s223 of the Local Government Act 1989 and s114 of the Local Government Act 2020, having considered submissions made in respect of the proposal, hereby:

1. Discontinues the Road in accordance with section 206, schedule 10, clause 3 of the *Local Government Act 1989*;
2. Directs that, in accordance with section 114 of the *Local Government Act 2020*, the land from the Road be sold by private treaty to DEECA for \$1 in lieu of Council recovering costs estimated at \$17,000 - \$18,000 plus GST;
3. Directs that a notice of discontinuance be published in the Victorian Government Gazette;
4. Authorises the Chief Executive Officer to finalise the terms of the sale of land and sign all documents relating to the sale of the land from the discontinued road to DEECA; and
5. Directs that the discontinuance and sale will not affect any right, power or interest held by South East Water in the Road.

Executive Summary

Officers have completed community engagement for the proposal to discontinue a 375m² section of Trythall Street in Beaconsfield and transfer this to the Department of Energy, Environment and Climate Action (DEECA) and are seeking a resolution from Council to proceed with the road discontinuance and transfer process.

Whilst there was some feedback regarding the proposal, officers still recommend proceeding with the discontinuance and transfer process given the strategic justification that has been outlined in earlier reports and briefings.

The land is recommended to be transferred for \$1 and all associated costs estimated at \$17,000 - \$18,000 plus GST are to be reimbursed by the DEECA, which has been agreed to in writing.

Background

At its meeting on 21 July 2025, Council in considering a report on the discontinuance and transfer of a part of Trythall Street, Beaconsfield gave notice of its intention to undertake the required community engagement to discontinue the section of Road and sell it to DEECA.

The 375 sqm Road proposed for discontinuance and transfer to DEECA is unencumbered freehold title owned by Council and is road reserve status. The legal description is volume 2204 folio 639 Roads R1 and R2 on Plan of Subdivision 002805. The zoning of the land is General Residential Zone GRZ1). The Road sits within a subdivision that has not been physically developed, including Trythall Street itself as shown in the aerial imagery provided.

The discontinuance of the Road is supported to ensure the status of the subject land, being 'road', be updated to 'reserve', coinciding with the surrounding parkland owned by DEECA and planned for future development in line with Cardinia Creek Regional Parklands Future Directions Plan 2022. It is important the discontinuance of this section of Trythall Street proceeds to connect the two reserves, north and south of the road, to allow for ease of planning and developing this land for its purpose.

Policy Implications

Council officers are guided by the Discontinuance Policy endorsed February 2024 and the Community Engagement Policy 2025-2029 (**Community Engagement Policy**) endorsed April 2025.

Approval is required to only seek reimbursement of the associated costs and not the market value of the Road, and this is recommended given the strategic justification previously advised.

Section 116 of the *Local Government Act 2020* enables Council to transfer land without consideration (e.g. payment) to the Crown or a Minister. This proposed transfer does fall under this section of the Act. Therefore, this proposal is permitted under the Local Government Act 2020. The same provisions also applied in the *Local Government Act 1989*.

Section 206 and Clause 3 of schedule 10 of the Local Government Act 1989 (LGA 1989) provides the authority for Council to discontinue a Road or part thereof and sell it to a third party or retain it for municipal purposes, furthermore section 223 requires Council to give public notice and hear submissions received in relation to the proposal to discontinue and sell Land. *Section 114 of the Local Government Act 2020 (LGA 2020)* provides the power for Council to sell land. This section includes requirements to carry out community engagement. Prior to completing the road discontinuance and sale process, Council resolved to undertake appropriate engagement with the community in line with S114 of the LGA 2020 and S223 of the LGA 1989.

Financial and Resource Implications

DEECA have agreed to fund the costs associated with the discontinuance and transfer process, estimated in the following section of the report as \$17,000 - \$18,000.

The road discontinuance and sale process involves a range of associated costs in addition to the potential income earned from the value of the land itself.

As per the Road Discontinuance Policy, adopted by Council in February 2024:

- Surveying costs will come to a total of \$4,450 plus GST. Including appropriate fieldwork and plans such as re-establishment plan, title plan and gazettal plan.
- Legals costs plus disbursements are estimated at \$10,625 plus GST. Valuation report cost of \$1,000 plus GST.
- Community engagement \$1,500 plus GST

The valuation for 375m² of Trythall Street Beaconsfield is \$22,000 excluding GST. If proceeding as per the recommendation, Council will waive the market value of the land, transferring the land for \$1 and only recover associated fees and charges incurred by Council during the discontinuance and transfer process. If Council seeks to recover the market value for the land, DEECA will not support the proposal.

Consultation/Communication

Community engagement included the following:

- Creating Cardinia webpage on Council's website;
<https://creating.cardinia.vic.gov.au/road-discontinuance-and-transfer-beaconsfield>
- Public notices webpage on Council's website;
https://www.cardinia.vic.gov.au/info/20043/public_notices/1136/current_public_notices
- Letters to surrounding landowners;
- Notice in the Pakenham Gazette; and
- Notification to local groups such as the Beaconsfield Progress Association and Beaconsfield Neighbourhood House.

This was carried out over an engagement period from the 28th of July to the 25th of August 2025. The Creating Cardinia page had 211 views and 186 visits, with a noticeable increase following social media posts on the 3rd and 4th August 2025.

Council received three submissions which can be found in Attachment 1 of this report. Each submission related to the proposed sale at \$1. One submission suggested a 5 year maintenance period in lieu of payment. Another preferred a more reasonable price be paid and the third submission suggested an inflated market value. Officers are now returning to seek support and a further resolution to proceed with the process of discontinuing the road and transferring the land to DEECA.

In response to the submissions, it is advised that DEECA will not support the proposal to move forward and Council will be left with road reservation that would inhibit further development of the Regional Parklands.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Attachments

1. Attachment 1 - Engagement Responses [7.2.9.1 - 2 pages]
2. Attachment 2 - Locality Plan [7.2.9.2 - 2 pages]
3. Attachment 3 - Road Title [7.2.9.3 - 1 page]
4. Attachment 4 - Plan LP2805 [7.2.9.4 - 3 pages]
5. Attachment 5 - Gazettal Plan [7.2.9.5 - 1 page]

Engagement Responses

Title/Question: Have your say - on the proposal to discontinue and sell a section of unused road located at Trythall Street in Beaconsfield.

Tool Type: Form

Activity ID: 902

Date Exported: 26 Aug 2025

ID	Date Submitted	Question	Contribution
17159	Aug 04, 2025, 03:55 PM	Address	Bellbird Crescent, Emerald
17159	Aug 04, 2025, 03:55 PM	Will the discontinuance and sale directly impact your property or activities within the Beaconsfield area?	Yes.
17159	Aug 04, 2025, 03:55 PM	Do you support the proposed change in land status from 'road' to 'reserve', considering its inclusion in the future development of the Cardinia Creek Regional Parklands? If you have any concerns or considerations you'd like us to be aware of, please share them below.	Not if the purchase price is at current market value.
17159	Aug 04, 2025, 03:55 PM	Do you support the proposed transfer of this section of land for \$1 to DEECA, enabling them to contribute as the surrounding landowner to the development of the future Cardinia Creek Regional Parklands? If you have any concerns or thoughts you'd like to share, please let us know below.	Absolutely not.
17159	Aug 04, 2025, 03:55 PM	Please provide your feedback and thoughts regarding the proposal to discontinue and sell a section of unused road located at Trythall Street in Beaconsfield.	Council should be making money on valuable assets for rate payers, not giving it away. The average land \$ per m2 in Beaconsfield is between \$990.00 - \$1,100.00. So, at an estimated value of \$371,250.00 as a rate payer, your proposed sale price is nowhere near acceptable.

17157	Aug 04, 2025, 03:12 PM	Address	Vantage Drive, Pakenham
17157	Aug 04, 2025, 03:12 PM	Will the discontinuance and sale directly impact your property or activities within the Beaconsfield area?	no
17157	Aug 04, 2025, 03:12 PM	Do you support the proposed change in land status from 'road' to 'reserve', considering its inclusion in the future development of the Cardinia Creek Regional Parklands? If you have any concerns or considerations you'd like us to be aware of, please share them below.	no
17157	Aug 04, 2025, 03:12 PM	Do you support the proposed transfer of this section of land for \$1 to DEECA, enabling them to contribute as the surrounding landowner to the development of the future Cardinia Creek Regional Parklands? If you have any concerns or thoughts you'd like to share, please let us know below.	no.
17157	Aug 04, 2025, 03:12 PM	Please provide your feedback and thoughts regarding the proposal to discontinue and sell a section of unused road located at Trythall Street in Beaconsfield.	It should be total cost paid in maintenance of the land over a 5 year period average and adjusted for in inflation.

17156	Aug 04, 2025, 02:57 PM	Address	Buchan Green Drive, Pakenham
17156	Aug 04, 2025, 02:57 PM	Will the discontinuance and sale directly impact your property or activities within the Beaconsfield area?	N/A
17156	Aug 04, 2025, 02:57 PM	Do you support the proposed change in land status from 'road' to 'reserve', considering its inclusion in the future development of the Cardinia Creek Regional Parklands? If you have any concerns or considerations you'd like us to be aware of, please share them below.	Yes, without doubt, a good idea.
17156	Aug 04, 2025, 02:57 PM	Do you support the proposed transfer of this section of land for \$1 to DEECA, enabling them to contribute as the surrounding landowner to the development of the future Cardinia Creek Regional Parklands? If you have any concerns or thoughts you'd like to share, please let us know below.	I suppose so, but would be better if the paid enough to do something about making BNCR more accessible.
17156	Aug 04, 2025, 02:57 PM	Please provide your feedback and thoughts regarding the proposal to discontinue and sell a section of unused road located at Trythall Street in Beaconsfield.	No further comment.





Area of Trythall Street Beaconsfield proposed for discontinuance and sale/transfer.



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REGISTER SEARCH STATEMENT (Title Search) Transfer of Land Act 1958

Page 1 of 1

VOLUME 02204 FOLIO 639

Security no : 124122500711G
Produced 03/03/2025 03:43 PM

LAND DESCRIPTION

Roads R1 and R2 on Plan of Subdivision 002805.
Created by Application No. 025913 08/11/1889

REGISTERED PROPRIETOR

Estate Fee Simple
Sole Proprietor
CARDINIA SHIRE COUNCIL of HENTY WAY PAKENHAM VIC 3810
AR439049B 11/09/2018

ENCUMBRANCES, CAVEATS AND NOTICES

Any encumbrances created by Section 98 Transfer of Land Act 1958 or Section 24 Subdivision Act 1988 and any other encumbrances shown or entered on the plan or imaged folio set out under DIAGRAM LOCATION below.

DIAGRAM LOCATION

SEE LP002805 FOR FURTHER DETAILS AND BOUNDARIES

ACTIVITY IN THE LAST 125 DAYS

NIL

-----END OF REGISTER SEARCH STATEMENT-----

Additional information: (not part of the Register Search Statement)

ADMINISTRATIVE NOTICES

NIL

eCT Control 09857J CARDINIA SHIRE COUNCIL
Effective from 11/09/2018

DOCUMENT END



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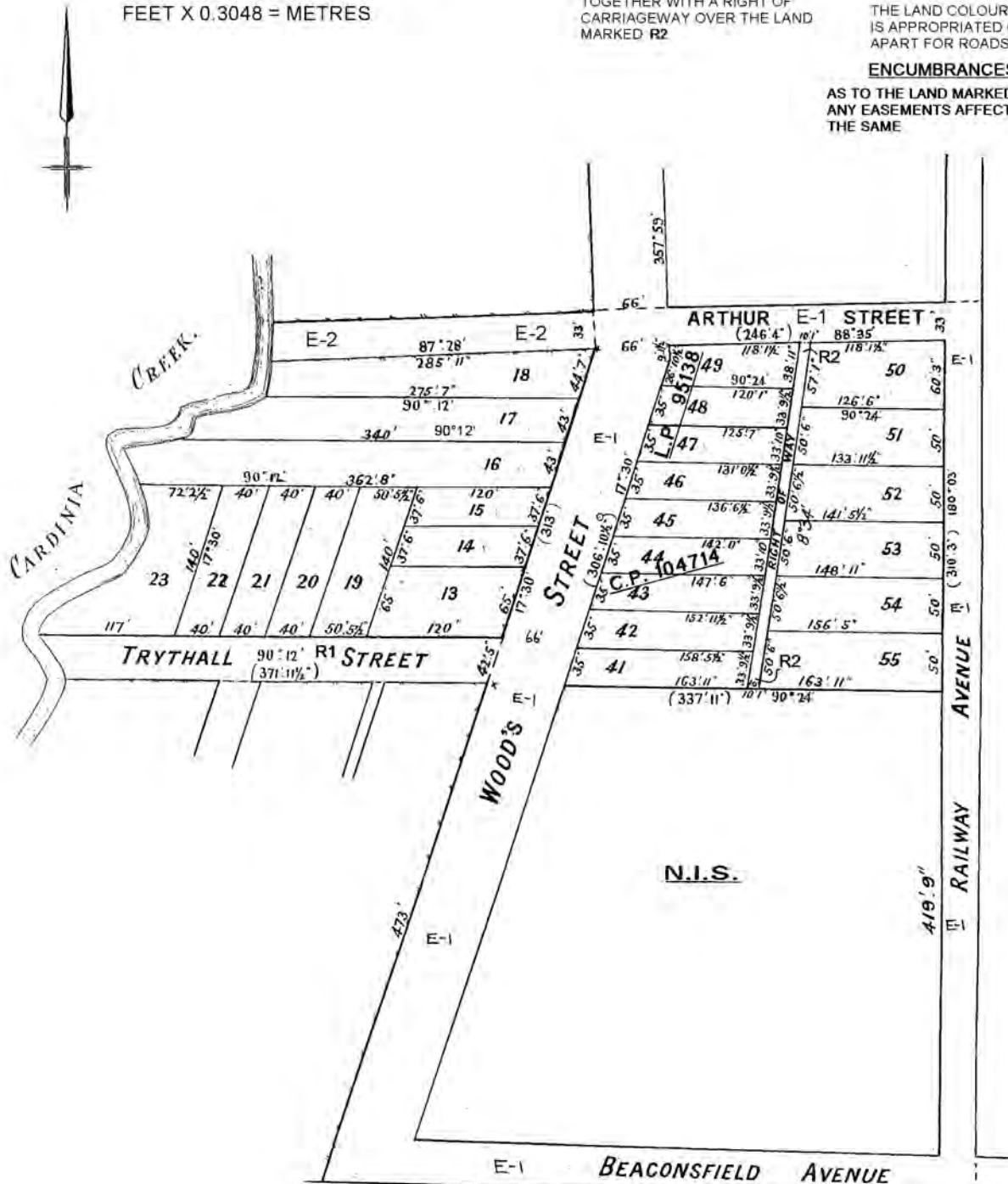
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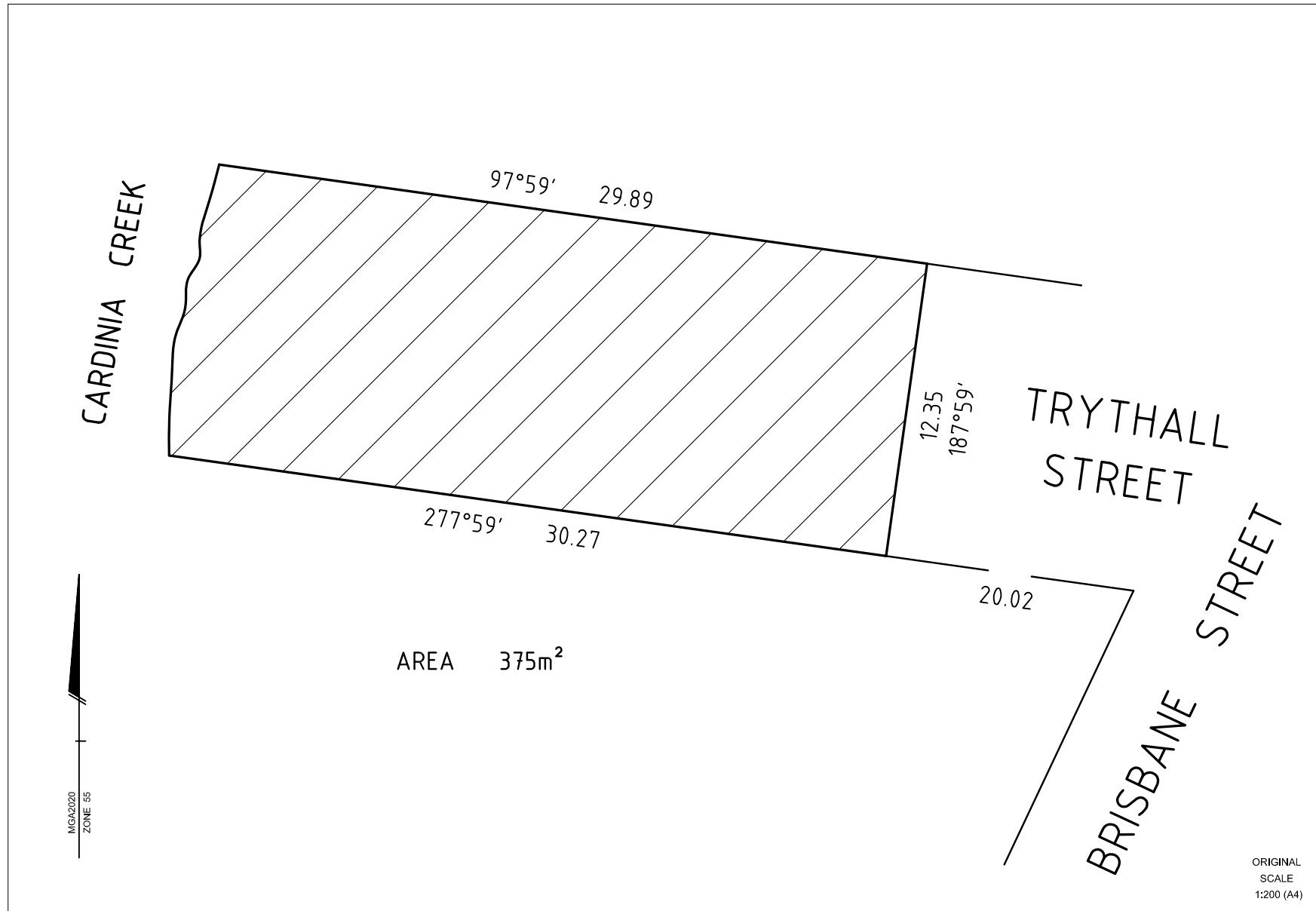
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**PLAN OF SUBDIVISION
OF CROWN PORTION 1. SECTION A
PARISH OF PAKENHAM
COUNTY OF MORNINGTON
VOL.2204 FOL.639**

Measurements are in Feet & Inches
Conversion Factor
FEET X 0.3048 = METRES



MODIFICATION TABLE					PLAN NUMBER				
RECORD OF ALL ADDITIONS OR CHANGES TO THE PLAN					LP 2805				
WARNING: THE IMAGE OF THIS PLAN/DOCUMENT HAS BEEN DIGITALLY AMENDED. NO FURTHER AMENDMENTS ARE TO BE MADE TO THE ORIGINAL PLAN/DOCUMENT.					DEALING NUMBER	DATE	TIME	EDITION NUMBER	ASSISTANT REGISTRAR OF TITLES
THIS PLAN	LAND/PARCEL IDENTIFIER CREATED	MODIFICATION						2	AD
THIS PLAN		EASEMENTS ENHANCED						3	AD



7.3.1 PROCUREMENT POLICY 2025-29

Responsible GM:	Wayne Mack
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making. 5.1.2 Manage our finances responsibly and leave a positive legacy for future generations. 5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.

Recommendation

That Council adopts the Procurement Policy 2025-2029 in accordance with the *Local Government Act 2020*.

Executive Summary

Under Section 108 of the *Local Government Act 2020* (the Act), Council must review its Procurement Policy once during a council term (every four years).

This draft Policy is based on the MAV Best Practice Procurement Policy Template, developed in collaboration with procurement professionals across Victoria. The template is fully compliant with the Act and the 2024 Best Practice Guidelines.

Council has tailored the template to reflect its own governance structure and strategic priorities, resulting in a streamlined policy that satisfies audit recommendations and strengthens probity, strategic alignment, financial control, defensibility and risk mitigation across all procurement activities.

Background

Council's current Procurement Policy (2021-2025) was developed under a collaborative effort with six (6) other councils from the South East Regional Procurement Network (RPEN) including Bayside, Dandenong, Frankston, Glen Eira, Mornington and Stonnington, and was adopted by Council in October 2021. Under section 108 of the *Local Government Act 2020*, it is a requirement that Council must review the Procurement Policy at least once every Council term, being every four (4) years.

A new policy template was developed in collaboration with the Municipal Association of Victoria (MAV) and a working group of 17 procurement professionals from various metropolitan and regional Victorian councils, using our collaborative policy as a base working document.

Discussion

A full internal review was conducted by Council Officers with the determination that the MAV policy template was generally more concise than our current collaborative model, having had more professional scrutiny, is informed by the 2024 Best Practice Guidelines, fully complies with the *Local Government Act 2020* and will stand up to internal and external audit. By adopting the MAV policy template, consistency will be strengthened across local government organisations to support collaboration and shared purchasing, and suppliers would be given

more reassurance where potential engagements will have similar frameworks across multiple Victorian councils.

The draft policy adopts a more simplified structure that embeds ethics, probity, transparency and value for money principles ensuring all procurement activities are conducted in a manner that:

- Complies with The Act, relevant legislation, best practice and applicable standards.
- Demonstrates integrity, fairness and transparency for all suppliers and the community.
- Is defensible under both internal and external scrutiny.
- Manages conflicts of interest and maintains public trust.
- Prevents and mitigates risks such as fraud, corruption and collusion.
- Ensures best value for money across the whole of life financial commitment.
- Prioritises commitment and spending to local business and trade.

The draft policy enhances strategic procurement activities through encouraging opportunities for aggregated purchasing, and collaborative and joint procurement arrangements to leverage greater purchasing power and efficiency, which will improve Council's financial bottom line. Further environmental and social benefits will also become available, which are discussed in the Policy Implication and Climate Emergency Consideration sections of this report.

The following table summarises the draft policy updates and their impacts to Council.

Terminology and definitions	Terminology and definitions have been updated to provide a clearer and more comprehensive overview of core procurement principles.
Standardising procurement thresholds to GST-exclusive values	Procurement figures have been updated to be exclusive of GST (Section 3.1), aligning with Council budgeting practices and the MAV template. This change simplifies processes for staff and results in a 10% increase to current procurement thresholds. However, this increase is offset by cumulative impacts of inflation, COVID-19, rising living costs, and industry price growth. No formal changes to threshold levels have been proposed under the current Procurement Policy.
Clarifying procurement during the caretaker period	A new section has been added to clarify Procurement activities during the Caretaker Period (Section 3.2). This addresses confusion experienced in 2024 and aligns with Section 69 of the Act, which permits procurement provided it doesn't influence election outcomes or bind an incoming Council. The section includes governance-approved wording and outlines requirements for assessing political and commercial risk, maintaining proper documentation, and ensuring compliance with legislation and probity principles.
New section on select sourcing and panel contracts	A new section (Section 5.6) has been introduced following a February 2025 internal audit recommendation to review policies and develop procedures for panel contracts, which was rated as a medium risk. The update requires that rules for each panel be established at the time of reporting for panel award. It also allows Council to approve alternate procurement thresholds when using panels, provided usage remains within the original scope of the Tender.
New section on compliance management	A new section (Section 7) has been introduced to formalise how non-compliances and breaches of the Procurement Policy are managed.

	Minor non-compliances will focus on re-education and corrective action, while serious or repeated breaches - particularly those involving probity, integrity, or public interest concerns - will be escalated to the Executive Leadership Team and the Audit & Risk Committee and reported to Council if required. Breaches may also result in disciplinary action.
--	--

Other minor adjustments to terminology and operational changes were made to the template to suit Cardinia's overall procedural and system requirements and governance frameworks, including the following additions to procurement exemptions:

1. Government Entity or approved third party

This allows engagements with another government entity or government owned entity. For example, Federal, State, or Local Government, an entity owned by Federal, State or Local Government (such as VicRoads or Melbourne Water), and contracts and arrangements established by another government, local authority or local government group purchasing schemes (such as the Victorian Government Motor Vehicles contract price book).

2. Statutory Compulsory Monopoly Insurance Schemes

This includes motor vehicle compulsory third party, Workcover insurance and payments made to claimants.

Further research was conducted on Procurement Policies from Cardinia's surrounding regions and the South East Procurement Network affiliates, regarding thresholds currently in use. All purchasing thresholds remain the same in this Policy proposal, noting the recommended change from GST inclusive to GST exclusive.

This draft Procurement Policy reflects a contemporary, sector-aligned approach to local government procurement; being strategic, practical and audit ready. It will provide a consistent and compliant framework having been tailored to Council's operational needs and will provide clear direction and principles for managing risks and financial expenditure associated with all procurement activities to enable Councillors and Council staff to make appropriate financial decisions that maximise community benefits and confidence and minimise risk exposure to themselves and Council.

Policy Implications

This draft Policy applies to all procurement activities undertaken by Council and is binding upon Council Officers, Councillors, Contractors, Consultants and/or third parties acting on behalf of Council. In accordance with The Act, this Policy seeks to ensure open and fair competition and Value for Money whilst upholding the principles of transparency, probity and accountability.

It aligns with the Economic Development Strategy 2023-2027 to prioritise preference for local suppliers, including small to medium enterprises and regional businesses, the creation of local jobs and stimulation of economic development within the Council area and surrounding regions, with consideration to long term value and cost effectiveness.

It also aligns with the draft Council Plan 2025-2029. This draft Policy recognises the Responsible Leaders strategic objective through ensuring that Council's finances will be managed responsibly, maximising value obtained for the community and establishing the transparent decision making of Council officers. Adjustments have been made to the MAV template to further prioritise quotations being sought from local companies, to encourage and support business and employment within the Shire.

The draft Policy also aligns with the Reconciliation Action Plan (RAP) 2021-2023 (2025-2027 RAP currently in Draft), the Cultural Diversity Action Plan 2024-2025 and the Disability Strategy and Action Plan 2021-2026 to promote diversity, equity and inclusion, supporting indigenous-owned businesses, disability enterprises and certified social benefit suppliers, and supporting employment and training opportunities for disadvantaged and marginalised groups.

Complying to various legislation, it requires working with suppliers to follow ethical practices including fair labour, safe workplaces and compliance with modern slavery laws.

Financial and Resource Implications

There are no additional resource implications associated with adoption of this Policy.

Climate Emergency Consideration

This draft Policy aligns with several environmental objectives by supporting sustainability and a circular economy. It commits Council to prioritise purchases that minimise waste, greenhouse gas emissions, resource use and environmental degradation as far as possible across the lifecycle of the procurement.

Consultation/Communication

The draft Policy has been created through collaboration between the Municipal Association of Victoria and a working group of 17 procurement professionals from various metropolitan and regional councils, including Cardinia Shire.

Internal consultation was sought with the following teams:

- Sustainability - to update the clauses around the environmental impact of resource consumption, greenhouse gas emissions, waste production and environmental degradation across the lifecycle of a procurement, to align with Councils Sustainable Environment Policy and Framework 2018-2028.
- Risk - to update the clauses around risk management and legislative compliance.
- Governance - consulted on clauses pertaining to procurement activities during the caretaker period to ensure they align with the requirements of The Act.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Attachments

1. Attachment 1 - Procurement Policy 2025 [7.3.1.1 - 22 pages]

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2025-2029

Procurement Policy

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1. Definitions and Abbreviations

Aggregate Purchasing	The strategic consolidation of procurement activities for identical or similar goods, services, or works across multiple departments, projects, or entities. This approach is intended to optimise Value for Money by leveraging combined purchasing power, improving contract outcomes, and reducing duplication of effort.
Authorised Agent	A person or organisation formally empowered to act on behalf of the Council in relation to procurement activities.
Best Practice	As defined in the Local Government Best Practice Procurement Guidelines or any other document specified by Council.
Collaborative Procurement – also known as Approved Purchasing Scheme	Refers to a pre-established arrangement with a panel of suppliers or contractors, formed through a public tender process in accordance with the <i>Local Government Act 2020 (Vic)</i>, associated regulations and relevant procurement thresholds. These arrangements may be established by: • Individual Councils; • A group of Councils or public bodies working collaboratively; or • Recognised external agents such as Procurement Australia, Municipal Association of Victoria or State Government Agencies. Collaborative procurement enables Councils to procure goods, services, or works without undertaking a full tender process, provided the engagement complies with the scheme's terms and conditions.
Commercial in Confidence	Information that, if released, may prejudice the business dealings or commercial interests of the Council or another party (e.g. prices, discounts, rebates, profits, methodologies, and process information etc.)
Conflict of Interest	Any general or material conflict as defined in sections 127–128 of the Act, where personal, professional or financial interests may, or may appear to, influence impartial decision-making.
Contract Management	The process that ensures all parties to a contract fully meet their respective obligations as efficiently and effectively as possible, to deliver the contract objectives and provide Value for Money.

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Contract Variation	Any modification made to the original terms and conditions of an executed contract. Variations may be financial or non-financial in nature and must be managed transparently, appropriately documented and assessed to ensure they do not undermine the principles of value for money, probity, equity, or open and fair competition.
Contract Variation - Financial	A variation that alters the contract's monetary value. This includes: - Increases or decreases in contract cost, - Whether within or exceeding approved contingencies, - Subject to approval in line with Council's financial delegation limits and governance requirements.
Contract Variation - Non-Financial	A variation that does not result in a financial adjustment but alters other contractual parameters, such as: - Project timelines or milestones, - Scope, specifications or design details, - Working hours or access arrangements, - Location or quantity changes, - Contractual conditions or - Any other aspect of the contract provided it doesn't impact cost.
Council	Means Cardinia Shire Council.
Council Officer	Any Council employee, contractor or consultant authorised to act on behalf of the Council, including Councillors in their official capacity.
Emergency	A sudden or unexpected event requiring immediate action including the occurrence of a natural disaster, flooding or fire event at a Council property or asset; the unforeseen cessation of trading of a core service provider; any other situation which is liable to constitute a risk to life or property.
Local Supplier	A commercial business that meets at least one of the following criteria: - Maintains an operational premises that is physically located within the municipal boundaries of Council; or - Delivers, sources or undertakes the majority of their goods, services or works within the Council area
Material breach	Any breach of this policy that may also represent a breach of legislation such as procurement thresholds, fraud or corruption, and occupational health and safety.
Panel Contract	A panel contract (or standing offer arrangement) is a procurement method where a council selects multiple

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	suppliers through a tender process for works, goods and services on a regular basis over a specified time. They allow Council staff to purchase from these panel suppliers without a public procurement process for each individual purchase. Refer to the Rules of Use/ Buyers Guide for each panel contract or Council's Procurement Procedures, whichever is relevant.
Probity	Probity is the evidence of ethical behaviour, and can be defined as complete and confirmed integrity, uprightness, and honesty in a particular process. Probity is a defensible process which can withstand internal and external scrutiny, which achieves both accountability and transparency, providing respondents with fair and equitable treatment.
Procurement	Refers to the end-to-end process of acquiring external goods, services, and works. It encompasses the entire lifecycle, from initial planning and concept development through to contract completion, asset disposal, or the conclusion of a service. Procurement also includes the organisational structures, governance, and compliance frameworks that support and guide procurement activities within the council operations.
Procurement Procedures	Are supporting documents to the Procurement Policy. They provide detailed procedures, guidance, tools, and templates to assist staff in implementing the Policy. They outline the "how to" for undertaking procurement activities in a compliant, efficient, and consistent manner across the organisation.
Purchase Order	A form of contract, which is an official document used to authorise and record the purchase of goods or services or works by a buyer. It is the prime reference confirming the contractual situation between the buyer and supplier. A purchase order may be used in conjunction with an agreement for the supply of goods, services or works, or to instigate supply against an agreement.
Total Contract Sum	The potential total value of the contract including: • costs for the full term of the contract, including any options for either party to extend the contract • applicable goods and services tax (GST) • anticipated and approved contingency allowances, provisional sums, prime cost items and variations • all other known, anticipated and reasonably foreseeable costs.

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2. Purpose

The purpose of this Policy is to guide Council's procurement activities in a manner that promotes open and fair competition, ensures Value for Money, and upholds the principles of transparency, probity, and accountability. It supports ethical, efficient, and effective procurement practices that deliver value to the community and align with Council's strategic objectives.

Council is required under sections 108 and 109 of the *Local Government Act 2020* (The Act) to prepare, adopt and comply with its procurement policy.

This Policy has been developed collaboratively by the Municipal Association of Victoria (MAV) in partnership with a working group of procurement professionals across the Victorian Local Government Procurement Sector. It builds upon previous policies developed by both the Northern and Southern Regions group of Councils with the aim of supporting effective and consistent collaborative procurement practices aligned with legislative requirements.

While based on a shared template, this policy has been tailored to reflect the specific needs and context of Cardinia Shire Council and may differ slightly from policies adopted by other Council's. It applies solely to procurement activities undertaken by Cardinia Shire Council.

3. Council Policy and Applicability

This policy applies to all procurement activities undertaken by Council and is binding upon all Council Officers, Councillors, Contractors, Consultants and or third parties acting on behalf of Council to comply with the principles and framework set out in this policy.

In accordance with *The Act*, this Policy seeks to ensure open and fair competition and Value for Money whilst upholding the principles of transparency, probity and accountability.

Key terms used throughout this policy are defined in the Definitions section within this policy.

3.1 Treatment of GST

All monetary values stated in this policy Exclude GST unless specifically stated otherwise.

3.2 Procurement during the Caretaker Period

In accordance with section 69 of *The Act*, Council must not make major procurement decisions during the caretaker period that could influence the outcome of an election or bind an incoming Council.

All procurement activities during the caretaker period must not;

- Commit the Council to expenditure exceeding one percent of the Council's income

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from general rates, municipal charges and service rates in the preceding financial year; or

- Be undertaken if the Council considers it could be reasonably deferred until the next Council is in place; or
- Be undertaken if the Council considers it should not be made during an election period.

Procurement activities during the election period may require written CEO approval. Further guidance will be provided by Governance through caretaker period protocols.

4. Guiding Principles

Council's procurement processes shall be based on the following principles, irrespective of the value and complexity of that procurement.

4.1 Probity, Accountability and Transparency

Council is committed to upholding the highest standards of probity, accountability and transparency in all procurement activities, in line with The Act, and the Victorian Best Practice Procurement Guidelines (2024).

All Councillors, Council officers and authorised agents involved in procurement activities must act ethically, impartially and in public interest. They are individually accountable for their decisions and the outcomes of procurement processes undertaken on behalf of Council.

All procurement activities must be conducted in a manner that:

- Complies with The Act, this Procurement Policy, associated procurement procedures or guidelines, relevant legislation and applicable standards.
- Demonstrates integrity, fairness, and transparency.
- Is defensible under internal and external scrutiny.
- Manages conflicts of interest and maintains public trust.
- Prevents and mitigates risks such as fraud, corruption or collusion.

Where procurement activities are carried out by authorised agents on Council's behalf (e.g. external parties, consultants, contractors), they must comply with the same legal, ethical and procedural obligations as Council officers.

To support probity and accountability, Council will:

- Apply consistent and transparent processes that ensure fair and equitable treatment of all suppliers.
- Ensure procurement criteria and conditions are not changed after public release unless formally approved in line with policy or procedure.
- Require all participants involved in procurement activities to act in good faith, declare and manage conflicts of interest, and adhere to relevant codes of conduct and ethical standards.

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- Prohibit the acceptance of any gifts, benefits or hospitality from current or prospective suppliers in accordance with Council's Gifts, Benefit's and Hospitality policy.

4.1.1 Disclosure of Information

Commercial in Confidence information received by Council must not be disclosed and is to be stored in a secure location. Councillors and Council Staff must take all reasonable measures to maintain confidentiality of:

- Information submitted by suppliers in tenders, quotations or during tender negotiations; and
- Information that is marked confidential, or reasonably understood to be confidential due to its nature; and
- Any details related to current or proposed contracts, particularly where disclosure could compromise Council's position or breach probity.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubts about what is being offered by that supplier.

At no stage should any discussion be entered into which could improperly influence the procurement process or negotiation of a contract prior to the contract approval process being finalised, other than authorised precontract negotiations.

4.2 Strategic Procurement

Council adopts a strategic approach to procurement to maximise value and efficiency. Each procurement activity will be planned with consideration of:

- opportunities for aggregated purchasing across Council or with other entities through approved purchasing schemes,
- collaborative or joint procurement arrangements,
- utilisation of existing internal and external supplier panels or contracts; and
- alternative contracting models that best support the delivery of outcomes.

Guidance materials and procurement planning templates are available to support council officers in applying these principles effectively throughout the procurement process.

4.3 Value for Money and Quadruple Bottom Line

Council is committed to achieving Value for Money in all procurement decisions. This means selecting the option that offers the best overall outcome - not just the lowest price, but based on a balanced assessment of cost, quality, risk, sustainability and social impact over the entire lifecycle of the goods, services or works.

Council's approach to Value for Money includes integration of Quadruple Bottom Line (QBL) principles which means ensuring that economic, environmental, social, and ethical considerations are embedded into procurement planning and decisions wherever practical and proportionate.

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In applying the Value for Money principle, Council will:

- **Consider Whole-of-Life Costs**, including planning, acquisition, operation, maintenance, and disposal.
- **Optimise Quality and Performance**, ensuring goods, services, and works are fit for purpose, durable, and supported by service warranties where appropriate.
- **Deliver Broader Community Benefits**, encouraging procurement outcomes that generate positive social, economic, and environmental impacts, including through support of local, social, Indigenous, and inclusive suppliers.
- **Champion Sustainable and Ethical Procurement**, engaging suppliers who demonstrate compliance with fair, ethical, and socially responsible labour practices, and who meet legislative and regulatory obligations, including workplace safety and modern slavery to employees.
- **Minimise Environmental Impact**, selecting products and services that reduce resource consumption, emissions, waste, and environmental degradation as far as possible across the lifecycle.
- **Support Innovation**, encouraging new solutions, technologies, or delivery models that improve outcomes or efficiencies.
- **Promote Fair Competition and Efficiency**, ensuring open, transparent procurement processes that support innovation and reduce duplication.
- **Enable Collaboration and Aggregation**, leveraging shared services, panel arrangements, and approved purchasing schemes where appropriate.

4.3.1 Quadruple Bottom Line (QBL) Principles

Council will, wherever appropriate, incorporate the following Quadruple Bottom Line considerations into its procurement planning and decision making:

1. Economic

- Support local suppliers (as defined in this policy's definition), small to medium enterprises (SMEs), and regional businesses.
- Create local jobs and stimulate economic development within the Council area and nominated surrounding regions.
- Consider long-term value and cost-effectiveness, not just upfront price.

2. Environmental

- Reduce waste, greenhouse gas emissions, and resource use as far as possible across the lifecycle of the goods and services.
- Prioritise recycled, energy-efficient, or sustainably made goods and services.
- Support the circular economy and climate resilience through environmentally responsible purchasing.

3. Social

- Promote diversity, equity, and inclusion across supply chains.
- Support Indigenous-owned businesses, disability enterprises, and certified social benefit suppliers.
- Provide employment and training opportunities for disadvantaged or marginalised groups.

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4. Ethical Governance

- Work with suppliers who follow ethical practices including fair labour, safe workplaces and compliance with modern slavery laws.
- Maintain transparency, integrity, and compliance in all procurement activities.

Council will apply Quadruple Bottom Line (QBL) principles in a manner that is practical, proportionate, and aligned to the size, risk and complexity of each procurement activity. These considerations may be factored into planning, specification, evaluation, and contract management stages.

4.4 Risk Management

Procurement activities must be properly planned and executed to protect Council from risks including but not limited to; personal injury, property damage, financial loss, reputational harm, legal exposure, and disruption to the delivery of goods, services, or works.

To minimise procurement-related risks and uphold best practice, Council implements the following risk mitigation strategies:

- **Procurement Planning:** allowing sufficient time for procurement preparation, market engagement, and internal approvals to reduce the risk of rushed or non-compliant processes.
- **Standardised Contract Documentation:** using Council approved templates that include legally reviewed terms and conditions to ensure consistency and reduce contractual ambiguity.
- **Securities:** requiring appropriate security deposits such as bank guarantees to protect against supplier non-performance or contract default.
- **Due diligence Checks:** undertaking financial, insurance currency, occupational health and safety and reference checks on new and existing suppliers where required, with periodic reviews as needed to ensure ongoing capability and compliance.
- **Subject Matter Expert input:** referring complex or technical specifications to qualified internal or external subject matter experts to ensure clarity, feasibility, and risk mitigation.
- **Contract Execution before Commencement:** ensuring that all contracts are fully executed and documented before any goods are delivered, services commenced, or payments issued.
- **Standards and Compliance:** incorporating relevant Australian Standards, legislative requirements, and industry best practices into specifications and contract terms.
- **Ongoing Contract Management:** requiring contract managers to actively monitor contractor performance, deliverables, and compliance throughout the contract term, with adequate record keeping, issues documented and addressed promptly. Obligations placed on the contractor also extend to any subcontractors used.

These practices are consistent with the Local Government Best Practice Procurement

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Guidelines 2024, which emphasises proactive risk planning, transparency, and strong governance as essential to achieving Value for Money and ensuring public confidence in procurement outcomes.

5. Council Policy

5.1 Procurement Structure, Processes, Procedures and Systems

Council maintains a procurement function responsible for:

- Maintaining the Procurement Policy and associated guidelines, processes and procedures.
- Maintaining appropriate purchasing, procurement, and contract management systems and tools.
- Providing procurement-related advice and support to the organisation as required.
- Building organisational procurement and contract management capability.
- Promoting awareness and monitoring of compliance with this Policy.
- Ensuring Legislation is followed, reporting breaches and corrective actions in a timely manner.
- Collaborating with other councils and organisations to identify best practice in and achieving better value from procurement.

Council will maintain internal procurement control documents detailing the processes, procedures and systems related to procurement including maintaining details of tendered contracts.

5.2 Procurement Methods

The standard methods for procurement activities are:

- Purchase Order
- Purchase Card
- Request for Quotation (RFQ) process, followed by a Contract and/or Purchase Order
- Request for Tender (RFT) process, followed by a Contract and/or Purchase Order
- Approved Purchasing Schemes or Panel Contracts

All procurement activities must:

- Be supported by identified and available funding
- Be authorised in accordance with Council's approved financial delegations and thresholds
- Involve more than one person with appropriate documentation and approvals to ensure transparency and accountability

Where public tendered procurement is required but not pursued, only Council endorsed panels or approved purchasing schemes established through a compliant public tender

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process may be used as an alternative procurement method.

All Requests for Tender (RFT) and Expressions of Interest (EOI) must be published on Council's online tendering portal (excluding EOI's for property and leases). RFT's and EOI's may also be advertised through additional channels such as state or local newspapers, industry publications, and web-based forums depending on the scale and audience of the procurement.

In accordance with the Local Government Act 2020, Council must publish details of awarded tenders that meet or exceed prescribed thresholds on its public website to ensure legislative compliance, transparency, and community awareness.

5.2.1 Expressions of Interest (EOI)

Expressions of Interest may be used where:

- Multiple suppliers are likely.
- Full tendering is burdensome, or procurement is complex.
- Vendor interest or capability is uncertain.
- Council seeks preliminary advice from the market.

5.2.2 Alternative Approaches Following an Unsuccessful Tender

If a public tender process concludes with no submissions received, Council may consider alternative procurement approaches, including:

- Reissuing the tender in its original form.
- Revising the scope or requirements and reissuing the tender.
- Inviting a limited number of suitable suppliers to submit proposals (Select Sourcing).
- Entering direct negotiations with a supplier (Sole Sourcing).

Any alternative procurement approach must be:

- Supported by documented market analysis and a clear rationale for the selected approach.
- Demonstrated to achieve Value for Money, fairness, and probity, in line with The Act, this Policy, and best practice procurement principles.

5.3 Collaborative Procurement

In accordance with Section 108(c) of *the Act*, Council will actively seek opportunities to collaborate with other councils and public bodies in the procurement of goods, services or works, where such collaboration can deliver economies of scale, improved value for money, or other strategic benefits.

Council officers must give due consideration to collaborative procurement opportunities as part of the planning phase for all procurement activities.

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Where a procurement recommendation is brought before the Council, the accompanying report must include:

- An outline of any potential collaborative procurement opportunities identified, including the public bodies or councils involved; and
- A statement explaining why Council did, or did not, pursue the identified opportunities for collaboration in relation to that procurement process.

5.4 Tender Evaluation

Council is committed to ensuring a fair, consistent, and transparent approach to the evaluation of tenders. To uphold these principles:

- Late tenders will not be accepted, except under genuine exceptional circumstances outside of the tenderers control, to ensure procedural fairness and integrity.
- Tender evaluation criteria and weightings will be documented and approved prior to issuing any tender to ensure transparency and consistency in assessment.
- An Evaluation Panel comprising appropriately qualified and briefed members will be established for each tender process. The panel will assess submissions objectively against the pre-determined criteria.
- Where beneficial, external representatives with relevant expertise may be included on the Evaluation Panel or engaged as advisors to enhance capability and ensure appropriate oversight.
- All panel members must complete a Conflict-of-Interest declaration before commencing any evaluation activities. Identified conflicts must be managed in accordance with Council's policies and procedures.
- The evaluation process will be conducted in a manner that is robust, unbiased, and able to withstand internal and external scrutiny.
- A Probity Advisor should be engaged for complex, high-value or high-risk procurements, particularly those exceeding \$10 million.

5.4.1 Contract Negotiations and Best and Final Offer (BAFO) Process

To ensure the best value outcome for Council, contract negotiations may be conducted with one or more shortlisted suppliers, provided such negotiations remain consistent with the original scope, intent and probity principles of the tender process.

Council may also implement a shortlisting process as part of the evaluation. Where appropriate, shortlisted tenderers may be invited to submit a Best and Final Offer (BAFO) to allow Council to clarify, refine, or enhance proposals prior to final contract award. Any negotiation or BAFO process will be conducted in a fair, transparent, and equitable manner, in line with The Act, relevant procurement best practice guidelines and Council's procurement procedures.

5.5 Procurement Exemptions and Sole Sourcing

Council recognises that in defined and limited circumstances, procurement activities may be exempt from the standard requirements to seek tenders, quotations or expressions of

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interest.

Sole sourcing is the engagement of a single supplier without seeking competitive offers and is considered a procurement exemption under this policy. It is permitted only in exceptional circumstances where:

- The market is restricted (e.g. licensing software, intellectual property rights, regulatory exclusivity).
- Council has jointly developed or co-owns the relevant intellectual property.
- There is an urgent public interest or emergency requiring immediate procurement.
- A thorough market analysis has demonstrated no viable alternatives exist or that a prior public tender process was unsuccessful and Council proceeds to an alternative sourcing approach in accordance with Section 5.2.2.

A number of defined procurement exemption justifications have been identified and are detailed in Section 8.2 of this policy. All exemptions must be:

- Assessed by procurement and endorsed by the CEO.
- Justified and documented using the approved exemption process for approval, monitoring, reporting and auditing purposes.

5.6 Select Sourcing and Panel Arrangements

Council may, in specific circumstances, engage a limited number of suppliers without conducting a full public tendering process. This select sourcing approach is permitted under this Policy where it is appropriate to the procurement's value, risk and complexity, and where one or more of the following conditions apply:

- Suppliers are pre-qualified under a panel contract, approved purchasing scheme or collaborative contract (e.g. MAV, Procurement Australia, State Purchase Contracts).
- The market is limited in capacity, expertise or geographical reach (e.g. niche categories or regional delivery constraints).
- An existing agreement provides clear rationale for continued engagement within defined parameters.
- The procurement risk, value, and complexity are proportionate to a streamlined sourcing approach, supported by a documented rationale.
- A previous public tender process was unsuccessful, and Council proceeds to a limited sourcing approach in accordance with Section 5.2.2.

Where Council has established an internal panel or is accessing a collaborative panel contract or approved purchasing scheme, the following provisions apply:

- Council may approve alternate procurement thresholds and sourcing methodologies specific to the panel.
- These must be documented at the time of panel formation (e.g. Panel Award Report or relevant process per Procurement procedures), approval is sought by the appropriate Financial Delegate, and sourcing methodologies for the panel are documented.

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- Once endorsed, these thresholds override the standard thresholds set out in Section 8.1 for all procurement conducted under the panel.
- All procurement activities must align with the panel's scope, terms of use, use approved templates and processes in accordance with Council's Procurement procedures.

A procurement exemption may be required only where the procurement exceeds the panel's approved scope or deviates from usage rules.

Panel contracts cannot be used to purchase works, goods or services that fall outside the scope of the original arrangement. Any other service outside of the original scope would need to be procured via a different procurement process.

6. Relevant Legislation Policy and Other Documents

Council's procurement activities shall be undertaken to a high professional standard and in full compliance with the Local Government Act 2020 (Vic), associated regulations, and all applicable internal and external policies, procedures, and codes of conduct.

All Council procurement must also be consistent with Council's broader policy framework and strategic plans. This policy has clear linkages to a range of legislation, standards, and strategic documents including:

Legislation and Guidelines

- [Local Government Act 2020 | legislation.vic.gov.au](https://legislation.vic.gov.au)
- [Local Government Best Practice Procurement Guidelines 2024](#)
- Relevant provisions of the [Competition and Consumer Act 2010 \(Cth\)](#)
- [Charter of Human Rights and Responsibilities Act 2006 \(Vic\)](#)
- [Gender Equality Act 2020](#)
- [Modern Slavery Act 2018 \(Cth\)](#)
- [Occupational Health and Safety Act 2004](#)
- [Working with Children Act 2005](#) and [Working with Children Regulation 2016](#)
- [Freedom of Information Act 1982](#)
- [Privacy and Data Protection Act 2014](#)
- [Public Records Act 1973](#)
- [Building & Construction Industry Security of Payment Act 2002](#)
- [Local Government \(Governance and Integrity\) Regulations 2020](#)
- [Local Government \(Planning and Reporting\) Regulations 2020](#)
- Other relevant Australian Standards or legislation
- Codes of Conduct and associated policies (including Supplier Code of Conduct).

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7. Procurement Monitoring, Reporting and Non-Compliance

Council is committed to transparency, accountability, and continuous improvement in all procurement activities.

The Procurement Team is responsible for monitoring procurement performance and compliance with this policy. This includes oversight of:

- Procurement activities and trends.
- Use of Procurement exemptions.
- Alignment with procurement thresholds and financial delegations.
- Documentation and record keeping practices.

Non-compliance Management:

- Minor or administrative non-compliance will be addressed by relevant Council staff in leadership positions, with a focus on education and corrective action.
- Serious or repeated breaches, or matters involving probity, integrity, or public interest concerns, will be escalated to the Executive Leadership Team and Audit and Risk Committee and reported to Council where required.

Any breach of this Policy may be considered a breach of organisational policy and could result in disciplinary action. Breaches will be assessed in accordance with relevant internal policies and frameworks, including those governing:

- Staff and Councillor conduct
- Fraud and corruption prevention
- Ethical and accountable behaviour

Ongoing Review and Reporting

Detailed reporting and monitoring provisions, including documentation standards and escalation protocols, are provided in the appendices to this Policy and further supported by the Procurement Framework.

These processes will be reviewed periodically to ensure they remain aligned with legislative obligations and sector best practice.

This Policy will be reviewed at least once every four (4) years in accordance with the Local Government Act 2020 (Vic), or earlier if required.

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Responsible Officer	Chief Financial Officer
Department	Finance
Approval Date	
Approved by	Council
Version Number	2.0

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8. Appendices

All policy requirements contained within these Appendices are only applicable to Cardinia Shire Council and are reviewed and updated in line with internal governance and legislative obligations.

8.1 Appendix 1 - Procurement Thresholds

Estimated Contract Value (Exc GST)	Minimum Procurement Requirement	Additional Guidance (Methodologies)
\$0 - \$5,000	One (1) verbal quote or written quote (preferred), to be obtained	Use standard purchase order or purchase card. Council Officers are encouraged to consider local or pre-approved suppliers where practical.
\$5,001 - \$15,000	Minimum one (1) written quote	Quotation evidence must be attached to the required sourcing activity within councils procurement system. Council Officers are encouraged to consider local contractors where practical.
\$15,001 - \$50,000	Seek minimum two (2) written quotes	Quotation evidence must be attached to the required sourcing activity within councils procurement system. Council Officers are required to obtain at least one quote from a local contractor, where practical.
\$50,001 - \$300,000	Seek minimum three (3) written quotes	Quotation evidence must be attached to the required sourcing activity within councils procurement system. Council Officer are required to obtain at least one quote from a local contractor, where practical.
Over \$300,000	Public Tender required	A publicly available open tender process must be undertaken, unless procurement is conducted through an existing panel, collaborative arrangement, or exemption has been approved.

General principles

- Thresholds refer to the total contract sum, including extension options and recurrent spend with the same supplier.
- Thresholds represent the minimum standards – Council officers may choose a more rigorous approach if it is in the best interests of Council.
- Procurement transactions must not be split to circumvent the above thresholds.
- Where Council has established panels, alternate thresholds and methodologies may apply as approved at the time of panel formation.
- Where it is difficult to obtain sufficient quotations (e.g. due to limited suppliers or specialised work), an approved Procurement Exemption may be applied in accordance with Sections 5.5 and 8.2.

OFFICIAL**8.1.1 Purchase Order Requirement "No PO or Claim, No Payment" Policy**

Council operates under a strict "No PO or Claim, No Payment" policy. A Council Purchase Order or contract claim must be created and provided to a supplier before commencement of any engagement for the supply of goods, services or works, unless on the PO exemption list. Council will not be able to pay suppliers if they do not have a Purchase Order or contract claim. This policy ensures financial control, transparency, and compliance with procurement and budgetary requirements.

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8.2 Appendix 2 – Procurement Exemption Justifications

Exemption Justification	Explanation
Genuine Emergency or Hardship	Allows a contract to be entered into where the CEO, considers it necessary because of an emergency (e.g. to provide immediate response to a natural disaster, declared emergency, public health or safety concern etc.)
Extension of contracts while Council is at market to ensure continuation of supply of goods, services and works	Allows the extension of an existing contract where the procurement activity to replace the contract has commenced (or is imminent) and where the establishment of an interim short-term arrangement with an alternative supplier would lead to Council achieving lesser value for money or an adverse effect on public interest.
Government Entity or approved third-party	Allows engagements with another government entity or government owned entity. For example, Federal, State or Local Government or an entity owned by the Federal, State or Local Government. Contracts and arrangements established by another government entity, local authority or local government group purchasing schemes.
Professional Services unsuitable for tendering	Allows the procuring of the following engagements: • Legal services, Utilities, Purchase of Land
Novated Contract	Where the initial contract was entered into in compliance with the Act and due diligence has been undertaken in respect to the new party.
Operating Leases	Where a lessor leases an asset (generally a vehicle or plant and equipment) to the Council and assumes the residual value risk of the asset.
Information technology resellers and software developers	The expenditure related to purchases from information technology resellers and software developers (e.g. for renewal of software licences/upgrades, etc.) where there is a sole supplier who holds the intellectual property rights to the software.
Sole Sourcing	The engagement of a single supplier without seeking competitive offers, permitted only in defined and exceptional circumstances such as where: (a) the market is restricted (e.g. IP ownership, licensing, regulation); (b) no viable alternatives exist following a failed tender; (c) a joint IP arrangement exists; or (d) direct negotiation has been deemed necessary based on a documented market analysis. Sole sourcing must be approved in line with Council's Financial Delegations, fully documented, and demonstrate alignment with value for money, probity, and public interest.
Statutory Compulsory Monopoly Insurance Schemes	• Motor vehicle compulsory third-party • WorkCover • Payments to claimants
Other specific Council exemptions	• Engagement of Traditional Owners where the primary purpose is to gather information relating to Aboriginal culturally sensitive issues, including land management considerations pursuant to the Aboriginal Heritage Act 2006. • Regional Waste and Recovery Group. • Additional delivery of goods, services and works that are intended either as replacement parts, extensions or continuing services for existing equipment.

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- Emergency events & post-emergency procurement activities should meet all requirements of the Disaster Recovery Funding Arrangements. In addition, the Value for Money principles will still be applicable.
- Where Council expenditure is funded from State or Federal Government grant monies the requirement to comply with Division 2 Section 108 of the Act remains unless there are grant conditions which provide alternative arrangements.
- Should the nature of the requirement and the characteristics of the market be such that it is considered a public tender process is not possible, an exemption as outlined in Section 108 3 (d) may be sought from Council.
- If a state of emergency/disaster/pandemic Event is in place within Victoria, this exemption can be approved by the Chief Executive Officer.

OFFICIAL**8.3 Appendix 3 - Disclosure of Information**

Commercial in Confidence information received by the Council must not be disclosed and is to be stored in a secure location.

Councillors and Council Staff must take all reasonable measures to maintain confidentiality of:

- Information disclosed by organisations in tenders, quotations or during tender negotiations; and
- Commercial in Confidence information.

Councillors and Council Staff are to avoid references to current or proposed contracts in discussion with acquaintances or outside interests.

Discussion with potential suppliers during tender evaluations should not go beyond the extent necessary to resolve doubt on what is being offered by that supplier.

At no stage should any discussion be entered into which could improperly influence the procurement process or negotiation of a contract prior to the contract approval process being finalised, other than authorised pre-contract negotiations.

7.4 Financial Reports

7.4.1 ANNUAL REPORT 2024-25

Responsible GM:	Wayne Mack
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	5.1 We practise responsible leadership 5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.

Recommendation

That Council endorses the Cardinia Shire Council Annual Report 2024-25 and notes its completion within 4 months of the end of the financial year, to meet the requirements of the *Local Government Act 2020*.

Executive Summary

The 2024-25 Annual Report has been prepared to provide the community transparent reporting on our financial and non-financial achievements for the last financial year in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

This includes the Report of Operations, the audited Performance Statement and the audited Financial Statements. The Annual Report has been developed to share with the community, our key stakeholders, the story of the successes and progress Cardinia Shire Council has made in delivering on the 2021-25 Council Plan.

The Annual Report will be available for the community online via Council's website, with limited printed copies to be made available for inspection at Council's offices.

Background

The purpose of this report is to present to Council for consideration the 2024-25 Annual Report, including the audited Financial Statements and Performance Statement.

The *Local Government Act 2020* requires councils to prepare an Annual Report in respect of each financial year and present it to a Council meeting within four months of the end of the financial year.

The Annual Report contains the report of operations of Council, detailed account of the key activities and the achievements of Council towards the delivery of the Council Vision and the five strategic objectives and strategies contained within the Council Plan 2021-25.

The Annual Financial Statements represent a general-purpose financial report consisting of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works, and accompanying notes. These statements have been prepared in accordance with the relevant professional and statutory requirements, including the Australian Accounting Standards.

The Performance Statement reports against a range of performance indicators introduced under the Local Government Performance Reporting Framework, which are statutorily required under the *Local Government Performance Reporting and Accountability Act 2014*.

Council approved in principle the Financial and Performance Statements for the year ended 30 June 2025 at its meeting held on 15 September 2025. These statements were also considered by Council's Audit and Risk Committee at a meeting held on 29 August 2025.

Policy Implications

The Council Plan outlines the activities Council will undertake during the 2021-25 period. The Financial Statements and the Performance Statement provide an auditable account of the performance of these strategic activities and priorities outlined in the Council Plan 2021-25 for the last financial year.

Financial and Resource Implications

The Annual Report provides Cardinia Shire Council with the opportunity to highlight to the community Council's achievements and challenges for the 2024-25 financial year. The structure of the Annual Report is aligned to the 2021-25 Council Plan.

All legislative requirements have been met, with the financial statements prepared in accordance with statutory and legislative obligations, Australian Accounting Standards and other mandatory professional reporting requirements.

The Annual Report's Report of Operations has been prepared in line with the requirements of the Local Government Better Practice Guide – Report of Operations.

Climate Emergency Consideration

Nil

Consultation/Communication

Council staff and senior management have contributed to the information contained in the Report of Operations to highlight Council's major achievements for the financial year.

The Annual Report will be available for inspection at Civic Centre and on the Council's website.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Attachments

1. Attachment 1 - Annual Report 2024-25 [7.4.1.1 - 181 pages]



Cardinia Shire Council
**Annual Report
2024-25**



www.cardinia.vic.gov.au


Cardinia

Prepared by:

Cardinia Shire Council

Acknowledgment

Council wishes to acknowledge all who contributed to this annual report.

Published September 2025

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Acknowledgement of Country

Cardinia Shire Council acknowledges the Bunurong and Wurundjeri peoples as the Traditional Custodians of the land and waterways across our region.

We pay our respects to Elders past and present and recognise their deep and enduring connection to Country.

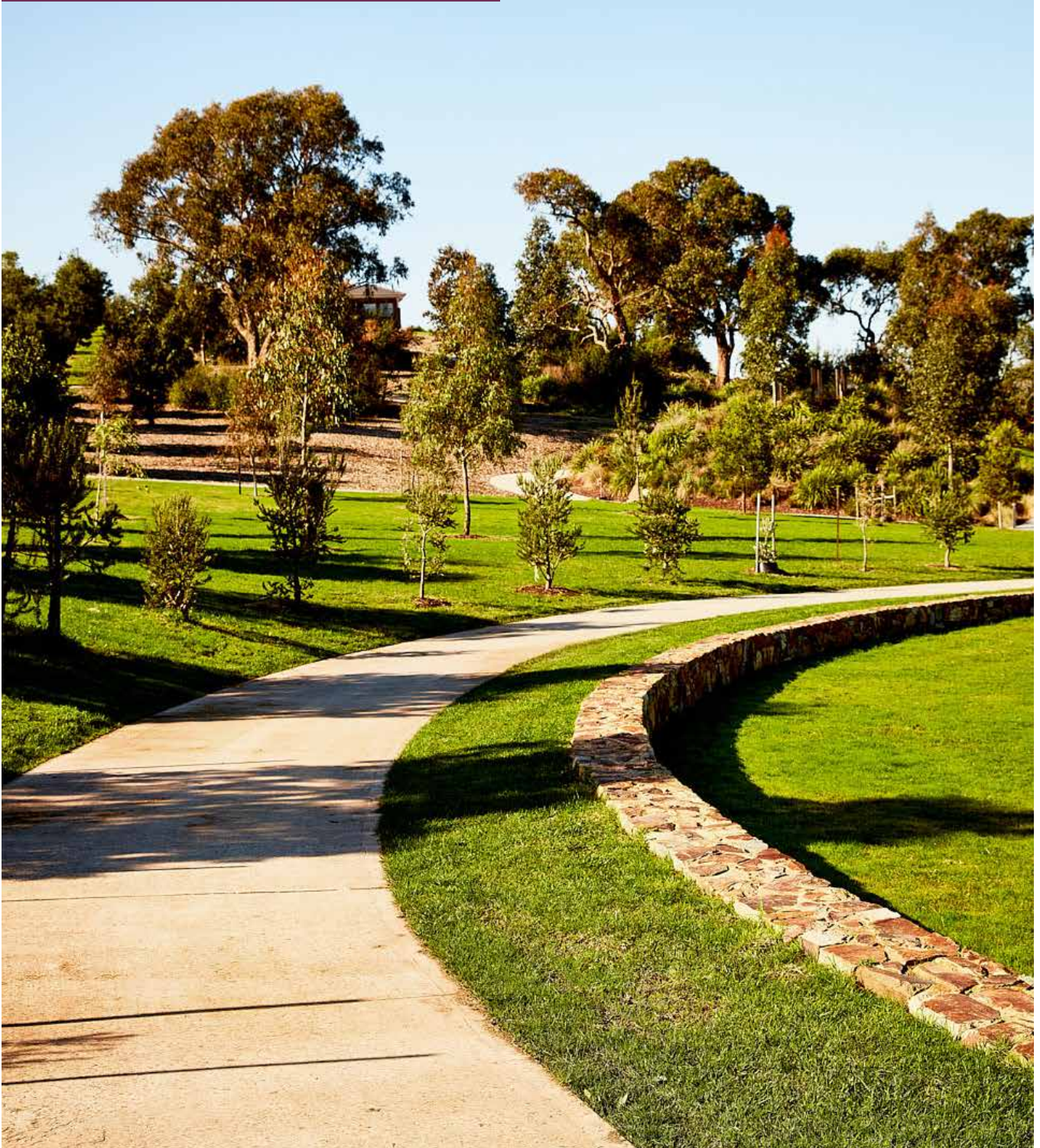
Guided by our community, we strive for a future grounded in truth, respect, equity, and cultural safety, where everyone feels connected and has the opportunity to thrive.

Statement of inclusivity

Cardinia Shire Council encourages a sense of belonging within our shire.

We support an inclusive community comprised of people from diverse backgrounds, including and not limited to Aboriginal and Torres Strait Islander people, people from cultural and linguistically diverse (CALD) backgrounds, those identifying as LGBTIQ+, people of faith, and people of all ages, genders and abilities.

Introduction



Welcome to our Report of Operations 2024–25

Cardinia Shire Council is committed to transparent reporting and accountability.

The Report of Operations component of our Annual Report 2024–25 highlights our key achievements and informs our community of our operations and performance throughout the financial year.

We're proud to present our complete Annual Report 2024–25 to our community as a record of our operating and financial activities over the past year.

Council snapshot

What we do

Cardinia Shire Council (Council) provides a range of community services, programs and activities, as well as infrastructure renewal and development to promote, develop and improve the wellbeing and prosperity of our growing community. We work with all members of our diverse community and across business, industry, and non-profit organisations.

We are committed to building a strong and sustainable shire for present and future generations to enjoy. We work with the community and continue to balance the demands of meeting our financial responsibilities and addressing challenges, such as managing growth while maintaining our diverse and rural communities.

Council delivers a broad range of activities and initiatives, each of which contributes to achieving Council's vision as set out in our Council Plan. The plan identifies 5 strategic objective areas: strong communities, liveable places, thriving environments, prosperous economies and responsible leaders. The outcomes for 2024–25 in each of these areas is reported in the 'Our performance' section of this annual report on page 65.

Council Plan 2021–25 key objectives

The Council Plan 2021–25 has five key strategic objectives.



Strong communities

We empower our communities to be healthy, connected and resilient



Liveable places

We support the creation of liveable spaces and places



Thriving environments

We value our natural assets and support our biodiversity to thrive



Prosperous economies

We support our productive land and employment land to grow local industries



Responsible leaders

We practise responsible leadership

Council Plan key challenges

Council has identified the following major challenges for the coming years:

- Meeting the needs of our fast-growing community.
- Challenges facing culturally diverse communities when settling in Cardinia Shire.
- Protecting our natural and built environments.
- Financial sustainability.
- Fostering a prosperous local economy.

Development of new Council Plan and strategic documents

In early 2024, Council began the process for the development of its new suite of strategic documents that will apply from 2025–29.

A Community Panel representing a diverse cross section of the Cardinia Shire community was appointed to provide input as part of the deliberative engagement process for the development of the new Council Plan 2025–29 as well as the Liveability Plan, Asset Plan and Financial Plan. The panel reviewed and updated the Community Vision and provided input into the development of priorities to inform these key plans.

Following the deliberative engagement process, the broader Cardinia Shire community was invited to provide feedback on Council's draft strategic objectives, which would guide the development of the new Council Plan and associated documents.

Community Vision 2040

One of the key roles of the Community Panel was to review and update the Community Vision 2040. The updated vision was adopted by Council at the Council meeting on 14 April 2025.

Community vision statement

"We acknowledge that we are on the traditional land of the Bunurong and Wurundjeri people.

"We understand, value and incorporate these contributions, past and present. We empower everyone to have a voice. We speak with the optimism and insight of our people, the energy of our community members and the wisdom of all those that came before us.

"We support all people of Cardinia so that they are strong, resilient, safe, socially connected and physically and mentally well. We do this by strengthening community cohesion through engagement and advocacy.

"We care for our country. We take preventative and mitigative actions on climate change in our community, environment, and the planet in everything we do.

"We are sustainable in the way we live, we work close to home, we grow food and we make valuable contributions to the nation. We protect our community, farms, industries, landscapes and biodiversity to ensure they are resilient.

"We provide fit for purpose infrastructure and services that cater for the growth of the community. Growth will be managed prudently and sustainably so that it enables our progress towards community priorities.

"Through advocacy and community engagement, the infrastructure, local community and healthcare services are in place to meet our needs."

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.

Feedback

Council offers this annual report to the community as an open record of our activities and achievements in 2024–25. We welcome feedback to support us in effectively reporting to our community in future years. To provide feedback, please contact our customer support team on 1300 787 624 or mail@cardinia.vic.gov.au

Message from the Mayor



I'm pleased to present Cardinia Shire Council's Annual Report 2024–25 alongside my fellow Councillors, as a record of our achievements on behalf of all residents over the past 12 months.

I'm proud to be serving my second term as Mayor of this great Shire. In the past year, we have celebrated many accomplishments and responded to a range of challenges, and through it all our focus has remained the same – our community.

In October 2024, a new Council was elected for the 2024–28 term, with three returning Councillors, five new Councillors and a returning former Councillor. I thank our outgoing Councillors for their contribution to the Shire during their term and I look forward to continuing to work with the new Council group for the benefit of our community.

Future Cardinia

Since the election there's been a lot of work behind the scenes to progress development of our key strategic documents that will help guide our decision making for the next four years and beyond.

The draft Council Plan 2025–29 is Council's overarching strategic document that will drive Council's direction for the next four years and will support us to deliver on our commitment to the community. The Council Plan is our key document that helps set our direction and decision making for this Council term, outlining how we will deliver on the long-term Community Vision, work towards our key strategic objectives, respond to challenges and leverage opportunities.

As one of Victoria's fastest growing municipalities, it's important that we plan for our future to ensure our Shire remains a great place to live, work and play. This plan outlines our approach to respond to the Shire's rapid growth and challenges over the coming years.

We recognise that community input is essential in helping to guide Council in planning for the future of our Shire. A Community Panel made up of residents from across the Shire was established to share ideas and valuable insights over four workshops as part of the deliberative engagement process in February 2025. The panel reviewed and updated the Community Vision and identified a number of key focus areas that have helped to inform the new Council Plan and other key strategic documents, including the updated Liveability Plan 2017–29, Asset Plan and Financial Plan.

Broader community feedback on these key documents will be sought early in the new financial year before the documents are finalised for final adoption by Council by 31 October 2025.

Advocating for our community

It's been a big year in the advocacy space, as we've developed a number of resources and tools and strengthened our advocacy efforts in the lead-up to the Federal election in May 2025.

In February, Council endorsed its key advocacy priorities and in April we launched an extensive campaign to shine a spotlight on these critical projects – the Princes Highway intersection upgrades from Nar Nar Goon to Longwarry, Cardinia Life redevelopment, a significant road sealing package and the Lang Lang bypass.

Council partnered with Star News Group to highlight our key advocacy priorities and demonstrate strong community support for these projects to our Federal election candidates. The campaign also included a broad social media campaign featuring videos of each priority and our community's voice, as well as a Community Q and A session with candidates for La Trobe.

We remain committed to advocating for what the Cardinia Shire community needs, and will continue to seek support and investment from other levels of government to meet the needs of our growing community.

This year we developed a range of tools and resources to support Council's ongoing advocacy efforts and to empower the community to lead their own advocacy endeavours. We launched our first Advocacy Guidelines and Framework to guide advocacy efforts into the future, as well as a Community Advocacy Toolkit to support the community to drive their own advocacy.

Financial sustainability

We recognise the ongoing cost of living pressures facing our community, and we are committed to doing all that we can to support our community and keep rates and charges as affordable as possible while continuing to deliver essential services and projects.

Council's 2025-26 Budget strives to deliver the services, projects and infrastructure our community needs, while ensuring we remain financially sustainable in the long-term.

I'm proud that we made significant strides towards reducing our underlying deficit by almost half to \$3.4 million. Overall, our debt position remains very low, reflecting Council's responsible financial management to date.

While Council's financial position is currently stable, we need to ensure that we can continue to respond to challenges, deliver essential services and projects and remain financially sustainable into the future.

Connected community

We are proud of our vibrant, diverse and connected community in Cardinia Shire. In fact, our rich diversity is one of our greatest strengths and contributes to making our shire such a welcoming community in which to live.

We were successful in attracting several new services to the shire and continued to work in partnership with services and not-for-profit agencies to advocate and support the work they do within Cardinia Shire. We continued to work with the Victorian Government and key stakeholders to encourage sustainable supply of social and affordable housing across the shire.

We delivered a range of events and programs that celebrated arts and culture, cultural diversity, our older residents and the shire's children and young people.

It's been an honour to serve as your Mayor in 2024–25. I look forward to continuing to work with my fellow councillors, Council staff and our community to ensure our Shire remains a wonderful place to call home.

Cr Jack Kowarzik

Cardinia Shire Mayor 2024–25



Interim CEO's message



As we reflect on the 2024–25 financial year, I'm proud of all that Cardinia Shire Council has achieved for the benefit of our community.

We have continued to work hard to deliver essential services, programs and projects to help meet the needs of our growing community while ensuring we continue to manage our resources responsibly.

The Annual Report 2024–25 outlines Council's achievements in fulfilling the objectives and commitments of our Council Plan and budget, which are detailed further throughout this report.

Delivering for our community

Our dedicated team of staff continued to work hard to deliver a broad range of services, programs and initiatives to our community over the past 12 months.

Our teams have responded to challenges and continued to deliver a high standard of services to our community.

Reflecting on the data contained in this report, I'm proud that in the past year we have been able to:

- Maintain 822km of unsealed roads and 846km of sealed roads.
- Conduct 17,129 Maternal and Child Health consultations.
- Maintain 937km of footpaths.
- Collect 23,239 tonnes of garbage.
- Maintain 201 playgrounds.
- Collect 9,696 tonnes of recyclables.
- Loan 324,739 library collection items.
- Maintain 1,580 hectares of open space.
- Process 2,831 kindergarten enrolments.

We completed, or progressed, a number of major projects throughout the year to improve community infrastructure, including our brand new 10-hectare regional park, Officer District Park, Boollam Boollam Integrated Child and Family Centre, Koo Wee Rup Bowling and Community Hub and Worrell Recreation Reserve skate park and youth plaza – to mention a few!

Turn to page 26 for our full Description of Operations which details major projects that were underway throughout the year.

Responsible financial management

Cardinia Shire Council remained financially stable in 2024–25, despite facing a number of cost pressures.

The local government sector continues to face significant financial sustainability challenges, including the rate cap, increased costs to deliver projects and services, underfunding of Developer Contributions and Infrastructure Contributions Plans for growth councils, and cost shifting from other levels of government.

The 2025–26 Budget and Capital Works Program, the first annual budget of the new four-year Council term, seeks to respond to financial challenges facing Council, while prioritising existing services and infrastructure, and delivering projects to help achieve the community's vision.

Council worked hard to develop a budget that aligns with the aspirations of the community, responds to community needs and ensures responsible management of Council resources. The budget strives to reflect key community priorities identified as part of the engagement process for the development of the new 2025–29 Council Plan.

A key focus of the budget was renewal of existing assets through the capital program to ensure these assets continue to support the needs of our growing community into the future. The 2025–26 Budget includes \$74.2 million towards a number of significant capital works projects. Of this \$55.6 million is allocated for asset renewals and upgrades, while \$18.6 million will help fund the construction of new and expanded assets.

Council also adopted the Revenue and Rating Plan 2025–29, which outlines the most appropriate and affordable revenue and rating approach for Council over the next four years. The plan provides strategic guidelines for use in developing Council's Budget, Financial Plan and other strategic planning documents.

Looking to the future

We welcomed a new Council in October 2024 and in early 2025 we began the process of developing our new suite of strategic documents that will guide Council's decision-making for this Council term. We look forward to finalising these strategies and presenting them to Council for adoption in the new financial year, to guide our work over the next four years. You can read more about the development of our key strategic documents on page 7.

Thank you to our councillors and Council staff who have continued to work for and with our community to achieve great outcomes. We have much to be proud of over the past 12 months, and I look forward to what we can accomplish together in the future.

Peter Benazic

Interim Chief Executive Officer



Fast facts 2024–25



Birth notices
1,882



Bridges and major culverts maintained
293



Building permits issued
1,969



Council kindergarten enrolments processed
2,831



Footpaths maintained (km)
937



Garbage collected (tonnes)
23,239



Immunisations administered
5,535



Library items borrowed
324,739



Maternal and child health consultations
17,129



Increase in number of rateable properties
(percentage based on previous year)
2.80%



Current animal registrations
19,179



Parks and reserves maintained (ha)
1,580



Planning applications lodged
733



Public toilets managed
41



Recycling collected (tonnes)
9,696



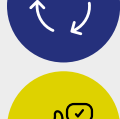
Sealed roads maintained (km)
846



Unsealed roads maintained (km)
822



Underground drains maintained (km)
1,039



Waste diverted from landfill
45.84%



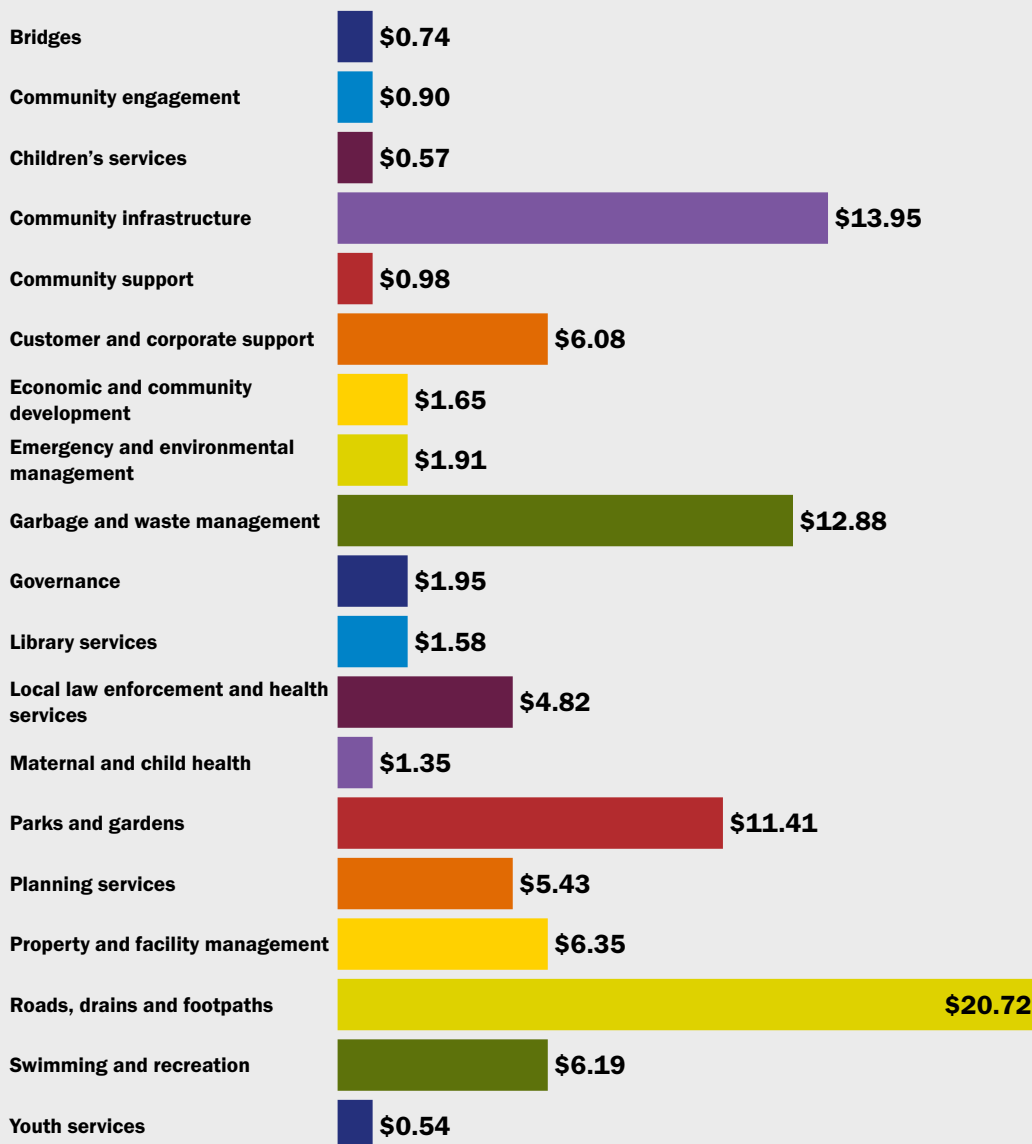
Youth contacts with Council
18,011



Playgrounds maintained
201

How revenue is spent

Dollar amounts below represent the breakdown of every \$100 of revenue used by Council to deliver facilities, programs and services in 2024–25.



Highlights of the year



Strategic objective: Strong communities

We empower our communities to be healthy, connected and resilient.

Achievements:

- We continue to collaborate with key partners to implement the Liveability Plan 2017–29. This year marked the four-year review cycle, with extensive community consultation undertaken to review the plan and propose improvements for the next four years.
- The health of approximately 2,000 new babies born and their families continue to be a priority of the Maternal and Child Health service. More than 15,000 individual assessments and consultations with families were conducted with more than 400 groups delivered supporting fathers, mothers, carers, sleep and settling, parenting support and facilitated playgroup.
- We successfully delivered more than 250 events and programs that celebrated and promoted arts and culture across the shire. These initiatives were thoughtfully curated to reflect the rich cultural diversity of our community and catered to a wide range of age groups and interests, with each event providing meaningful opportunities for our community to engage with creative expression and connect with one another.
- Opportunities have been broad ranging and well attended, with more than 600 seniors attending Seniors Festival events during October and an average of 200 young people attending school holiday and youth programs. We celebrated our First Nations communities through our largest ever Reconciliation Week and NAIDOC Week events on Bunurong and Wurundjeri land. We celebrated the growing diversity of the shire with Fusion Festival and International Women's Day.
- Support for community and cost of living has been a key focus with partnership programs such as Bring Your Bills Day and Christmas Together providing material aid and relief for residents in need. More than 18,000 views of Council's Community Support directory connected those in need with support. The Community Support and Share Food Donation initiative will continue to deliver meaningful support across the shire.
- We were successful in attracting several new services to the shire, as well as welcoming the expansion of the Southeast Community Links services and Community College Gippsland. We continue to work in partnership with services and not-for-profit agencies to advocate and support the work they do within Cardinia Shire.
- Prevention of family violence remains close to the heart of Council. We joined in the statewide candlelight vigil and welcomed a special author talk by family violence survivor and advocate Rosie Batty to continue to share awareness and prevention messaging.
- The Safer Communities Partnership comprising 21 key stakeholders, continues to implement the Safer Communities Action Plan. Initiatives included the 9pm Campaign to reduce theft, Coffee with Community events offering safety engagement and anti-theft resources. Youth engagement opportunities have been expanded in partnership with Stand Out Basketball promoting social cohesion.





Strategic objective: Liveable places

We support the creation of liveable spaces and places.

Achievements:

- A number of recreation and community facilities that have a focus on accessibility and inclusion were delivered, or were underway, during 2024–25. Some of the projects included Officer District Park, Boollam Boollam Integrated Child and Family Centre, Koo Wee Rup Bowling and Community Hub, Garfield North Community Centre and Worrell Recreation Reserve skate park and youth plaza, to name a few.
- We continued to advocate to the State and Federal governments for increased investment in crucial transport infrastructure, including road safety improvements. Council received grant funding from the Department of Transport under the Safe Local Streets Program for local area traffic treatments in Barrington Drive, Pakenham, and Livingstone Boulevard, Pakenham. We also received Blackspot Funding for Fieldstone Boulevard, Beaconsfield, Moody Street and Gardner Street, Koo Wee Rup, Army Road and Army Settlement Road, Pakenham, Leppitt Road and Salisbury Road, Beaconsfield, and Livingstone Boulevard and Heritage Boulevard, Pakenham.
- Council worked closely with the Level Crossing Removal Project on the open space under the railway in Pakenham, which opened in November 2024. This open space includes a shared path that links Pakenham and East Pakenham stations. Other projects include a shared path to Officer Station from Gilbert Reserve, which opened in December 2024, and a shared path in Officer South Road.
- We continued to work with the Victorian Government and key stakeholders to encourage sustainable supply of social and affordable housing across the shire. Over the past 12 months, we continued to work in collaboration with Homes Victoria, developers, registered housing providers and regional advocacy networks to enhance local supply of social and affordable housing. Since the establishment of the Victorian Government's Big Housing Build program in 2021, 84 homes have been completed with a further 17 homes underway in Cardinia Shire. Council officers have secured a further five lots over the past 12 months for social housing, through negotiations with developers.
- Delivery of streetscape upgrades in Pakenham town centre are being revisited to better align with delivery of interfacing projects being undertaken in the area by the Victorian Government. This will help to facilitate a precinct approach to network access that mitigates disruptions for local businesses and community.
- We planned and delivered infrastructure upgrades to the road network to help meet the needs of our current and future population. Major roads projects included completion of Princess Highway intersections at Bayview Road and Station Street/Tivendale Road, Dore Road, Nar Nar Goon, and Mt Lyall Road in Heath Hill.





Strategic objective: Thriving environments

We value our natural assets and support our biodiversity to thrive.

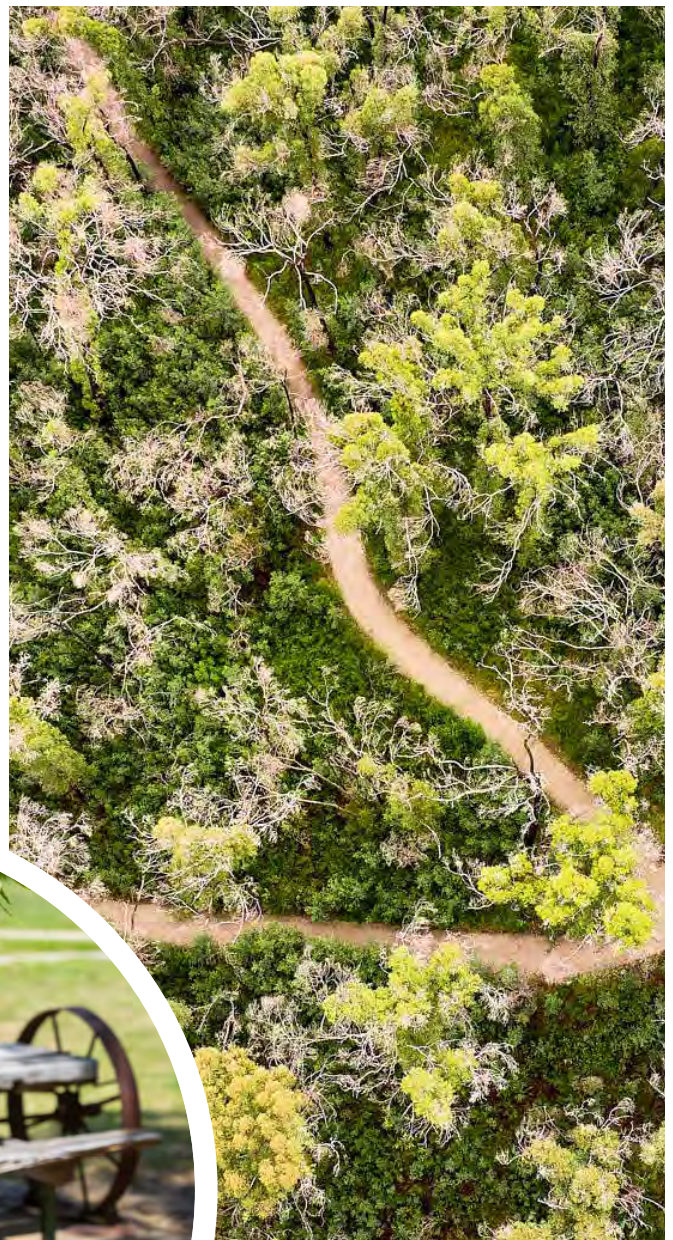
Achievements:

- Major achievements in the past year as part of the Waste and Resource Recovery Strategy Recovery Strategy 2017–26 include supporting and implementing the Victorian Government's Recycling Victoria policy and action plan, continuing to seek alternatives to landfill, providing alternative options to reduce burning off, continuing to advocate and lead improvements and efficiencies in the waste sector, engaging with the community on Clean Up Australia Day, and educating the community on minimising dumped rubbish. Council has advocated for efficient and effective alternatives to a separated glass service, and has begun developing the next Waste Strategy to cover the period from 2026–36.
- As part of our Aspirational Energy Transition Plan, we completed a number of initiatives in 2024–25. We continued to partner with and participate in SECCCA projects, we completed full-term review of the Aspirational Energy Transition Plan, with Council achieving 93% of all actions. The Electrification Plan was completed, outlining opportunities for future energy efficiency and appliance upgrades in Council facilities. Council joined the Solar Savers program, providing advice and access to approved installers for the purchase of energy and water efficient appliances for households. Funding has been secured via the Community Energy Upgrades Fund Program (Federal) and the 100 Neighbourhood Batteries Program (State). We provided information and education opportunities for the community, such as participation in Bring your Bills Day and supporting delivery of energy efficiency and climate change sessions for schools at Deep Creek Reserve. Furthermore, we implemented electrification activities for Council facilities, to improve energy efficiency and upgrades.
- We continued to implement initiatives in the Biodiversity Conservation Strategy, including providing financial and technical support to Council's environmental volunteers and Landcare groups. We have also administered the following community programs: annual plant giveaway, Trust for Nature Rebate program, Environmental Volunteer Support Grants 2024–25, Biodiversity Incentive Scheme Grant 2024–25, Weed Control grants 2024–25, environment education incursions at kindergartens, education material for responsible pet ownership campaigns, Southern Brown Bandicoot awareness programs in partnership with the Royal Botanic Gardens Cranbourne, Cardinia Creek education program, and development and delivery of interpretive signage within natural reserves. Environmental considerations have been embedded into the statutory and strategic planning processes, and pest animal monitoring has been facilitated at key sites to determine the presence of fox and deer. Council has partnered with tertiary education providers on species monitoring, Southern Brown Bandicoot water crossing structures, and blue carbon opportunities.
- The following strategic document reviews have been finalised: Growling Grass Frog Conservation Management Plan for Cardinia Road Employment Precinct, Biodiversity Conservation Strategy and Weed Management Strategy mid-term review. Training has been provided to staff to improve on-ground environmental outcomes. Funding has been secured via the Victorian Peri Urban Weed Management Partnership (Department of Energy Environment and Climate Action); Victorian Deer Control Program (Department of Energy Environment and Climate Action); Liveable Communities Liveable Waterways (Melbourne Water); and Roadside Weeds and Pest



Program (Department of Government Services). We continued to protect bushland reserves, installing 4,490 indigenous plants, and undertook a wetland restoration at Pepis Land including the installation of a deer exclusion fence. We installed artificial bandicoot hides in Koo Wee Rup providing much needed safe refuge.

- A number of initiatives were implemented in 2024–25 as part of the Integrated Water Management Plan. Council secured funding under the Liveable Community Liveable Waterways incentive programs and delivered a Water Balance Model for Cardinia Shire, which will enable Council to see the changes over the last decade and will inform future planning and decision making to progress integrated water management. In partnership with South East Water, Yarra Valley Water and the Department of Climate Energy Environment and Climate Action, Council identified high potable water use facilities aligned to water reduction targets. Implementation of the Officer South PSP includes leading edge integrated water management measures to meet water cycle and healthy waterway targets for Cardinia Creek. Furthermore, Council contributed to and delivered regional implementation of the Westernport Integrated Water Management Forum and completed water assessments of Pakenham Regional Tennis Centre and Koo Wee Rup community centre, to inform future works.





Strategic objective: **Prosperous economies**

We support our productive land and employment land to grow local industries.

Achievements:

- We continued to implement the Community Food Strategy 2018–26. Through the VicHealth Local Government Partnership, Council continued its Futureproofing Farming partnership via monthly meetings with South East Local Learning and Employment Network (SELLEN), Koo Wee Rup Secondary College and local farms. Actions included connecting local work placements to the Conservation and Ecosystems course offering and refining the development of a Working Safely on Farms e-module for students. Council supported a grant application for OzHarvest to establish a food rescue hub facility in the south-east, which is now in operation and working to expand capability. Council's application for the Local Food Partnership Grants via VicHealth was unsuccessful. Council's Emergency Management team in partnership with Economic Development are coordinating several initiatives to respond to drought conditions affecting farming communities.
- The South East Melbourne Airport remains a key advocacy priority for the Greater South East Melbourne (GSEM) group and continues to receive support from Cardinia Shire Council. Although GSEM was not successful in securing an Urban Precincts and Partnership Program grant from the Federal Government, its strategic planning efforts will continue. GSEM and Council recognises that the airport is essential to meeting the long-term needs of south east Melbourne and Gippsland.
- Facilitating investment in the shire's townships to support businesses remained a priority. Cardinia Shire Council's Investment Attraction Plan is complete and was adopted at the May 2025 Council Meeting. The plan provides a clear blueprint for what investment will be best suited to the area. Officers have commenced planning for delivery of short-term initiatives identified in the plan. Investment attraction is currently focused on activating undeveloped commercial and industrial land, as well as supporting and expanding Cardinia Shire's existing high value industries like construction and agriculture.
- Council will continue to advocate for investment in local education to improve skills and employment pathways. Council has made submissions to the Growth Area Authority and Standing Advisory Committee (SAC) process for the Officer South Employment Precinct Structure Plan (OSEPSP) for the inclusion of a Centre for Excellence within the OSEPSP. The OSEPSP was gazetted by the Minister on the 27 February 2025 and includes reference to the Centre of Excellence.



- Council's commitment to actively protecting key heritage sites was evident through our annual Heritage Grant program, which provides support to landowners and community groups to help restore and conserve places of heritage value that are covered by a heritage overlay in the Cardinia Shire Planning Scheme. Council also delivered a Conservation Management Plan for the Nar Nar Goon North Hall, and supported the Planning Scheme Amendment C282 – Officer Kiln – James Hick Pottery site to facilitate the adaptive reuse of the Officer Kiln site. We have supported the Emerald Museum Community Asset Committee to complete murals on the shutters of the museum and received and implemented a grant from the National Library of Australia to digitise a nationally significant collection of Nobelius ledgers.
- Several key initiatives have been delivered over the past 12 months as part of our Economic Development Strategy. Council has officially joined the Tourism East Visitor Economy Partnership, working alongside Yarra Ranges Council and Nillumbik Shire Council to enhance tourism investment in the region, support local tourism operators and increase visitation. Council's annual Business Breakfast held in May 2025 welcomed 138 attendees who learnt about the potential of AI for their business. The Business Planning workshop had steady participation each quarter, with 14 local businesses participating. We supported businesses through the new Business Coaches Program and continued to distribute our monthly Business Newsletter that has 2,000 subscribers, an increase of more than 800 subscribers since the same time last year.





Strategic objective: Responsible leaders

We practise responsible leadership.

Achievements:

- Council's updated Community Engagement Policy was endorsed by Council at its meeting on 14 April 2025. The new policy is now available on Council's website and will guide us in delivering authentic, transparent and inclusive engagement activities with our community.
- The 2025–26 Budget was been adopted, and work is continuing on finalising the Financial Plan for adoption by 31 October 2025 in accordance with Council's statutory obligations.
- Throughout the financial year, Council prepared and published customer service and other service performance reports on a quarterly basis. The reports are presented to Council and are published on Council's website. Council continues to consider ways to improve the quality and meaningfulness of performance reporting.
- Council continues to work with all levels of government to lobby for action on important local issues and to influence government priorities that will benefit our local communities. We work with other groups of councils, such as the Municipal Association of Victoria (MAV), Greater South East Melbourne (GSEM), the Outer Melbourne Councils (OMC) and the National Growth Areas Alliance (NGAA) to facilitate investment in the broader region. A key focus has been to amplify Council's advocacy to the Federal Government throughout the Federal Election campaign and at the National General Assembly in Canberra. During the Federal Election, Council partnered with Star News and local community groups to deliver an advocacy campaign highlighting key community priorities including the Cardinia Life redevelopment, Lang Lang Truck Bypass, Princes Highway intersection upgrades and road sealing packages. Council also hosted a community Q and A event with La Trobe candidates to raise the profile of the community's priorities and to hear from all candidates on their vision for La Trobe

over the next three years and beyond. At the National General Assembly, the Mayor, Deputy Mayor and Interim CEO met with Federal MPs and department officials to continue advocacy efforts for our top Federal priorities. In May 2025, Council endorsed its first Advocacy Framework and Community Advocacy Toolkit which is now available for community groups to download and use to support their advocacy efforts. Looking ahead, Council is working to refine the Advocacy Agenda for the next 12 months and leading into the State Government elections in 2026.

- Council continued to implement a strategy to consider and evaluate alternative revenue streams. A number of initiatives have progressed, some of which include centralisation of grants administration, optimising fees and charges and a proposal to establish an Investment Advisory Committee as part of the new Council Plan.



Challenges and future outlook

Challenges

- Cardinia Shire is one of Victoria's fastest-growing municipalities, with demand on our community infrastructure and services continuing to grow along with our population. This places greater importance on planning and sustainability. Our population growth continues to be a challenge for providing critical services and assets in a timely way. We welcome an average of 3 new households to our shire every day, and our population is expected to increase by almost 40,000 over the next 10 years. With more and more people moving to our shire, our infrastructure is unable to keep up with demand.
- The local government sector continues to face significant financial sustainability challenges, and Cardinia Shire Council is no exception. The Victorian Government's rate cap continues to challenge the local government sector, particularly where it does not factor in rising costs. Rate capping reinforces that Council must be financially prudent in anticipating the long-term needs of the community. Council recognises the ongoing cost of living pressures facing our community, and we are committed to keeping rates and charges as affordable as possible while continuing to deliver essential services and projects. Cost shifting from other levels of government is another significant challenge facing Council.
- With much of the shire's growth stemming from new development, Council is required to provide new infrastructure such as roads, footpaths, drainage and community facilities to meet the future needs of the community. While developer contributions support delivery of this infrastructure, Council covers the funding shortfalls and is responsible for the ongoing maintenance and renewal of these assets.
- Managing the natural and built environments of the shire is an ongoing challenge for Council. This includes balancing our conservation efforts and preservation of the natural environment with the need for further development to meet the needs of our ever-growing community.
- Our culturally diverse communities face a number of challenges when settling in Cardinia Shire, including language and communication barriers as well as a lack of access to key services and support. Attracting culturally specific services and programs to the shire that are close to transport and retail hubs is crucial.
- Council remains committed to attracting services for our Aboriginal and Torres Strait Islander communities. We recognise that these services are best placed to support our Aboriginal and Torres Strait Islander residents as they are likely to be more effective in designing and delivering culturally appropriate community services
- Tackling climate change and its impact on our environment, economy and community remains one of the greatest challenges of our time. Climate change impacts our biodiversity, water supplies, energy demand, and our health — particularly that of our more vulnerable community members.
- When it comes to supporting local industry development and creating local jobs, we need a clear direction for leveraging our productive land and employment land to grow local industries, increase jobs in the area, and keep our skilled workforce. These actions will contribute to improving Cardinia Shire's attractiveness as an employment hub.
- A number of health, safety and wellbeing risks face our community, including family violence, mental health issues, cost of living pressures and food insecurity. Working collectively across government, with local service providers and community leaders, we will continue to prioritise addressing the social determinants and risk factors of poor health and wellbeing.



The future

- Council remains committed to advocating on behalf of our fast growing and diverse community. Council works hard to deliver essential services and projects for our community, but there is more to be done. Growth areas like Cardinia Shire require investment in infrastructure to keep up with demand for new roads, parks, sporting facilities and other amenities. We will continue to seek support and investment from other levels of government to meet the needs of growing community, now and into the future,
- Council remains committed to working towards providing equitable access to important services and facilities. This includes attracting new services to Cardinia Shire to help fill critical gaps, in addition to exploring innovative service models.
- Ensuring our community can connect with Council and provide their input and feedback on projects and initiatives is a priority for Council. Through our community engagement activities, we aim to connect with a broad range of community members and give everyone the opportunity to provide valuable feedback on a range of projects and policies, which in turn helps inform Council decisions and maintain transparency. We will utilise our Creating Cardinia online engagement platform, meetings, workshops, pop-up activities, websites, social media platforms, community newsletters and surveys to consult with our community and seek feedback on important matters.
- Council is committed to continuing to manage its financial resources responsibly and will continue to support community members facing financial hardship to apply for a rates payment plan or financial hardship.
- Our Sustainable Environment Policy 2018–28 recognises that every action we take influences our environment. Cardinia Shire Council strives to ensure that influence is as positive as possible. How we adapt to and mitigate climate change impacts will require a holistic approach, from how we drive sustainable development to how we grow our local industries.
- Through our Liveability Plan 2017–29, Council strives to ensure our community remains healthy and thriving. We are committed to building our community's capacity and will use evidence-based decision-making, and focus on Cardinia Shire's liveability to create environments that enhance our community's wellbeing.
- Council will continue to take action and advocate to all levels of government regarding the impact of the cost of living, including housing pressures. As part of our Social and Affordable Housing Strategy 2018–25 we encourage diversity of housing across Cardinia Shire. We will continue to work with developers and deliver social housing projects with registered housing providers and relevant stakeholders.



Year in review



Financial summary

Cardinia Shire Council remained financially resilient and continued to demonstrate sound financial management during the 2024–25 financial year. Despite a number of cost pressures, we are pleased to report that the year concluded with a surplus exceeding initial budget projections.

Our budget framework is strategically designed to address financial challenges while prioritising the delivery of essential services and critical infrastructure. This approach ensures we continue to progress a diverse portfolio of projects aimed at realising our community's long-term vision.

During the financial year, a number of financial pressures faced Council, including the reclassification of capital projects to operational expenditure for both Upper Beaconsfield and Cora Lynn pavilions. This was further impacted by reduced support from the State Government for some services.

In 2024–25, we delivered a capital works program valued at \$65 million. This program is crucial to deliver new recreational and leisure facilities, and to renew and upgrade existing infrastructure to support our community's continued growth.

Council is committed to delivering valued services, projects and infrastructure to the community while ensuring we remain financially sustainable into the future.

Income statement

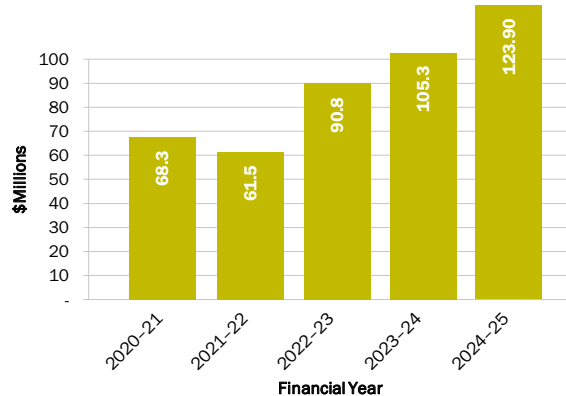
The comprehensive income statement identifies income and expenses for the 2024–25 financial year. The operating surplus reported in the 2024–25 Annual Financial Statements is \$123.9 million, which is more than the budgeted surplus of \$75 million.

The main reasons for this favourable variance are:

- The period saw the early receipt of \$8 million in financial assistance grants from the Victorian Grants Commission. Accurately forecasting the timing of such funding streams presents budgeting challenges given their inherent unpredictability.
- Increased revenue from statutory fees and fines due to CPI increase.
- Lower borrowing costs due to the early repayment of loans.

This is being offset by:

- Higher than budgeted employee costs due to EBA increases and some unbudgeted costs such as allowances and casual staffing costs.
- Net loss on assets, predominantly driven by the need for old roads to be written off and replaced.
- Increase in higher than budgeted expenses for materials and services. This is due to the reclassification of projects from capital to operational projects including Upper Beaconsfield and Cora Lynn pavilions.

Figure 1. Operating result \$ million

It is important to note that the reported operating surplus is not a cash surplus. The operating results are presented under the accrual basis of accounting and includes a mix of cash and non-cash items within both the income and expense categories.

Balance sheet

Council ended the year with net assets of \$3.4 billion, an increase of \$264 million from the previous year (\$3.1 billion).

This has been influenced by the increase in the value of our property, infrastructure, plant and equipment assets, resulting from the capital works activity completed during the year combined with the revaluations undertaken to see a net increase of \$730 million.

Cash position

The closing cash and cash equivalents balance at 30 June 2025 was \$25 million, a \$4.9 million decrease from 2023-24.

The main driver behind this increase is proceeds from long term borrowings.



Description of operations

A broad range of services and activities are provided by Cardinia Shire Council each year. These include everything from family and children's services, to maintaining good community infrastructure such as parks, reserves, open spaces, youth facilities and waste management. Other areas of responsibility include business development, ensuring accountability for Council's Budget and planning for new developments.

Our initiatives are always diverse and contribute to achieving Cardinia Shire Council's vision as outlined in the Council Plan. You can refer to the 'Our Performance' section on page 65 of this report for further information.



Major capital works

Cardinia Shire Council undertakes capital works to provide new community assets and improve existing assets. We have developed and delivered many projects throughout the 2024–25 financial year to improve community infrastructure. They will enable Council to deliver better services, amenities, improved access, and quality facilities to the wider community. The following tables outline these projects.

Major achievements

Council continued to implement its short and long-term strategies through its Capital Works Program, including one-year, 5-year and 10-year plans aligned to the Council Plan's actions and budgets. As a result, the goal of financial sustainability was supported, and framework was provided to help monitor Council's financial performance while delivering projects.

Major changes

Cardinia Shire Council's five-year forward planning and delivery of the Capital Works Program was reviewed and updated to best match Council's ability to deliver the program successfully.

Economic factors

A few budgeted priorities encountered high construction costs during the planning and delivery of the Capital Works Program due to uncontrollable market conditions. Some projects were further delayed due to the necessary reprioritisation of projects to ensure financial sustainability and to meet expectations within the wider community.

Princes Highway intersection program

Description	Several priority intersections along the Princes Highway will be upgraded over three years as part of our Better Local Roads Program. The Princes Highway intersection project will provide safer travel for road users while reducing congestion and catering to future increases in traffic.
Update	Works completed this year: - Bayview Road and Princes Highway intersection, Officer. - Tivendale Road-Station Street and Princes Highway intersection, Officer. The original works planned under this program have all been completed. Council is in discussion with the Australian Government to secure further funding to complete more intersections along the Princes Highway.
Start	2020
End	2024
Project budget	\$29.184 million funded by Council and the Australian Government's Urban Congestion Fund (\$21.55 million)

Sealing the Hills program

Description	The Sealing the Hills program will involve sealing roads in the Dandenong Ranges and surrounds.
Update	Works underway this year: • First-Grenville package stage 1 (construction of First Avenue, Grenville Road, Spring Street and Hazel Street, Cockatoo): construction is now complete. • First-Grenville package stage 2 (construction of Second Ave right of way): construction is now complete. • First-Grenville package stage 3 (construction of Neville Street, Steane Street and Marcelle Street, Cockatoo): construction is now complete. • Old Gembrook Road package, Emerald: design completed with construction to commence in July 2025. • Stoney Creek package, Beaconsfield Upper: construction commenced in June 2025 and is due to be completed November 2025. • Design has commenced for Mountain Road and Ure Road package and Mt Burnett Road package.
Start	2021
End	2027
Project budget	\$44.994 million funded by \$41 million in Australian Government funding and the remaining co-funded by Council and landowners via a special charge scheme.

Better Local Roads Program – strategic road sealing program

Description	Council is upgrading several strategic roads across the shire to improve transport connections. Approximately 25 km of roads across the shire have been identified as part of the program, which forms part of our Better Local Roads Program.
Update	During this year, sealing was completed on: • Dore Road, Nar Nar Goon. • Mt Lyall Road, Heath Hill. • Phase 1 Bessie Creek Road, Nar Nar Goon North. Design works are underway for: • Phase 2 Bessie Creek Road. • Huxtable Road, Pakenham Upper.
Start	2019
End	2026
Project budget	\$25.958 million

Road resurfacing and renewal program

Description	Annual program of road renewal or rehabilitation that involves fully rebuilding the road pavement or resurfacing the top layer of the road to help prevent damage to the road pavement.
Update	Under the resurfacing program, more than 60 road segments were resealed or rehabilitated. Major road rehabilitation projects were completed at: • Dalmore Road, Cardinia. • Bunyip Modella Road, Bunyip. • Seven Mile Road, Nar Nar Goon. • Officer Road, Officer.
Start	July 2024
End	June 2025
Project budget	\$5.8 million fully funded by Council.

Unsealed road resurfacing and renewal program

Description	Annual program to restore the wearing course on unsealed roads, enhancing durability and safety for all users. This project involves grading, re-sheeting and compacting the road surface.
Update	A total of 25 unsealed roads were treated under this program, including major rehabilitation at: • Bunyip-Modella Road, Bunyip. • Mt Eirene Road, Gembrook. • Sanders Road, Bunyip. • Wright Road, Avonsleigh. • Harewood Park Road, Gembrook. • South Bank Road, Bunyip.
Start	July 2024
End	June 2025
Project budget	\$2.3 million fully funded by Council.

Footpath program

Description	Annual program for renewal of footpaths to maintain sealed pathways according to the road management plan intervention levels, and maintaining and improving gravel pathway surfaces, ensuring safety, accessibility, and longevity by replenishing gravel layers and addressing wear and erosion.
Update	Works were completed across the following townships: • Pakenham. • Gembrook. • Beaconsfield. • Koo Wee Rup. • Officer.
Start	July 2024
End	June 2025
Project budget	\$1.2 million fully funded by Council

Bridge renewal program

Description	Annual program of repairing or replacing ageing bridges, enhancing structural integrity, improving safety features and ensuring durability.
Update	Works were completed: • Beaconsfield Wetlands Boardwalk was completed • Gembrook Road boardwalk was completed • Replacement of Simpson Bridge commenced, with completion expected in July 2025. • Lakeside seawall stabilisation is ongoing, with design completed in June 2025 and works to commence in the summer of 2025–26.
Start	July 2024
End	June 2025
Project budget	\$866,157 fully funded by Council.

Drainage program

Description	Annual program of assessing, repairing, and improving existing drainage systems to enhance capacity, reduce flooding, ensure efficient water flow and maintain the long-term integrity of surrounding infrastructure.
Update	The 2024–25 drainage program included completing the design for drainage repairs that will be constructed in future years at: • Macclesfield Road. • Tynong Road (south of Quarry Road). • Charles Street, Pakenham. • Clearview Court, Garfield. • Mary Street, Bunyip. • Hawk Avenue, Pakenham. • Beswick Street, Garfield. Drainage works were completed at: • Ambrose Street, Emerald, consisting of underground drainage works and trail road seal to help improve run-off management. • Whiteside pit (Oakrind Rise).
Start	July 2024
End	June 2025
Project budget	\$384,680 fully funded by Council.

Cardinia Youth Hub

Description	Relocation and expansion of the My Place Youth facility to a parcel of Council-owned land in James Street, Pakenham. The new Cardinia Youth Hub was designed to engage and support young people aged 12–25 years.
Update	The construction of the Cardinia Youth Hub was paused due to concerns regarding the structural design and the subsequent liquidation of the appointed builder. In response, Council initiated a comprehensive evaluation process to determine the most appropriate path forward for the project. Following this assessment, the partially constructed facility was demolished in February 2025. Council then commenced a new tender process in May 2025 to progress the development of the Youth Hub.
Start	March 2022
End	October 2027
Project budget	\$3.307 million (cost to date).

Officer District Park

Description	Officer District Park will be a regional 10-hectare adventure and nature park. The park is being delivered in stages.
Update	Stage one construction was completed during the year, including a multi-level playground, Cardinia Shire's first purpose-built parkour zone, fitness stairs and equipment, a lookout and dedicated dog off leash area.
Start	October 2023
End	June 2025
Project budget	\$9.887 million funded by Council, the Victorian Government's Growing Suburbs Fund (\$2.2 million), the Victorian Government's New and Upgraded Dog Parks Program (\$400,000) and the Federal Government's Local Roads and Community Infrastructure program (\$435,000).

Boollam Boollam Child and Family Centre

Description	This new centre includes three kindergarten program rooms, a community room that can be converted into an additional kindergarten room in future, three consult rooms to cater for Maternal and Child Health and other allied health services, staff room with kitchen space and planning room, community amenities, outdoor play space, public art and off-street car parking.
Update	Works were completed and the centre opened in May 2025.
Start	December 2023
End	May 2025
Project budget	\$9.812 million, funded by the Victorian Government (\$9 million) and developer contributions.

Garfield North Community Centre (Cannibal Creek Reserve), Garfield North

Description	Development of a new community centre in Garfield North to accommodate approximately 100 people. This modular building will include a social room, a meeting room, storage area, kitchen, accessible toilet, and unisex toilets.
Update	Earthworks were completed, the slab was poured, and inground services and module prefabrication are in progress. The project is expected to be completed by November 2025.
Start	January 2022
End	June 2025
Project budget	\$2.4 million jointly funded by Council and the Victorian Government Growing Suburbs Fund (\$1.3 million).

Koo Wee Rup Bowling and Community Hub

Description	Construction of new modular building with facilities for club members and general community including two social rooms, a bistro area, three community meeting rooms, kitchen, bar servery, two change room areas, office area, toilet facilities, storage area, first aid room, and car parking.
Update	This project was completed in December 2024.
Start	April 2024
End	December 2024
Project budget	\$5.508 million jointly funded by Council, the Victorian Government's Growing Suburbs Fund (\$1.65 million) and the Australian Government's Building Better Regions Fund (\$1.65 million)

Worrell Reserve, Emerald – skate park

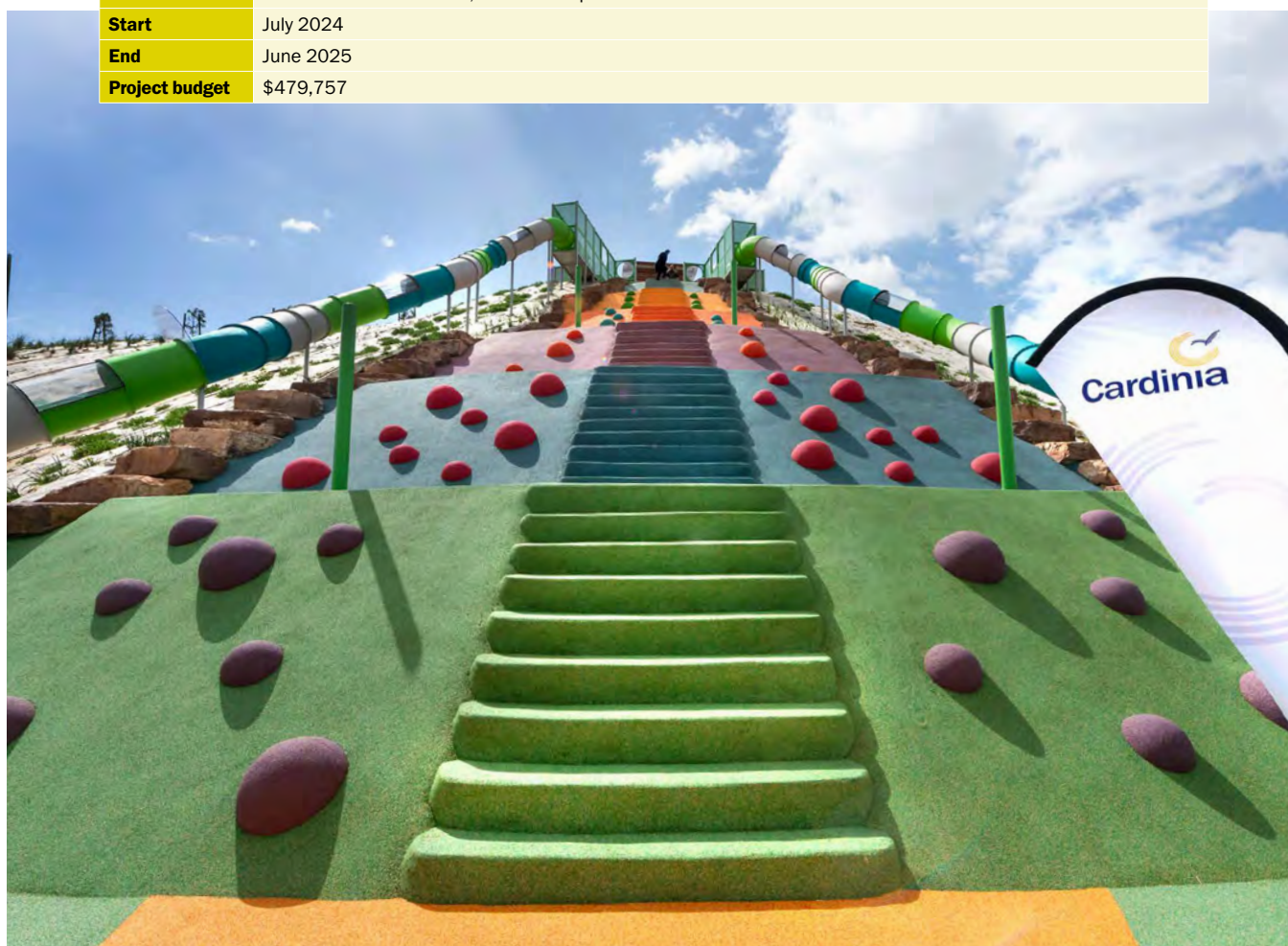
Description	Construction of skate park and youth plaza.
Update	The youth plaza and skate park was completed in December 2024, providing a family-friendly multi-use recreation space for skateboarding, BMX, scooter and mountain bike riding.
Start	July 2022
End	December 2024
Project budget	\$1.305 million jointly funded by Council and the Victorian Government (\$1 million).

Recreation reserve lighting and power upgrades

Description	Annual program to enhance outdoor sports field facilities by installing energy-efficient lighting and improving power supply systems to ensure safety and accessibility and foster a better environment for community sports and events.
Update	Projects were completed at: • Mountain Road Recreation Reserve, Cockatoo. • Beaconsfield Recreation Reserve. • Upper Beaconsfield Recreation Reserve. • Toomuc Recreation Reserve, Pakenham. • Dick Jones Park, Lang Lang.
Start	July 2024
End	June 2025
Project budget	\$1.16 million, jointly funded by Council and the Victorian Government.

Playground renewal program

Description	Annual program to revitalise or upgrade outdoor play spaces, including upgrading equipment, improving landscaping, incorporating inclusive features, and fostering community involvement to create vibrant play environments.
Update	Playground renewals were completed at: • WB Ronald Reserve, Pakenham. • Jim Parkes Reserve, Beaconsfield. • Toomuc Recreation Reserve, Pakenham. The design and community consultation phase were completed for: • Greenland Court Reserve, Garfield. • Lauriston Estate Park, Koo Wee Rup.
Start	July 2024
End	June 2025
Project budget	\$479,757



Our Council



Cardinia Shire profile

Location

Spanning an area of 1,280km², Cardinia Shire is located 55 kilometres south-east of Melbourne's central business district. As one of 10 'Interface Councils' on the outskirts of metropolitan Melbourne, Cardinia is where urban and rural areas meet. The shire is characterised by three distinct areas.

Our urban areas of Beaconsfield, Pakenham and Officer and our railway towns of Nar Nar Goon, Tynong, Garfield and Bunyip are a mix of traditional country towns and new metropolitan areas. These areas support affordable living and are close to essential services and facilities. They are located near emerging employment areas that deliver a diverse mix of jobs to the shire and access to the metropolitan rail service and V-Line services to regional Victoria.

Our hills area sits at the Dandenong Ranges foothills and is home to country charm villages, including Emerald, Gembrook, Cockatoo and Upper Beaconsfield. The hills offer unique lifestyle living, rolling farmland, adventure, villages to explore and local cuisine to enjoy.

Our southern rural area has rich, productive landscapes that support local farming, food production and rural living across our townships, including Koo Wee Rup and Lang Lang. This part of the shire is home to the Koo Wee Rup swamp and Western Port Bay.

History

Places of both local and state significance are included in the shire's diverse blend of natural and cultural sites. These heritage spots reflect the Cardinia Shire's evolving periods and the people who have shaped them including Aboriginal Australians – the first people to use the rugged landscape – as well as loggers and gold miners of the foothills who helped to drain the former Koo Wee Rup Swamp and the pastoral settlement. The municipality continues to evolve as new developments and residents move into the area each week.

Four main development periods have formed Cardinia Shire, and they are:

- Aboriginal cultural landscape at first contact (c1835–c1860);
- pastoral era and land settlement (c1838–c1870);
- selection era and establishment of service communities (c1860–c1940); and
- post-war residential expansion (c1945 to present day).

Local governing bodies were established in 1862 after the Berwick District Roads Board launched, followed by the establishment of the Shire of Berwick in 1868, which evolved into the Shire of Pakenham and then Cardinia Shire.

Population

Cardinia Shire is one of Victoria's fastest-growing local government areas.

- An average of three new households move into the Shire every day.
- The estimated population is 132,289 as of 2025.
- Cardinia Shire's population is predicted to rise by approximately 27,388 over the next 10 years until 2035, and by 35,700 over the next 21 years until 2046 with a projected population of approximately 167,989.
- The median age of residents is 34, which is three years younger than that of Greater Melbourne.
- The largest percentage of Cardinia Shire's population are parents and homebuilders aged 35-49 (21%), followed by young people aged 12-24 (16%), and finally the young workforce aged 25-34 (16%).
- Cardinia Shire has a higher proportion of young children aged 14 years and under (23%) compared with Greater Melbourne (18%) and a lower proportion of people aged 60-plus (17%) than Greater Melbourne (20%).

The Victorian Government nominated the combined Casey-Cardinia area as one of five regions around the fringe of metropolitan Melbourne where new housing and population growth will be concentrated. In light of this, dramatic population growth within Cardinia Shire is expected over the next 20 years.



Table 1: Estimated 2025 population and projected 2035 and 2045 population by service age group

Age group (years)	2025		2035		2045		Change 2025 to 2045
	Number	%	Number	%	Number	%	Number (% change)
Babies and preschoolers (0 to 4)	9,815	7%	10,804	7%	11,349	7%	1,534 (+15.6%)
Primary schoolers (5 to 11)	13,403	10%	14,486	9%	14,856	7%	1,453 (+10.8%)
Secondary schoolers (12 to 17)	10,973	8%	12,178	8%	12,166	9%	1,193 (+10.8%)
Tertiary education and independence (18 to 24)	11,999	9%	15,054	9%	14,452	14%	2,453 (+20.4%)
Young workforce (25 to 34)	19,876	15%	23,560	15%	22,980	21%	3,104 (+15.6%)
Parents and homebuilders (35 to 49)	29,095	22%	35,339	22%	35,310	9%	6,215 (+21.3%)
Older workers and pre-retirees (50 to 59)	14,109	11%	18,213	11%	20,613	12%	6,504 (+46.0%)
Empty nesters and retirees (60 to 69)	10,998	8%	12,661	8%	14,550	9%	3,552 (+32.2%)
Seniors (70 to 84)	10,205	8%	13,803	9%	15,587	9%	5,382 (+52.7%)
Elderly aged (85 and over)	1,806	1%	3,597	2%	5,373	3%	3,567 (+197.5%)
Total people	132,289		159,695		167,236		

Percentage figures and totals may not equate exactly due to rounding.

Cardinia Shire has a higher proportion of young families than the Greater Melbourne average. In contrast, the proportion within the 60-plus age group is lower than the Melbourne average. It's important to note this pattern is typical of growth areas located on the fringe of large cities as young couples often relocate from rental accommodation in inner suburbs as they hunt down more affordable housing and larger dwellings in outer suburbs.

An estimated 23,009 residents aged 60 and over continue to reside in the shire and this figure represents 17% of Cardinia's total population. This figure is predicted to increase to approximately 35,510 over the next 20 years until 2045 (increase of around 12,500 people). With this increase will come a greater demand for community and aged services, health services, local infrastructure upgrades and public transport.

The 2021 Census found that 38.4% of Cardinia Shire's population identified as being of a Christian faith, with Catholic the most dominant denomination chosen by residents. A growing number of residents (44%) indicated

they had no religion, which is a higher proportion compared with Greater Melbourne (37%). The figure is also a 7.6% increase from the 2016 Census.

Only a small proportion of culturally and linguistically diverse (CALD) communities reside within Cardinia Shire, which is in line with current population growth, and this number is increasing. In the 2021 Census, residents who spoke a language other than English represented 18% of the Cardinia Shire population, a significant increase from 11% reported in 2016.

In the 2021 Census the most common birth countries of non-Australian born residents were India, United Kingdom, Sri Lanka, New Zealand, and the Philippines.

Cardinia Shire has an Aboriginal and Torres Strait Islander population of 1,145 residents representing 1% of the population and remaining in line with Victorian trends. This figure has risen from 780 in 2016.

Households and housing

As of the 2021 Census, there were approximately 41,390 households in Cardinia Shire.

- Around 38% of households comprise couples with children, a figure greater than the Melbourne average of 33%.
- Other households are comprised of couples without children (approximately 26%), one-parent families (11%) and single residents (19%).
- Of Cardinia Shire households, 22% own their home, 48% have a mortgage, and 22% rent. The proportion of households with a mortgage is higher than the metropolitan Melbourne average of 36%.

Education

Cardinia Shire residents are generally attaining lower levels of education and training than other areas in metropolitan Melbourne. The 2021 Census found that 52% of residents had completed Year 12 or equivalent, in comparison to the metropolitan Melbourne average of 64%.

At present, the lack of a university campus and limited TAFE courses available within Cardinia Shire puts a ceiling on the availability of post-secondary education opportunities locally for residents.

Industry and economy

The 2021 Census results found that 18,840 residents were employed in jobs within Cardinia Shire, while more than half of the working population travelled outside the area to work (62%).

- 95% of those able to work are employed and 4.3% of the population is unemployed, a figure that is slightly lower than metropolitan Melbourne (5.3%).
- Of those employed, 61% work full time and 32% work part time.
- Construction (14%), health care and social assistance (13%), retail (10%), and manufacturing (9%) are the top four industries of employment among Cardinia Shire residents.
- The most dominant occupations within Cardinia Shire are technicians and trade workers (17%).
- The 2021 Census also indicated that the average median weekly incomes are higher in Cardinia Shire than wider Victoria (see Income and Work in Cardinia – 2021, all persons, QuickStats).

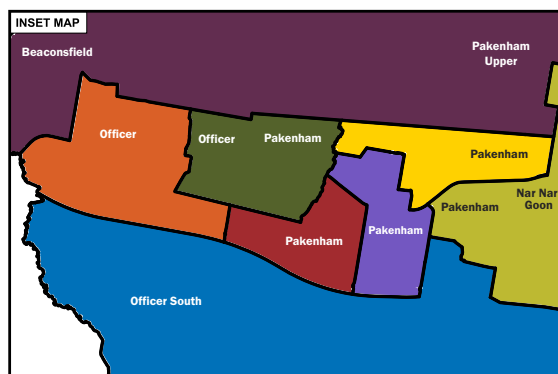


Councillors and Council wards

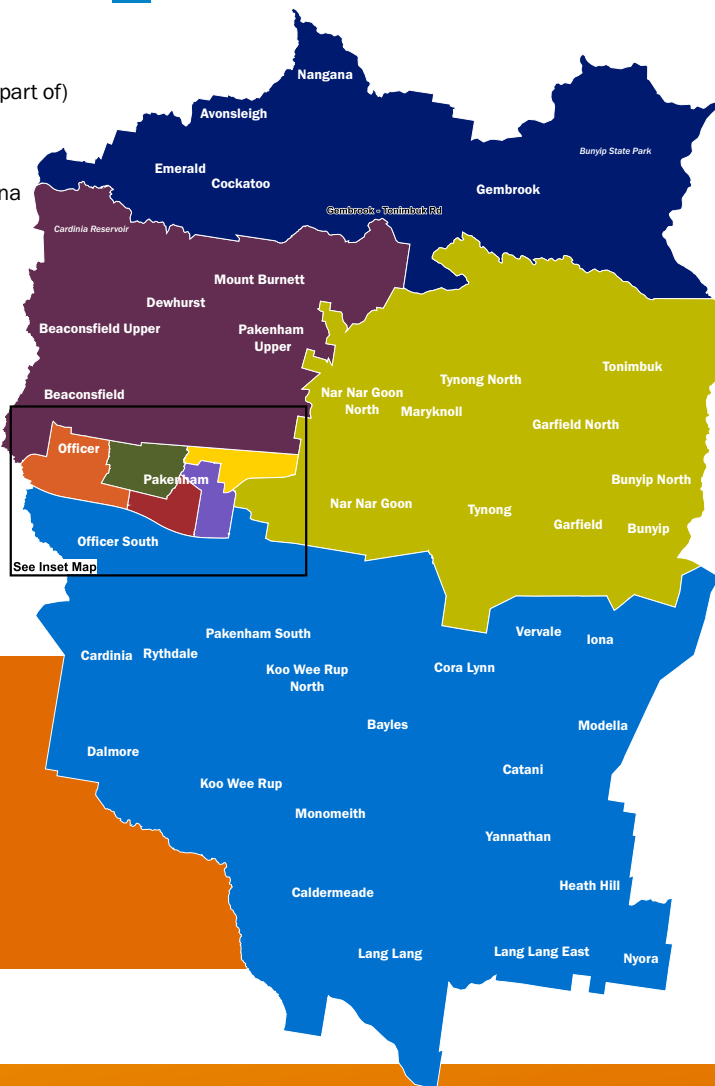
2024–28 Council term

For the election held on 26 October 2024, the shire remained as nine single-member wards. The current ward boundaries were reviewed by the Victorian Electoral Commission and the Minister for Local Government approved new boundaries on 28 May 2024.

- **Beacon Hills Ward:** Beaconsfield (part of), Beaconsfield Upper, Dewhurst, Guys Hill, Mount Burnett and Pakenham Upper
- **Bunyip Ward:** Bunyip, Bunyip North, Garfield, Garfield North, Nar Nar Goon, Nar Nar Goon North, Pakenham (part of), Tynong and Tynong North
- **Central Ward:** Pakenham (part of)
- **Henty Ward:** Pakenham (part of)
- **Officer Ward:** Beaconsfield (part of) and Officer (part of)
- **Pakenham Hills Ward:** Pakenham (part of)
- **Ranges Ward:** Avonsleigh, Clematis, Cockatoo, Emerald, Gembrook, Menzies Creek and Nangana
- **Toomuc Ward:** Officer (part of) and Pakenham (part of)
- **Westernport Ward:** Bayles, Caldermeade, Cardinia, Catani, Cora Lynn, Dalmore, Heath Hill, Iona, Koo Wee Rup, Koo Wee Rup North, Lang Lang, Lang Lang East, Longwarry, Maryknoll, Modella, Monomeith, Nyora (part of), Officer South, Pakenham South, Rythdale, Tooradin, Vervale and Yannathan.



	Beacon Hills Ward		Bunyip Ward
	Central Ward		Henty Ward
	Officer Ward		Pakenham Hills Ward
	Ranges Ward		Toomuc Ward
	Westernport Ward		



Council offices

Civic Centre

20 Siding Avenue, Officer
Postal address PO Box 7, Pakenham Victoria 3810

Phone: 1300 787 624

Email: mail@cardinia.vic.gov.au

Web: www.cardinia.vic.gov.au

2024-28 Council term

Councillors

Nine councillors were elected in October 2024 to serve for a four-year period until October 2028.

Beacon Hills Ward



Cr Brett Owen

First elected 2005
Mayor 2012–13
Deputy Mayor 2013–14
Mayor 2016–17
Deputy Mayor 2017–18
Mayor 2020–21

Pakenham Hills Ward



Cr Jack Kowarzik

First elected 2020
Deputy Mayor 2022–23
Mayor 2023–24
Mayor 2024–25

Bunyip Ward



Cr Alanna Pomeroy

First elected 2024
Deputy Mayor 2024–25

Ranges Ward



Cr David Nickell

First elected 2000–2003
Returned 2024

Cantral Ward



Cr Collin Ross

First elected 2008
Mayor 2017–18
Deputy Mayor 2018–19

Toomuc Ward



Cr Casey Thomsen

First elected 2024

Henty Ward



Cr Liz Roberts

First elected 2024

Westernport Ward



Cr Trudi Paton

First elected 2024

Officer Ward



Cr Samantha-Jane Potter

First elected 2024

2020–24 Council term

Councillors

Nine councillors were elected in October 2020 to serve a four-year period until October 2024.

Beacon Hills Ward

Cr Brett Owen

First elected 2005
Mayor 2012–13
Deputy Mayor 2013–14
Mayor 2016–17
Deputy Mayor 2017–18
Mayor 2020–21

Bunyip Ward

Cr Graeme Moore

First elected 2011
Mayor 2013–14
Deputy Mayor 2014–15
Mayor 2018–19
Deputy Mayor 2019–20
Deputy Mayor 2023–24

Central Ward

Cr Collin Ross

First elected 2008
Mayor 2017–18
Deputy Mayor 2018–19

Henty Ward

Cr Carol Ryan

First elected 2016

Officer Ward

Cr Tammy Radford

First elected 2020
Deputy Mayor 2021–22
Mayor 2022–23

Pakenham Hills Ward

Cr Jack Kowarzik

First elected 2020
Deputy Mayor 2022–23
Mayor 2023–24

Ranges Ward

Cr Jeff Springfield

First elected 2016
Mayor 2019–20
Deputy Mayor 2020–21
Mayor 2021–22

Toomuc Ward

Cr Stephanie Davies

First elected 2020

Westernport Ward

Cr Kaye Cameron

First elected 2021

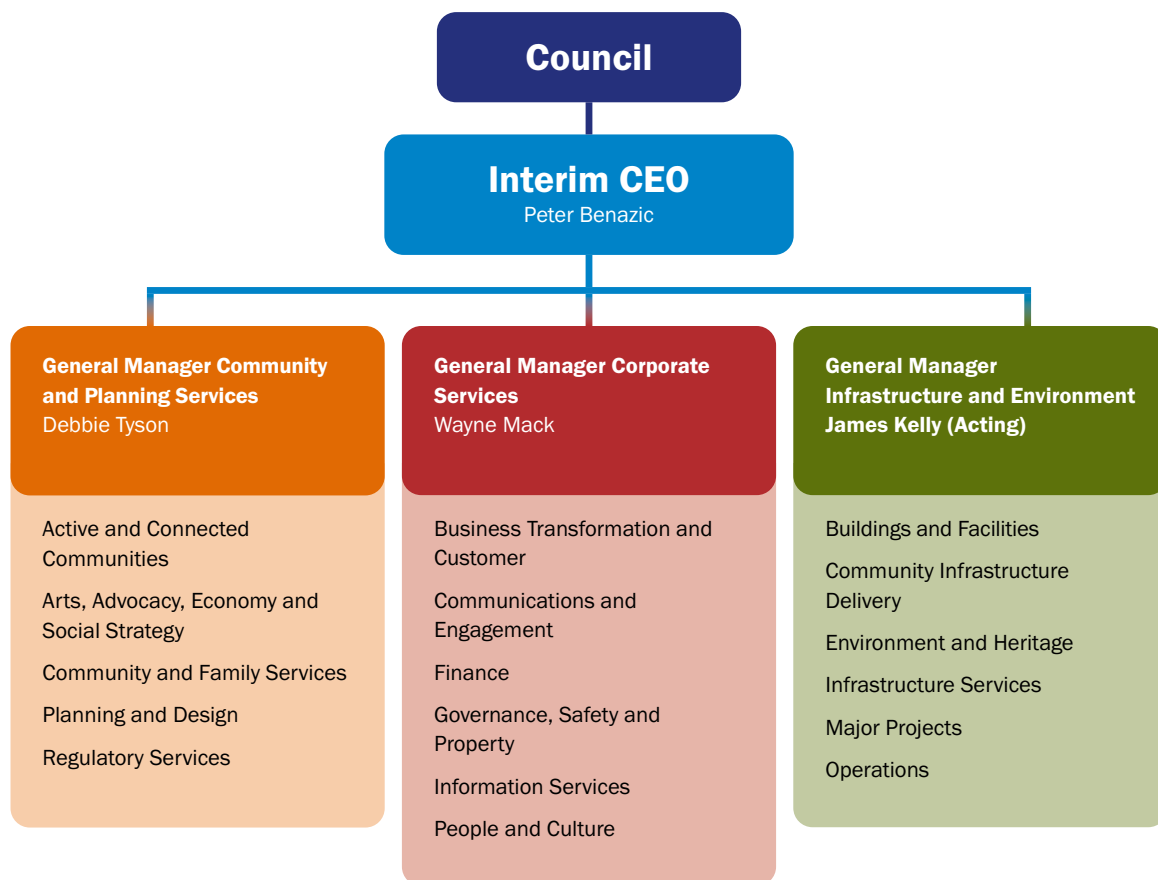
Our people



Organisational structure

Cardinia Shire Council is the governing body that appoints the Chief Executive Officer (CEO) to be responsible for the organisation's day-to-day operations in accordance with the strategic directions of the Council Plan. Our Executive Leadership Team consists of the CEO and three General Managers who lead the organisation.

Below is the Cardinia Shire Council organisation structure as at 30 June 2025.



Council employees

Employee overview

In 2024–25, Council continued to invest in workforce development and engagement through a range of targeted programs and initiatives. The Capability and Culture team collaborated closely with the leadership team to design a comprehensive learning calendar aligned with both the developmental and operational needs of the organisation. The effectiveness of these programs was assessed through the Our Voice employee engagement survey, which provided valuable insights into their impact.

This approach enabled the delivery of a well-rounded and purposeful training and development calendar, supporting individual growth and strengthening organisational capability.

Employee Engagement

The annual 'Our Voice' engagement survey resulted in a 68% participation rate and an overall engagement score of 7.6 out of 10 (0.1 above industry benchmark), as at September 2024. Overall results identified three key strengths and three key priorities for 2024–25:

Key Strengths:

- Meaningful work
- Equality
- Collaboration space

Key priorities:

- Communicating organisational strategy
- Inspired by purpose and mission
- Career pathway

In 2024–25, Council continued to prioritise employee engagement through transparent communication and responsive action. Survey results from the Our Voice program were shared with employees across the organisation, with updates to the organisation-wide action plan provided quarterly. Leaders were given access to engagement dashboards containing team-specific data, enabling them to share insights with their teams and plan meaningful actions.

Quarterly *Our Voice* pulse checks also continued throughout the year, with results used to guide the development and review of employee programs and initiatives. This ensured that offerings remained relevant to both the workforce and the nature of the work Council undertakes and delivers.

The next annual Our Voice engagement survey will occur in September 2025.

Organisational culture

Working together, doing things differently, and preparing for the future are the cornerstones of Council's culture and key to achieving our vision and strategic objectives.



At Cardinia Shire Council, it's not just about what employees do, but how they do it that truly matters.

Our culture is deeply embedded in the organisation's processes, procedures, leadership practices, and everyday employee experiences.

Council employees live our values in everything they do:

- **Teamwork**
- **Respect**
- **Accountability**
- **Customer Focus**
- **Communication**

These values guide our actions, shape our workplace culture, and support the delivery of high-quality services to our community.



Inspired leadership

Council offers a diverse range of learning and development programs to support employee growth, aligned with the Leadership Capability Framework and organisational priorities.

These opportunities are available to all employees and include:

- **The Cardinia Leadership Academy** – delivered in partnership with Shannon Cooper, this program supports employees in developing strong leadership capabilities.
- **LGPro Program Sponsorships** – including participation in the Emerging Leaders and Executive Leaders programs.
- **Executive Leadership Team (ELT) Participation Program** – offering six employees annually the opportunity to be mentored by ELT members and attend leadership meetings.
- **Face-to-face and online training workshops** – covering both technical skills and soft skills development.
- **Support for formal education** – including undergraduate and postgraduate university programs, VET qualifications recognised by the Australian Qualifications Framework, and certificate courses delivered by Registered Training Organisations (RTOs).

Student pathways

In 2024 – 25, Council strengthened its commitment to building a future-ready workforce by creating meaningful pathways into employment.

This was achieved through the reintroduction of a traineeship program and increased promotion and uptake of work experience and student placement opportunities. These initiatives not only support skill development and career exploration for emerging professionals, but also deepen Council's connection with local schools, universities, and training providers, reinforcing our role in shaping the future of our community.



Employee value proposition

To support Council's efforts in attracting top talent in an increasingly competitive environment, Cardinia Shire Council launched its first Employee Value Proposition (EVP) in 2023.

Since then, we've continued to build on this foundation across our careers website and LinkedIn platform, showcasing our exceptional employees and the meaningful work they do.

\Our EVP **"Great People, Meaningful Work, Extraordinary Opportunities"** captures what prospective candidates can expect when joining Cardinia Shire Council. It reflects our commitment to creating a workplace where people thrive, contribute with purpose, and grow their careers.

Employee recognition

Council celebrates and acknowledges the contributions of its employees through service milestones and ongoing recognition. Each year, employees are recognised for their years of service in five-year increments, starting from five years. In addition to service milestones, Council celebrates employee achievements throughout the year via its reward and recognition framework.

A key highlight is the annual **Excellence Awards** event, where employees come together to celebrate peer-nominated recognition, formal education achievements, and any industry accolades received. This event reinforces Council's commitment to valuing and appreciating the dedication and accomplishments of its workforce.

Employee information at 30 June 2025

- 63% of Council employees were female, including casuals.
- 36.8% of Council employees were male, including casuals.
- An unknown number of Council employees were non-binary/intersex/unspecified, including casuals
- 29.02% of full-time positions were held by females.
- 3.98% of part time positions were held by males.
- 27.09% of Council employees worked part-time.

Table 2. Employee numbers

Classification	Males	Females	Indeterminate/ intersex/ unspecified	TOTAL
Full time	191	211	0	402
Part time	29	168	0	197
Casual	32	60	0	92
Total	252	439	0	691

Table 3. Detailed employee breakdown

Employee type/ gender	CEO	Corporate Services	Infrastructure and Environment	Community and Planning Services	Total
Full time female	0	68	41	101	210
Full time male	1	21	133	37	192
Part time female		26	12	130	168
Part time male		3	3	23	29
Casual female		5	0	55	60
Casual male		2	2	28	32
Totals	1	125	191	374	691

Table 4. Employee demographics by age

Age	Percentage
15-19	0.14
20-24	4.89
25-34	19.69
35-44	28.07
45-54	21.51
55-64	17.88
65 and over	7.82

Table 5. Employee by employment classification and gender

Employment classification	Female FTE	Male FTE	Indeterminate/ intersex/ unspecified FTE	Total FTE
Band 1	0	0	0	0
Band 2	0	0	0	0
Band 3	0	0	0	0
Band 4	35.23	4.19	0	39.42
Band 5	74.39	30.4	0	104.79
Band 6	72.35	46.49	0	118.84
Band 7	30.9	33.85	0	64.75
Band 8	31.38	17	0	48.38
Band not applicable	23.82	69.68	0	93.5
Totals	268.07	201.61	0	469.68

Note: Council's payroll system provides the above data, which includes employees on extended leave without pay and parental leave. Where this is the case, employee numbers may be exaggerated due to extended position coverage. The data does not include contractors employed by other parties.



Equal employment opportunity statement

Cardinia Shire Council is committed to fostering a safe, inclusive, and respectful workplace for all.

As an equal opportunity employer, Council provides a supportive environment free from unlawful discrimination, bullying, harassment, sexual harassment, and victimisation. Respectful behaviour is expected from all individuals associated with the organisation and treating one another with respect is a core value.

Council is dedicated to creating an equitable, diverse, and socially inclusive workplace, supported by a barrier-free recruitment process. We welcome applicants from Aboriginal and Torres Strait Islander communities, people living with disability, LGBTIQ+ individuals, and those from culturally diverse backgrounds to explore career opportunities with us.

Council also maintains a zero-tolerance approach to abuse and neglect of children and young people. We are committed to ensuring that all children feel safe and are safe when participating in Council activities, services, and programs. As engagement with children may occur incidentally, being a child-safe organisation is a shared responsibility across Council.

All employees are expected to behave professionally and uphold respectful workplace behaviours. Council takes reasonable and proportionate measures to prevent and eliminate inappropriate conduct, including unlawful discrimination, bullying, harassment, sexual harassment, and vilification.

To support this, Council has implemented clear policies, including:

- Respectful Workplace Behaviours
- Employee Code of Conduct
- Managing Underperformance and Behaviour

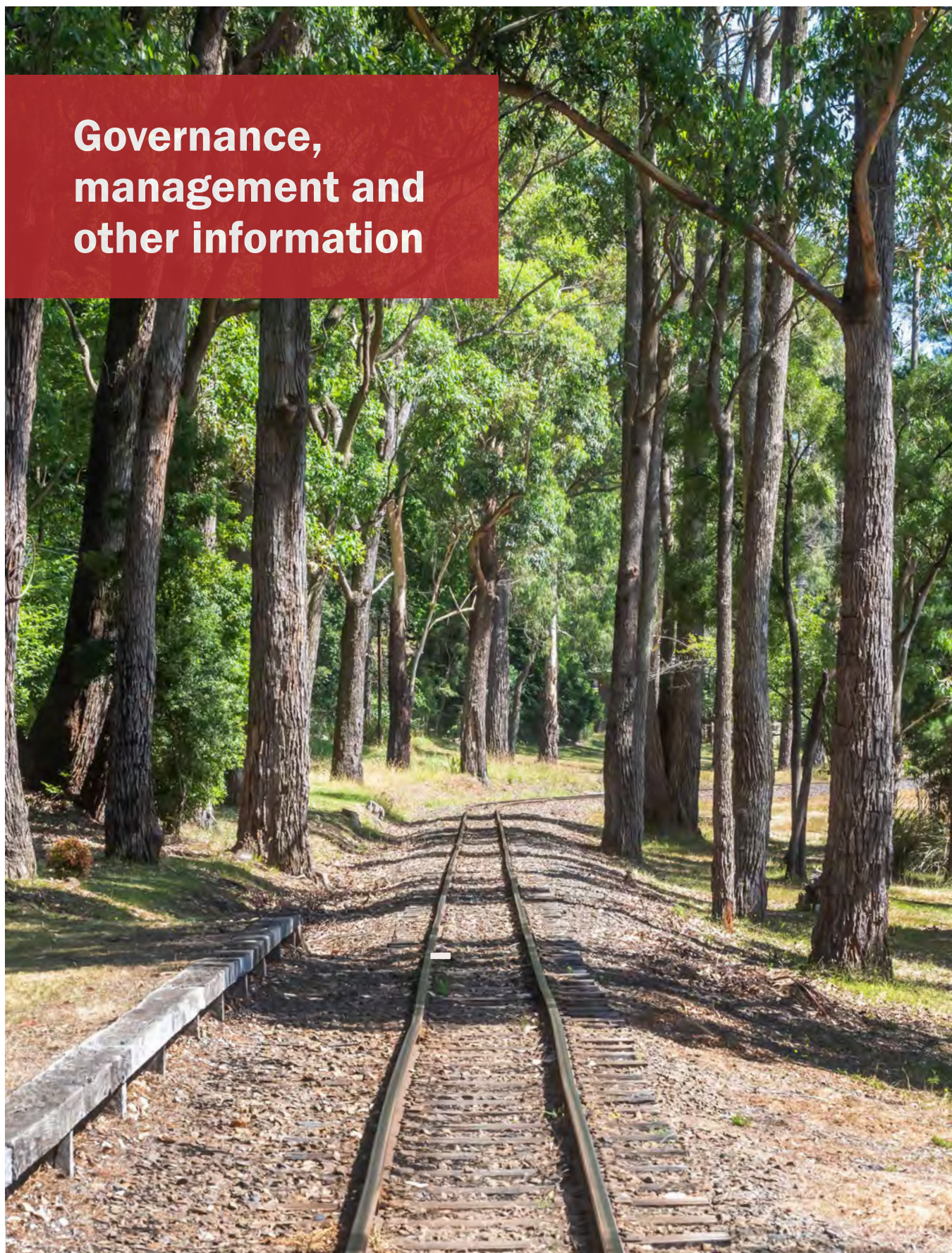
These policies ensure that any reports of inappropriate behaviour are taken seriously, investigated thoroughly, and handled confidentially. Victimisation is not tolerated, and employees who feel they are being treated unfairly due to reporting a concern or participating in an investigation are encouraged to report this immediately.

Council aims to make the most efficient and equitable use of the skills and talents of all employees. In consultation with our employees, strategies have been developed to ensure equality at all stages of employment, including recruitment, selection, appointment, promotion, training, and other employment conditions.

All new employees complete induction training that includes respectful workplace behaviours, equal opportunity, sexual harassment, and bullying. Refresher training is regularly coordinated for all employees and Councillors to reinforce these expectations and responsibilities.



Governance, management and other information



Governance

Under the provisions of Section 8 of the Local Government Act 2020, the role of council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

Council's key roles include:

- Considering diverse community needs when making decisions.
- Managing strategic objectives and monitoring achievements.
- Being held accountable for management of resources.
- Advocating on behalf of the local community.
- Nurturing community cohesion and encouraging active participation.

On an ongoing basis, the community is invited to provide input into Council's decision-making via consultation, public forums, and submissions to Special Committees of Council. A formal decision-making process takes place during Council meetings.

Council meetings

Council meets on the third Monday of every month and the Town Planning Committee meets on the first Monday.

These meetings are conducted in the Council Chamber commencing at 7pm; any members of the public are welcome to attend. The meetings are also streamed live for any interested residents to view.

Committees

As at 30 June 2025, Council's committees were as follows:

Audit Committee

- Councillors Jack Kowarzik and Stephanie Davies were appointed until November 2024. Following the Council Elections, they were succeeded by Councillors David Nickell and Trudi Paton. The independent members included Vince Philpott (Chairperson), Leanna La Combre, and Michael Said. Michael Said retired in December 2024 and Kylie Maher was appointed to fill the vacancy in March 2025.

Town Planning Committee

- Consisting of the whole of Council.

Code of conduct

As required by the Local Government Amendment (Governance and Integrity) Act 2024, Council revoked its Code of Conduct adopted at the Council Meeting on 15 February 2021 and adopted the Model Code of Conduct in November 2024. The Model Councillor Code of Conduct is prescribed to Council under Schedule 1 of the Local Government (Governance and Integrity) Amendment Regulations 2024 and Local Government Act 2020.

Conflict of interest

Councillors are elected by community members to act in the best interests of their community. When a council delegates its powers to a council officer or a committee, the committee or officer also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. Cardinia Shire Council has in place comprehensive details included in its Governance Rules regarding the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings at Cardinia Shire. Council maintains a register of all disclosed conflict of interests published on its website for transparency.

Resources, training and compensation

It is important that Council's elected representatives are empowered to undertake their roles and responsibilities and are provided with the opportunity to acquire new skills and upgrade their existing capabilities. Council has adopted a Councillor Expenses Policy which was amended and updated on 20 May 2024.

Councillor allowances

The Victorian Independent Remuneration Tribunal sets and reviews the allowances payable to Mayors, Deputy Mayors and Councillors. Cardinia Shire Council falls under a Category 3 allowance.

Allowances payable from July 2024 were as follows:

- Mayor \$134,954
- Deputy Mayor \$67,477
- Councillors \$40,769

These allowances are reviewed annually by the Tribunal.

Councillor expense entitlements

The Councillor Expenses Policy provides for payment of travel allowances, childcare expenses and communication expenses. Councillors are supplied with a computer and internet connection, and a mobile phone to be used for Council business.

The policy also provides that where the Mayor uses their private vehicle during their term of office, they received a vehicle allowance of \$15,000 per annum.

Councillor professional development

The policy supports Councillors to upgrade their skills during their term of office with an amount of \$3,000 per Councillor per annum, or \$12,000 over their four-year term.

Programs qualifying for expenditure include:

- Seminars and conferences.
- Undergraduate and postgraduate studies.
- Short courses and study tours.

Programs must relate to the areas of local government activity, leadership and governance in the context of the role of Councillor, or enhance the personal skills of the individual to undertake the role.

Table 6a. Councillor expenses 2024–25

Councillor	Travel expenses	General expenses (includes childcare)	Professional development
Brett Owen	-	\$900	-
Carol Ryan*	-	\$300	-
Collin Ross	\$5,730	\$900	-
Graeme Moore*	-	\$375	-
Jack Kowarzik	\$149	\$900	-
Jeff Springfield*	\$843	\$300	-
Kaye Cameron*	-	\$300	-
Stephanie Davies*	-	\$300	-
Tammy Radford*	-	\$300	-
Alanna Pomeroy^	-	\$600	\$8,000
Liz Roberts^	-	\$600	-
Samantha-Jane Potter^	-	\$600	\$3,900
David Nickell^	\$580	\$600	-
Casey Thomsen^	-	\$600	-
Trudi Paton^	-	\$600	-

Table 6b. Councillor attendance at meetings 2024–25

Councillor	Briefings (31 meetings)		Council meetings (13 meetings)		Town planning meetings (13 meetings)	
	Attended	Apologised	Attended	Apologised	Attended	Apologised
Brett Owen	29	2	10	3	13	0
Carol Ryan*	13	0	3	0	3	0
Collin Ross	29	2	12	10	13	0
Graeme Moore*	13	0	3	0	3	0
Jack Kowarzik	30	1	13	0	13	0
Jeff Springfield*	13	0	3	0	3	0
Kaye Cameron*	13	0	3	0	3	0
Stephanie Davies*	10	3	3	2	2	1
Tammy Radford*	9	4	1	1	3	0
Alanna Pomeroy^	16	3	9	0	9	1
Liz Roberts^	18	1	10	0	10	0
Samantha-Jane Potter^	18	1	10	0	10	0
David Nickell^	19	0	10	0	10	0
Casey Thomsen^	17	2	10	0	10	0
Trudi Paton^	19	0	10	0	10	0

* Expenses and attendance up to September 2024 for Councillors who were not re-elected at the October 2024 elections.

^ Expenses and attendance from November 2024 for new Councillors first elected in October 2024.

Management

Audit and Risk Committee

The role of the Audit and Risk Committee is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management, and fostering an ethical and inclusive environment.

The Committee is comprised of two councillors and three independent members. Councillors Jack Kowarzik and Stephanie Davies were appointed until November 2024. Following the Council Elections, they were succeeded by Councillors David Nickell and Trudi Paton. The independent members included Vince Philpott (Chairperson), Leanna La Combre, and Michael Said. Michael Said retired in December 2024 and Kylie Maher was appointed to fill the vacancy in March 2025. Independent members are appointed for a two-year term, with a maximum of three terms. The Chair is elected from the independent members.

The Committee meets regularly throughout the year. The Internal Auditors, Chief Executive Officer, General Managers, Chief Finance Officer, and Manager Governance, Risk and Property attend all Audit and Risk Committee meetings. Other management representatives attend to present reports as required, while external auditors attend twice per year. Recommendations from each Audit and Risk Committee meeting are subsequently reported to Council.

Internal audit

This function provides independent and objective assurance that the appropriate processes are in place across Council. This area is jointly resourced by an Internal Auditor and an external provider.

A risk-based three-year Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework; Council Plan; the impact of any change on operations, systems or the business environment; prior audit coverage and outcomes; as well as management input. The SIAP is reviewed and approved by the Audit Committee annually.

The Internal Auditor attends each Audit and Risk Committee meeting to report on the status of the SIAP, provide an update on the implementation of audit recommendations and present findings. The responsible general manager and manager for each area reviewed are required to attend the Audit and Risk Committee meeting to respond to any questions. All audit issues identified are risk rated. Recommendations are assigned to the responsible manager and tracked in Council's performance management system. Managers provide quarterly status updates reviewed by the Internal Auditor and reported to the Executive Leadership Team and the Audit and Risk Committee.

The SIAP for 2024–25 was completed with the following reviews conducted:

- Business Continuity Plan with IT Disaster Recovery
- Strategic Planning Governance
- Procurement Credit and Fuel Cards
- Procurement Panel Contracts
- Playground Maintenance



External audit

The Victorian Auditor-General is the external auditor for Council. For the 2024–25 financial year, the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative. They attend the June and August Audit and Risk Committee meetings to present the Annual Audit Plan and Independent Audit Report. The external auditor's final management letter and responses are also provided to the Audit and Risk Committee.

Risk management

Responsibility for risk is allocated to the appropriate managers through Council's Risk Management framework. It provides a comprehensive approach to better integrate risk management into strategic decision-making, while also allowing Council to develop an overall approach to managing risk, remaining committed to an innovative, strategic direction. The policy ensures Council can appropriately deal with risk, protect its assets, including people and property, and create an environment where all employees assume responsibility for managing risk. The Corporate Risk Register is subject to ongoing updates and reviews to ensure it is current and reflective of the corporate risk profile.

Business continuity

The Business Continuity Plan underwent a comprehensive review during 2024–25, which included a test scenario facilitated by Council's insurer, JLT. The updated plan and findings from the test were presented to the Executive Leadership Team and Audit and Risk Committee in March 2025. This plan is designed to support Council in maintaining essential services to the community based on the criticality of each service, in the event of a business disruption. Council places strong emphasis on minimising any impact to service delivery to ensure continuity and resilience in times of interruption.

Workplace safety

In 2024–25, Council has continued to prioritise a strong and proactive safety culture, with a clear emphasis on both physical and mental wellbeing. Efforts have been directed toward enhancing internal processes to ensure safety remains a core organisational value. A key initiative has been the strengthening of the early-intervention injury management program, aimed at supporting employees in addressing workplace injuries promptly. This approach helps prevent minor issues from escalating and reduces the impact on both staff and WorkCover claims.



Local Government Community Satisfaction Survey

This year, the Local Government Community Satisfaction Survey was undertaken in-person by doorknock, by an independent agency. Council uses the survey results to better understand the needs, wants and expectations of the community. This helps Council to shape numerous strategic decisions, directions, and the delivery of services.

The following table shows Cardinia Shire Council’s results for the core survey measures from the 2025 survey.

Table 7. Snapshot of Council’s performance

	2021	2022	2023	2024	2025	Trend
Overall performance	61	68	66	65	66	↑
Community consultation	54	68	67	67	69	↑
Advocacy	49	66	66	65	66	↑
Making community decisions	55	65	64	64	65	↑
Sealed local roads	56	64	61	59	63	↑
Customer service	65	69	70	73	71	↓



Governance and management checklist

Item	Assessment
Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act. Date of adoption: 14/04/2025.
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation. Date of commencement: 14/04/2025.
Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act. Date of adoption: 15/02/2021. Adopted at Council meeting. Current community engagement to adopt revised Financial Plan in October 2025 in compliance with the Act (within 12 months of a general election).
Asset Plan (plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act. Date of adoption: 20/06/2022. Adopted at Council meeting. Current community engagement to adopt revised Asset Plan in October 2025 in compliance with the Act (within 12 months of a general election).
Revenue and Rating Plan (plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act. Date of adoption: 16/06/2025. Adopted at Council meeting.
Annual budget (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act. Date of adoption: 16/06/2025. Adopted at Council meeting.
Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation. Date of commencement: 24/05/2022
Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation. Date of commencement: 19/02/2025. Revised policy endorsed by Executive Leadership Team (ELT) Risk Committee and presented to Audit and Risk Committee (ARC) 14 March 2025.
Municipal emergency management planning (participation in meetings of the Municipal Emergency Management Planning Committee)	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year. Dates of MEMPC meetings attended: 10/09/2024 03/12/2024 04/03/2025 03/06/2025

Item	Assessment
Procurement policy (policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the Act. Date of commencement: 18/10/2021. Adopted by Council – required to be reviewed at least once per four-year Council term.
Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation. Date of commencement: 19/02/2025. ELT endorsed, presented to Audit and Risk Committee 14/03/2025.
Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation. Date of commencement: 09/05/2022.
Complaint policy (policy under section 107 of the Act outlining Council's commitment and approach to managing complaints)	Policy developed in accordance with section 107 of the Act. Date of commencement: 15/03/2023.
Workforce plan (plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation)	Plan developed in accordance with section 46 of the Act. Date of commencement: 27/07/2022. No set review period but 4(a)(ii) specifies the projected staffing requirements for a period of at least four years.
Payment of rates and charges hardship policy (policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)	Current policy in operation. Date of commencement: 14/04/2025.
Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current policy in operation. Date of commencement: 28/10/2020
Audit and Risk Committee (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act. Date of commencement: 17/08/2020
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged. Date of engagement: 01/07/2020. Crowe appointed internal auditors to 30/06/2025.
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current framework in operation. Date of adoption: 31/03/2020. S98 = Annual Report.
Council Plan report (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report. Date of reports: 19/08/2024 16/12/2024 17/03/2025 19/05/2025

Item	Assessment
Quarterly budget reports (quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act. Date of reports: 16/09/2024 16/12/2024 17/03/2025 19/05/2025
Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented. Reported quarterly to ELT and ARC (dates reported to ARC below): 13/09/2024 11/12/2024 14/03/2025 13/06/2025
Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Performance reports prepared. Date of reports: 19/08/2024 16/12/2024 17/03/2025 19/05/2025
Annual report (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Annual report presented at a meeting of Council in accordance with section 100 of the Act. Date of presentation: 21/10/2024. Draft Annual Financial Report and Performance Statement for the year ended 30 June 2024 presented to the Council meeting on 16/09/2024. Draft Annual Report adopted at Special Council Meeting.
Councillor Code of Conduct (code setting out the standards of conduct to be followed by Councillors and other matters)	Code of Conduct reviewed and adopted in accordance with section 139 of the Act. Date reviewed and adopted: 26/10/2024. Mandatory Code of Conduct released by Minister effective at commencement of Council term.
Delegations (document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act. Date of review: 19/05/2025. Adopted at Council meeting.
Meeting procedures (Governance Rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act. Date rules adopted: 17/06/2024. Awaiting release of Model Governance Rules from LGV expected December 2025.

Certification of governance and management

OFFICIAL

Certification of governance and management checklist

We certify that this information presents fairly the status of Council's governance and management arrangements.


Peter Benazic
Interim Chief Executive Officer


Cr Jack Kowarzik
Mayor 2024-25

Dated: 29 September 2025

OFFICIAL – This document is a record of a Council action or decision

Statutory information

Information available for the public

In accordance with section 57 and 58 of the Local Government Act 2020, documents and information available to the public will be managed as set out in Council's Public Transparency Policy.

The policy supports Council in its ongoing drive for good governance and the importance of open and accountable conduct, and how Council information is to be made publicly available. The policy gives effect to the Public Transparency Principles outlined in the Local Government Act.

A list of documents available for inspection under the various Acts that Council is subject to can be found in Council's Part II Statement in accordance with section 7 of the Freedom of Information Act 1982.

Contracts

During the 2024–25 financial year, Council identified the below projects where a public tender was required but did not occur. Quotations were sought and a competitive process was undertaken. However, project variations resulted in the total costs exceeding the tender threshold. These instances were reported to senior management and the Audit and Risk Committee. Further education and guidance have since been provided to the relevant teams to prevent recurrence. No contracts were entered into over the tender threshold without giving public notice of the contract and inviting tenders.

- Beaconsfield Boardwalk - \$312,935.70
- Jim Parkes Landscape Works - \$387,067.65

Council adopted its Procurement Policy on 18 October 2021; the Policy is consistent with section 108 of the Local Government Act 2020 (the Act). This Policy has a contract value of \$300,000 (incl. GST) for Invitation to Tender or Expression of Interest.

Below is a list of contracts entered into with a value above Council's Procurement Policy for 2024–25:

- Infringement Management System
- Construction of Mt Lyall Road, Heath Hill
- Cora Lynn Recreation Reserve Football Pavilion
- Alma Treloar Reserve carpark upgrade
- Early Years Management 14 Packages 2024–2028
- Multiple sports field lighting package
- Koo Wee Rup Bowling Club Pavilion – modular build

- Supply and delivery of quarry and civil products 2024–27
- Record storage and imaging services
- Turf mowing for sports playing surfaces 2024–27
- Open space mowing and horticultural service 2024–27
- Road line and pavement marking services 2023–26
- Recruitment services
- Construction of First Avenue and Grenville Avenue group of streets – Phase 3
- Construction of James Steet carpark, Pakenham
- Construction of First Avenue and Grenville Avenue group of streets – Phase 2
- Construction of Officer District Park – Stage One
- Install Mercury Vapour Street Lighting Replacement Program
- Garfield North Cannibal Creek Reserve Community Centre design and construction
- Asphalt and asphalt paving services 2023–26
- Construction of Dore Road, Nar Nar Goon
- Bill payment services
- Incident Management System - Datalink
- Youth and Family Outreach program
- Tyres, wheels and associated services
- Simpson Road Vervale bridge replacement
- Construction of Bessie Creek Road – Phase 1
- Bulk fuel, fuel card Services, oils and lubricants
- Asphalt resurfacing program 2024–25
- Management and operation – major recreation facilities
- Road resealing on various roads – 2024–25
- Worrell Reserve Skate Park and Youth Plaza
- Pavement renewal works 2024–25
- Seasonal roadside slashing 2024–27
- Truck, buses, specialised trucks, bodies and trailers
- Youth Hub design and construction
- Pakenham outdoor pool major upgrade
- Recycling processing
- Construction of Burton Road, Morris Road and Young Street
- Construction of Oxford St in Lang Lang
- Essential Safety Measures (ESM)
- Design and construct Purcell Lewis Pavilion Upper Beaconsfield
- Bushland reserve and natural area maintenance
- Plant, tools, equipment and traffic management 2024–27
- Blackspot Safety Improvement Program

Access and Inclusion Policy and Action Plan

Council continues the effective delivery of the Access and Inclusion Disability Strategy and Action Plan 2021–26. In partnership with the Cardinia Access and Inclusion Advisory Committee, Council has achieved several projects that have enhanced the shire's accessibility.

Through joint advocacy and a successful grant application, a Changing Places bathroom was installed in Barring-buluk Park located near the Pakenham Main Street and new Pakenham Train Station. This facility, along with additional precinct amenity improvements, enables people with a disability to engage in all areas of community life and will enhance and future proof access to Main Street and Pakenham Community Hospital.

Council developed and published 'Good access. Good business.' A guide that provides practical support for local businesses to understand why accessibility is important for people with disability, responsibilities, and how good access benefits both customers and business.

Council continues to embed universal design into Council policy and procedures, aiming to improve the design of Council infrastructure enabling equitable, flexible and intuitive use for people. To support this Council has developed a policy, provides training to Council Officers and has developed checklists within our project management framework.

Councils Access Upgrade Program continues to enhance existing spaces and places to improve access to facilities and services through asset upgrades. Key projects delivered this year included:

- Addition of a pool pod platform lift, accessible bathroom automated door, mounted hoist and two aquatic wheelchairs at Koo Wee Rup Outdoor Pool.
- Accessible bathroom improvements at Lilypond Community House Pakenham.
- Two accessible car parks, pathway to the pavilion and portable mobility mat to enable access to the athletics ground at Mountain Road Recreation Reserve, Cockatoo.
- Upgrade to the play maze at WB Ronald Reservice Pakenham, improving accessibility for visitors with increased width, accessible ground surface, improved visibility and play features.

Domestic Animal Management Plan

In accordance with the Domestic Animals Act 1994, Council is required to prepare a Domestic Animal Management Plan at four-year intervals.

The development of the new Domestic Animal Management Plan 2026–29 commenced in early 2025. Community consultation was undertaken with registered pet owners and community members to help shape the new Domestic Animal Management Plan. Community feedback will be invited on the draft Domestic Animal Management Plan 2026–29 in the new financial year, before the plan is finalised and considered by Council for final adoption later this year.

Food Act Ministerial Directions

In accordance with Section 7E of the Food Act 1984, Council is required to publish a summary of any Ministerial directions received during the financial year. No such Ministerial directions were received by Council during the 2024–25 financial year.

Freedom of Information (FOI) Report

In accordance with the Freedom of Information Act 1982 reporting requirements, the following information is supplied for the period 1 July 2024 to 30 June 2025:

- a. 54 FOI requests were made to Cardinia Shire Council.
- b. FOI & Privacy Officer, Julia Donaldson, is the designated officer with authority to make a decision in relation to a request.
- c. Three applications for review were made to the Office of the Victorian Information Commissioner
- d. No application was made to the Victorian Civil and Administrative Tribunal (VCAT) during the above period.
- e. No notices were served on the agency under Section 12 (1).
- f. No disciplinary action was taken out against any officer in respect of the administration of the Act.
- g. \$1765.80 charges were levied on the applicants.

Public Interest Disclosure Act

The Public Interest Disclosure Act 2012 aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on Council's website. During 2024–25, no disclosures were notified to Council officers appointed to receive disclosures or to the Independent Broad-based Anti-corruption Commission (IBAC).

Road Management Act Ministerial Direction

In accordance with Section 22 of the Road Management Act 2004, Council is required to publish a copy, or a summary, of any Ministerial directions received during the financial year. No such Ministerial directions were received by Council during the 2024–25 financial year.

Current Local Laws

As at 30 June 2025, Council had two Local Laws in operation.

Community Local Law 2024 Environment, Amenity and Asset Protection Local Law

The purpose and general purport of this Local Law is to:

- Provide for the peace, order and good governance of Cardinia Shire Council.
- Promote a physical and social environment in the municipal district free from hazards to health and safety, and to prevent and suppress nuisances that may adversely affect persons.

- Prohibit, regulate, and control activities that may be dangerous or unsafe or detrimental to the quality of life, the environment, and the amenity of the municipality.
- Prohibit, regulate, and control access to, and behaviour in, municipal places, buildings, recreation centres and reserves, and to protect public assets vested in Council.
- Define the standards to which persons engaged in building work should adhere, which aims to minimise the impact of building activities in respect of hazards to health and safety, the presence and disposal of builders' refuse, rubbish and soil, stormwater, and other pollution.
- Provide for the consistent application and enforcement of this Local Law.

Local Law No 20 Open Air Fires Local Law

The main objectives of this Local Law are to:

- Provide for the peace order and good governance of Cardinia Shire Council;
- Promote a physical and social environment free from hazards to health, in which the residents of the municipal district can enjoy a quality of life that meets the general expectations of the community;
- Protect the amenity of the municipal district;
- Prevent and suppress nuisances connected with openair fires and smoke in the environment, which may adversely affect the enjoyment of life or the health, safety and welfare of persons;
- Prohibit, regulate and control open-air fires (and related behaviours) which may be dangerous or unsafe or detrimental to the quality of life and the environment; and
- Provide for the consistent application and enforcement of this Local Law.



Infrastructure and development contributions

Urban development generates demand for a range of costly infrastructure. Infrastructure and development contributions and associated requirements enable Council to recover a significant portion of those costs from the beneficiaries of growth.

Infrastructure and development contributions are divided into 4 groups:

- 1. major roads and traffic control infrastructure
- 2. other development infrastructure (preschools, playgrounds and basic sporting open space)
- 3. community infrastructure (community centres, libraries and indoor sporting facilities)
- 4. limited land items to facilitate the delivery of the above (DCP only).

Although the collected contributions do not meet the full cost of the growth area infrastructure, the contributions are vital to Cardinia Shire Council's capacity to deliver critical infrastructure to service its new communities as development surges.

Development Contribution Plans (DCPs)

Table 8. Total DCP levies received in 2024–25 financial year

DCP name (Year approved)	Levies received in 2024-25 FY (\$)
Pakenham DCP (1997)	\$445,337
Cardinia Road DCP (2008)	\$3,847,544
Cardinia Road Employment Precinct (2010)	\$855,147
Officer DCP (2011)	\$8,095,271
Total	\$13,243,299



Table 9. DCP land, works, services or facilities accepted as works-in-kind in 2024–25 financial year

DCP reference	Project description	Item purpose	Project value (\$)
Pakenham DCP (1997)			
Sub Total			\$0
Cardinia Road DCP (2008)			
DI_RO_13	Road construction – upgrade of Thewlis Road.	Road construction	\$533,770.00
DI_RO_22a	Roundabouts – northern east west road (east of Cardinia Road extension) (Stage 1).	Road construction	\$667,092.00
DI_RO_23	Roundabouts – northern east west road (east of Cardinia Road extension) (Stage 2).	Road construction	\$79,034.28
Sub Total			\$1,279,896.28
Cardinia Road Employment Precinct (2010)			
DI_RD_13 OFB	Construction of Starling Road upgrade to an access street – level 2 constrained type 1 (Section 5c).	Road construction	\$434,994.39
DI_RD_13 UP	Construction of McMullen Road upgrade to an access street – level 1 rural style road (Section 6a).	Road construction	\$75,324.98
DI_LA_04	Land acquisition for road construction – Cardinia Road duplication (from east-west connector street to Thompsons Road).	Road construction	\$331,349.88
DI_LA_11	Land acquisition for road construction – Thompsons Road (from eastern arterial to Toomuc Creek).	Road construction	\$602,791.93
DI_LA_10	Land acquisition for road construction - Thompsons Road (From Cardinia Road to Eastern Arterial)	Road construction	\$772,314.87
DI_RC_03	Road culvert construction – Thompson Road over Cardinia Road open space corridor.	Bridges and crossings	\$954,057.41
DI_RD_10	Road construction – Thompsons Road (from Cardinia Road to eastern arterial).	Road construction	\$1,184,416.90
DI_IN_08	Roundabout construction – intersection of Cardinia Road with Thompsons Road (delivery of single lane roundabout).	Intersections	\$1,486,273.61
DI_LA_13	Land acquisition for local park – commercial (integrated with Cardinia Road open space corridor).	Passive parks	\$726,548.40
DI_LA_04	Land acquisition for road construction – Cardinia Road duplication (from east-west connector street to Thompsons Road).	Road construction	\$194,319.00
DI_LA_03	Land acquisition for road construction - Cardinia Road duplication (from Kaduna Park intersection to east-west connector street).	Road construction	\$350,254.00
DI_IN_07	Roundabout construction – intersection of Cardinia Road with east-west connector street (delivery of single lane roundabout).	Intersections	\$2,178,468.51
Sub Total			\$9,291,113.88
Officer DCP (2011)			
DI_OS_06b	Construction of local park improvements (Stage 2).	Open space	\$175,021.50
DI_RO_LA30b	Purchase of land for east-west road B to a connector street boulevard standard (Section 3).	Road construction	\$276,570.00
DI_RO_03c	Construction of east-west road B to a connector street boulevard standard (Section 3).	Road construction	\$457,563.00
DI_RO_21	Construction of laneway – commercial access at the rear of peripheral commercial (north of Princes Highway) (Section M6a).	Road construction	\$456,790.65
DI_RO_06c	Construction of Bayview Road upgrade to a connector street – constrained type 1 (Section 4a).	Road construction	\$313,753.96
DI_RO_LA37	Purchase of land for Stephens Road upgrade to a connector street boulevard standard (Section 3).	Road construction	\$1,529,361.82
DI_RO_18	Construction of Stephens Road upgrade to a connector street boulevard standard (Section 3).	Road construction	\$1,175,886.99
DI_RO_LA35b	Purchase of land for Rix Road upgrade to a connector street boulevard standard (Section 3).	Road construction	\$1,775,000.00
DI_RO_16b	Construction of Rix Road upgrade to a connector street boulevard standard (Section 3).	Road construction	\$798,989.54
DI_TM_18	Construction of roundabout at Stephens Road/Rix Road.	Traffic management	\$950,059.71
DI_RO_08b	Construction of Starling Road upgrade to an access street – level 2 constrained type 1 (Section 5c).	Road construction	\$1,238,058.44
DI_RO_9b	Construction of McMullen Road upgrade to an access street – level 1 rural style road (Section 6a).	Road construction	\$87,522.95
Sub Total			\$9,234,578.56
Total			\$19,805,588.72

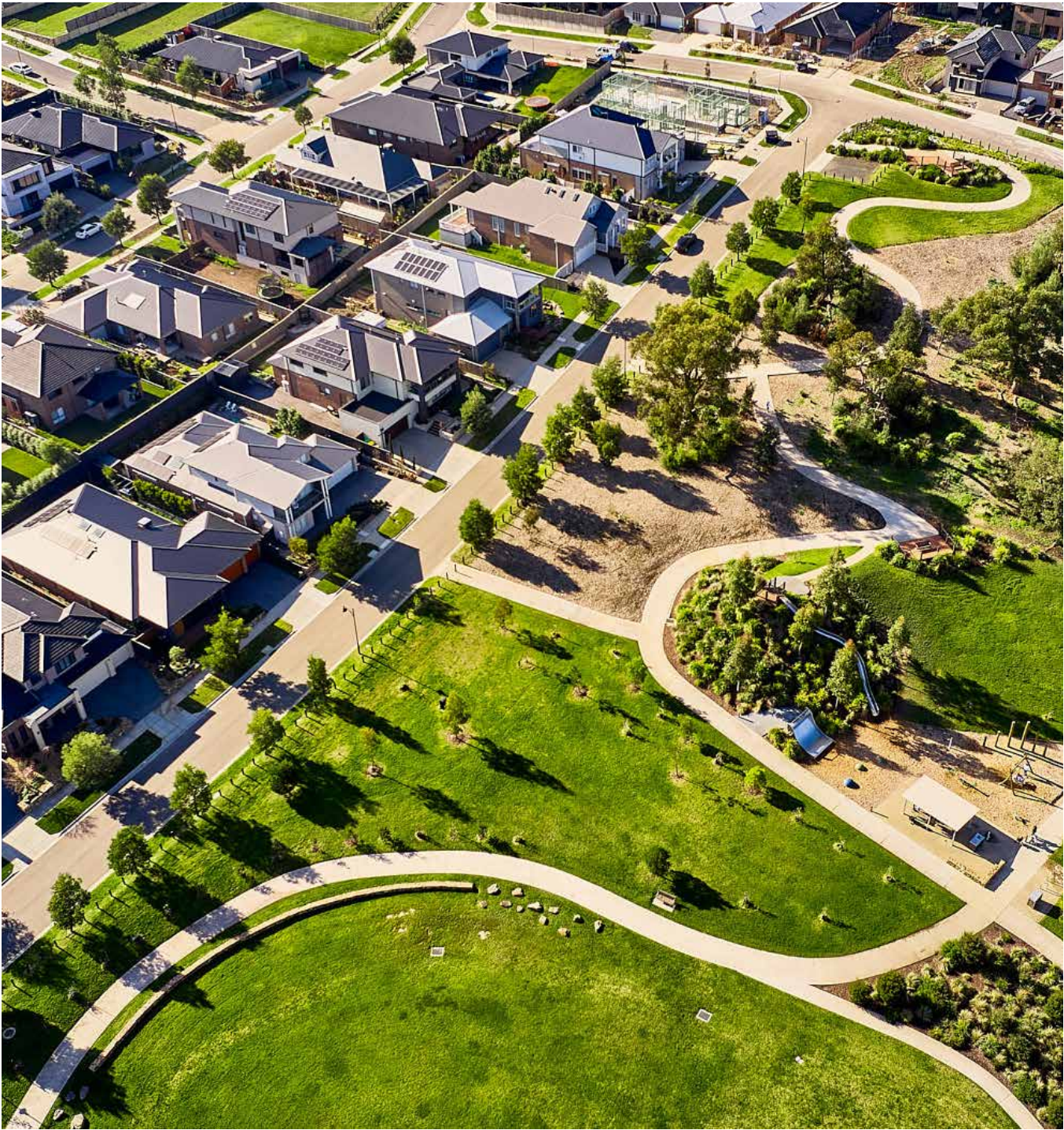


Table 10. Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

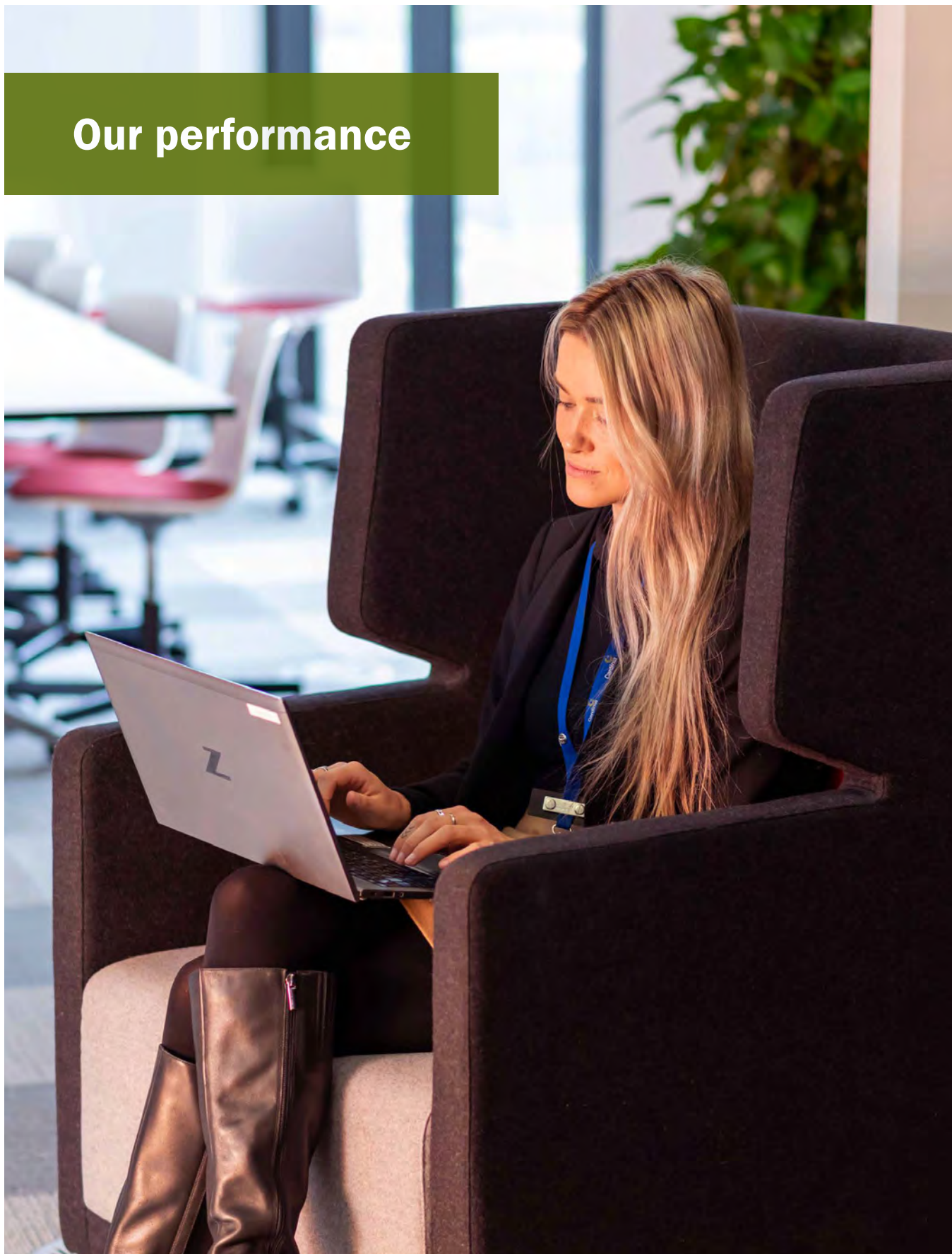
DCP name and year approved	Total levies received (\$)	Total levies expended	Total works-in-kind accepted	Total DCP contributions received (levies and works-in-kind) (\$)
Total	\$0	\$0	\$0	\$0

Council has no DCPs approved after 1 June 2016.

Table 11. Land, works, services or facilities delivered in 2024–25 financial year from DCP levies collected

Project ID	Project description	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contributions (\$)	Other contributions (Grants) (\$)	Total project expenditure (\$)	% of item delivered
Cardinia Road DCP (2008)							
DI_LA_09	Land acquisition – road widening of Thewlis Road (10m).	\$328,000.00	\$0	\$0	\$0 \$0	\$328,000.00	100%
DI_OS_8a	Open space – district parkland - rehabilitation and conservation (Stage 1) – north of Princes Highway.	\$2,159,319.09	\$0	\$0		\$2,159,319.09	5%
DI_OS_8b	Open space – district parkland – rehabilitation and conservation (Stage 2) – north of Princes Highway.	\$1,187,625.51	\$0	\$0	\$0	\$1,187,625.51	5%
DI_OS_8c	Open space – district parkland – rehabilitation and conservation (Stage 3) – north of Princes Highway.	\$2,043,845.71	\$0	\$7,507.43	\$0	\$2,051,353.14	5%
DI_CF_1	Community centre (children's services) – Thewlis Road.	\$2,510,275.99	\$0	\$1,778,304.64	\$2,403,740.37	\$6,692,321.00	100%
Cardinia Road Employment Precinct (2010)							
DI_LA_01	Land acquisition for road construction – Cardinia Road duplication (from southern freeway interchange to intersection with eastern and western arterial).	\$6,765.18	\$0	\$0	\$0	\$6,765.18	100%
Officer DCP (2011)							
DI_RO_LA29a	Purchase of land for east-west road A to a connector street boulevard standard (Section 3).	\$139,793.72	\$0	\$3,446,638.24	\$0	\$3,586,431.96	100%
DI_TM_02	Construction of signalised intersection at Princes Highway/Brunt Road/Whiteside Road.	\$113,483.39	\$0	\$0	\$0	\$113,483.39	10%
DI_RO_10c	Construction of Brunt Road upgrade to a connector street boulevard standard (Section 3).	\$369,672.74	\$0	\$16,382.08	\$26,509.91	\$412,564.73	20%
DI_RO_15b	Construction of Rix Road upgrade to a connector street boulevard standard (Section 3).	\$60,007.25	\$0	\$824.83	\$0	\$60,832.08	20%
DI_RO_01	Construction of east-west road a second carriageway to a connector street boulevard standard (Section 3).	\$11,515.55	\$0	\$0	\$0	\$11,515.55	100%
DI_RO_02a	Construction of east-west road A to a connector street boulevard standard (Section 3).	\$52,477.26	\$0	\$0	\$0	\$52,477.26	100%
DI_TM_09	Construction of signalised intersection at east-west road A/Whiteside Road.	\$63,979.37	\$0	\$0	\$0	\$63,979.37	100%
DI_RO_24	Construction of Brunt Road safety upgrade of at-grade rail crossing.	\$986,307.81	\$0	\$12,407.16	\$21,015.94	\$1,019,730.90	100%
DI_TM_20	Construction of signalised intersection at Bridge Road (Rix Road extension) / new main street.	\$231,333.54	\$0	\$0	\$0	\$231,333.54	91%
Total		\$10,264,402.10	\$0	\$5,262,064.38	\$2,451,266.22	\$17,977,732.70	

Our performance



Planning and accountability framework

The Local Government Act 2020 requires that councils develop an integrated and transparent approach to planning, organised around a 10-year community vision.

Councils must apply the strategic planning principles listed in section 89 of the Act to develop the following documents.

- Community Vision (10 years)
- Council Plan (4 years)
- Financial Plan (10 years)
- Asset Plan (10 years)
- Revenue and Rating Plan (4 years)

When applying the strategic planning principles, councils should also consider the other principles within the Act. For example, strategic planning documents are developed through community engagement and with regard to financial management, public transparency and service delivery.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government.

Time horizon	Planning		Reporting
Long term (10 years)	Community Vision • Needs	Financial Plan • Assumptions • Resources • Financial Statements Asset Plan • Maintenance • Renewal	
Medium term (4 years)	Council Plan • Direction • Objectives • Strategies • Indicators • Initiatives	Workforce Plan • Structure • Staffing Rating Plan • Principals • Structure	
Short term (1 year)		Budget • Services • Infrastructure • Initiatives • Rates • Financial statements	Quarterly Budget Report • Financial statements Annual Report • Report of operations • Performance statements • Financial statements

Our Council Plan

Cardinia Shire Council's performance for the past year has been reported against the strategic objectives of our Council Plan. This annual report provides the overall view of Council's activities for the 2024–25 financial year.

Our quarterly performance reports provide detailed progress on actions undertaken to deliver the Council Plan, major projects, improvement activities and key service provision and growth indicators. These reports can be accessed via Council's website at www.cardinia.vic.gov.au

Our Connect magazine and monthly Connect+ e-newsletter provide all residents with updates on Council's activities in a narrative style, complementing the data provided in the quarterly performance reports.

Council Plan key objectives

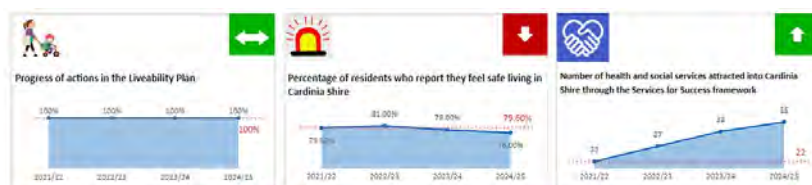
In the following pages, our performance is reported against the five key strategic objectives of the Council Plan. Performance is measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan.
- Progress in relation to the initiatives identified in the budget and Council Plan.
- Services funded in the budget and the persons or sections of the community provided with those services.
- Results against the prescribed service performance indicators and measures.



Strong communities

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



Liveable places

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





Thriving environments

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



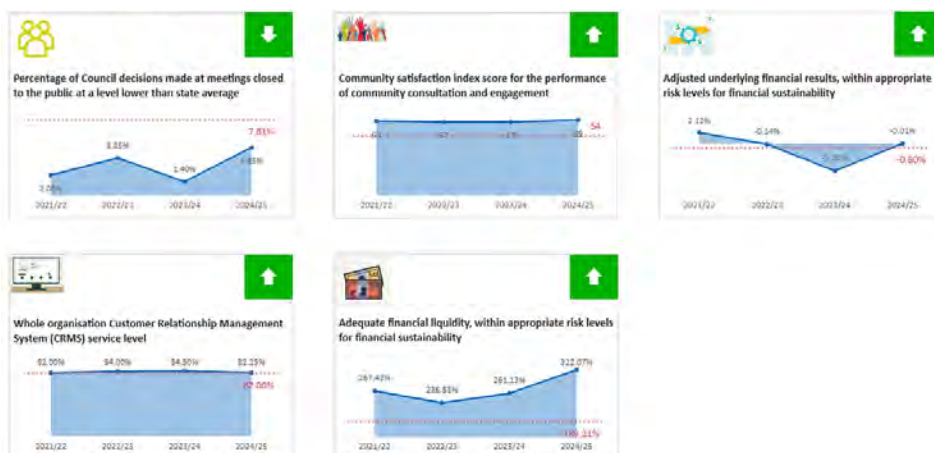
Prosperous economies

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



Responsible leaders

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



Cardinia Shire Council Cardinia Initiative Performance Report

1 Strong Communities

1.1 We empower our communities to be healthy, connected and resilient.

1.1.1 Plan for, and support the delivery of, accessible health and social services that address critical gaps in provision.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.1.1 CPI - Implement the endorsed Liveability Plan Action Agenda 2021-25	Arts, Advocacy and Economy	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: Cardinia Shire's Liveability Plan 2017-29 continues to be implemented in partnership with key agencies and community organisations. This year marks a 4-year review cycle, with extensive community consultation undertaken to review the Plan and propose improvements for the next four years. The draft reviewed Liveability Plan has been completed and a period of public feedback commenced. Some highlights from implementation of the plan over the past 12 months include: • Mental Health and Wellbeing: Aligned Leisure partnering with Pakenham Library to deliver the Men's Health Matters Expo, as part of men's health week in June and the Victorian Government's announcement that a Mental Health Local service will be established within the Shire by the end of 2025, offering free, walk in mental health and related alcohol and drug treatment and care. This comes following years of advocacy by Cardinia Shire and the community. • Social cohesion: As part of Reconciliation Action Week in May, Council partnered with Yarra ranges and Reconciliation Australia to deliver an event in Emerald featuring a Welcome to Country, smoking ceremony and opening of the Yearnjenong art exhibit by Wurundjeri, Dja Dja Wurrung artist Sam Richards, at the Hills Hub. • Safety : Council partnered with Standout Basketball to host an afterschool basketball program for students from Edenbrook Secondary over 8 weeks. The program offered students a positive way to connect with peers and build meaningful relationships, while also building relationships with local services. • Healthy eating and active living: The Community Grocer Pakenham, in partnership with Council through its workplace giving program, raised \$3,440 to deliver grocer gift cards to community members in financial distress. This included distributing 108 Grocer Gift Cards valued at \$2,190, and 50 x \$25 boxes donated to the Mums and Bubs accommodation run by Windermere valued at \$1,250 • Family violence: In June as part of World Elder Abuse Awareness Day, Council partnered with Peninsula Community Legal, to host a workshop to raise awareness and action against financial abuse experienced by older people. • Financial wellbeing: Council supported South East Community Links (SECL) to host a "Bring Your Bills Day" event at Pakenham Hall. The event aimed to provide financial, housing, and social support, and featured 24 partner organizations and businesses. The event saw an overwhelming response with over 400 attendees, resulting in a total of \$2.4 million in debt reduction and savings. Council also delivered the annual Jobs and Skills showcase in March, connecting over 400 local employers, job seekers and employment service providers.						
1.1.1.76 CPI - Continue to drive the Services for Success initiative to attract health and social services, including mental health services	Community and Family Services	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: Council has been successful in attracting several new services to the shire including Very Special Kids and Have Hope Charity, as well as welcoming the expansion of the Southeast Community Links financial services and Community College Gippsland. These partnerships have relied on novel methods for service attraction, including access to Council assets to deliver services from and consideration of the mixed use of Council assets for service provision. Council is progressing work on an Investment Attraction Plan, exploring opportunities to strengthen the local economy, including the agricultural industry. The Victorian Government's change in priorities has been reflected in their reprioritisation of mental health investment across Victoria. We continue to work in partnership with services and not-for-profit agencies to advocate and support the work they do within Cardinia Shire.						

Cardinia Shire Council

Cardinia Initiative Performance Report

1.1.1.2 Enrich local identity and opportunities for the community to connect through art, history and cultural expression.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.2.4 CPI - Support the delivery of an annual calendar of events and programs that celebrate our diverse community, its arts and culture	Arts, Advocacy and Economy	01-07-2024	30-06-2025	Completed	100	GREEN
Progress Comments: During the 2024–2025 financial year, the Arts & Creative Industries team successfully delivered over 250 events and programs that celebrated and promoted arts and culture across the Shire. These initiatives were thoughtfully curated to reflect the rich cultural diversity of our community and catered to a wide range of age groups and interests. From youth-focused to our Seniors, to festivals and culturally significant performances, each event provided meaningful opportunities for our community to engage with creative expression and connect with one another. The breadth and inclusivity of these programs not only enriched the cultural landscape of Cardinia Shire but also strengthened community cohesion and fostered a deeper appreciation for the arts.						

1.1.4 Facilitate a partnership approach to create safer communities.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
1.1.4.13 CPI - Implement and monitor the Safer Communities Strategy	Community and Family Services	01-07-2024	30-06-2025	Completed	100	GREEN
Progress Comments: The Safer Communities Partnership Committee continues to guide the implementation of the Cardinia Safer Communities Action Plan, utilising the Community Safety Framework. The committee meets bi-monthly and comprises 21 stakeholders across government and the non-government sector, including Victoria Police, Crime Stoppers, Department of Justice and Community Safety and Neighbourhood Watch. Recently there has been a focus on community education to help reduce theft from motor vehicles and private properties as part of the 9pm Campaign. The campaign encourages residents to secure their cars and homes as statistics show that the majority of theft occurs from unlocked or unsecured cars and homes. Council also continues to deliver regular Coffee with the Community events across the shire, giving residents the opportunity to connect with Council staff and Victoria Police to discuss emerging trends and issues relating to safety in their area. The events have also provided an opportunity for residents to access free anti-theft screws for their licence plates from Victoria Police. Council partnered with Stand Out Basketball to deliver a youth engagement program during Term 2 to assist in promoting social cohesion and positive life choices.						

Cardinia Shire Council

Cardinia Initiative Performance Report

2 Liveable Places

2.1 We support the creation of liveable spaces and places.

2.1.1 Advocate, plan for and deliver accessible community infrastructure and services that address community needs.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.1.14 CPI - Plan and deliver accessible and inclusive recreation and community facilities	Active and Connected Communities	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: Several recreation and community facilities have been, or are being, delivered with a focus on ensuring accessibility and inclusivity. Projects include: • Garfield North Community Centre – in progress. • Boolam Boolam Integrated Child and Family Centre – completed. • Toun Nun Integrated Child and Family Centre – completed. • Avonsleigh Kindergarten upgrade project – in progress. • Worrell Recreation Reserve skate park and youth plaza – completed. • Cora Lynn Recreation Reserve Pavilion – in progress. • Upper Beaconsfield Recreation Reserve Pavilion – in progress. • O'Neil Road Masterplan – in progress. • Nar Nar Goon netball pavilion upgrade – in progress. • Yarrabubba Reserve equestrian track upgrade – completed. • Officer District Park – complete. • Koo Wee Rup Bowling and Community Hub – completed. • Lang Lang Community Recreation Reserve cricket nets – completed. • Emerald Lake Precinct emergency and compliance signage installation – completed. • Jim Parkes Reserve upgrade – completed. • Alma Trebar Amphitheatre – completed. • Gembrook Recreation Reserve cricket nets – completed. • Bunyip Recreation Reserve universal facility upgrade design – in progress. • Recreation reserve lighting upgrades (Mountain Road Recreation Reserve, Upper Beaconsfield Recreation Reserve, Toomuc Recreation Reserve, Lang Lang Tennis Club, Perc Allison Recreation Reserve) – completed. • Upper Beaconsfield Reserve Master Plan – in progress • Garfield Netball Pavilion – completed. • Fair Access Policy Endorsed. • Pakenham pool minor facility improvements – completed. • IYU Recreation Reserve temporary facilities – in progress. • Chandler Reserve cricket nets – in progress. • Holm Park oval 2 resurfacing design – in progress. • PB Ronald Reserve, Henry Street, new solar lighting – completed. Community Capital Works Grant Program funding is used to support community groups to upgrade and enhance facilities, improving accessibility and participation: • Pakenham Cricket Club – minor facility improvements. • Pakenham Lions Netball Club – sports lighting improvements.						

Cardinia Shire Council

Cardinia Initiative Performance Report

• Cockatoo and District Pony Club upgrade of arena – completed. Supporting club-led projects that will deliver accessible and inclusive recreation and community facilities: • Officer Cricket Club pitch covers – completed. • Cardinia U3A blinds upgrade – completed. • Nar Nar Goon Football Club scoreboard – completed. • Officer tennis modular build project – in progress. • Chandler netball court upgrade project – in progress. • Pakenham baseball indoor batting cage project – in progress. • Toomuc Reserve first floor upgrade project – in progress. • Officer netball court resurfacing project – in progress. 2.1.1.24 CPI - Advocate to the State and Federal Governments for increased investment for all transport modes, including road safety treatments Community Infrastructure Delivery 01-07-2024 30-06-2025 Completed 100 GREEN Progress Comments: Council was successful in receiving grant funding from the Department of Transport under the Safe Local Streets Program for local area traffic treatments in: • Barrington Drive, Pakenham – completed. • Livingstone Boulevard, Pakenham – lighting contractor appointed, awaiting lighting materials from suppliers. Council is working through design and applying for further funding for: • Eagle Drive Pakenham – preparing tender documentation for construction. • Ahern Road, Pakenham – design. Council also received Blackspot Funding for treatments in: • Fieldstone Boulevard – completed. • Moody Street and Gardner Street, Koo Wee Rup – lighting contractor appointed, awaiting lighting materials from suppliers. • Army Road and Army Settlement Road, Pakenham – guardrail installation 95% complete. • Leppitt Road and Salisbury Road, Beaconsfield – completed. • Livingstone and Heritage Boulevard, Pakenham – lighting contractor appointed, awaiting lighting materials from supplier.							
2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes.							
Initiative Business Unit Start Date End Date Status % Complete Performance							
2.1.2.4 CPI - Develop and upgrade shared pathways and walking tracks across the shire Community Infrastructure Delivery 01-07-2024 30-06-2025 Completed 100 GREEN Progress Comments: Cardinia Shire Council has been working closely with the Level Crossing Removal Project on: • The open space under the railway in Pakenham, which opened in November 2024. This open space includes a shared path that links Pakenham and East Pakenham stations. • A shared path to Officer Station from Gilbert Reserve. This path was completed and open to the public 20 December 2024. • A shared path in Officer South Road has been completed.							

Cardinia Shire Council

Cardinia Initiative Performance Report

2.1.3 Plan for housing diversity that meets community need, is affordable and delivers environmental sustainability, safety and healthy living outcomes.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.3.1 CPI - Work with the Victorian Government and relevant stakeholders to encourage sustainable supply of social and affordable housing across the shire	Arts, Advocacy and Economy	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: Over the past 12 months Council has continued to work in collaboration with Homes Victoria, developers, registered housing providers and regional advocacy networks to enhance local supply of social and affordable housing. Since the establishment of the Victorian Government's Big Housing Build program in 2021, 84 homes have been completed with a further 17 homes underway in Cardinia Shire. Council officers have secured a further 5 lots over the past 12 months for social housing, through negotiations with developers.						

2.1.4 Advocate for increased and more connected public transport options.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.4.3 CPI - Advocate for increased public transport services, frequency and multi-modal connectivity within the shire and greater south east region	Community Infrastructure Delivery	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: Council worked with the Victorian Government, including the Level Crossing Removal Project, on the opening of the new Pakenham and East Pakenham railway stations in June 2024. The bus interchange has been upgraded at Pakenham Station, improving accessibility and safety for pedestrians and commuters. In addition to the above, there has been: • Changes to V-Line services from the Gippsland Line upgrade to Pakenham Station interchange. • Continued advocacy for an upgrade to Officer Station, including improved parking. • More parking and improved accessibility at Bunyip Station. • More parking at Nar Nar Goon station. Council has also advocated for the existing bus stops along Kenilworth avenue to be converted to indented bus stops. The Department of Transport and Planning is working on new bus stops for the 928 bus route extension to the west. Currently 928 bus route is from Pakenham Station to Cardinia Road Station south of the railway line. The bus route extension is expected in September/October 2025.						

Cardinia Shire Council			Cardinia Initiative Performance Report			
2.1.5 Upgrade Council's road network to improve safety and connectivity while considering traffic demand and freight transport needs.						
Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
2.1.5.4 CPI - Complete Pakenham town centre streetscape upgrades	Major Projects	01-07-2024	30-06-2025	Not Started	0	RED
Progress Comments: Delivery of the upgrades are being recalibrated to work in with the delivery of interfacing State infrastructure projects. This will help to facilitate a precinct approach to network access that mitigates disruptions for local businesses and community.						
2.1.5.5 CPI - Plan and deliver infrastructure upgrades to our road network to meet the needs of the current and future population	Community Infrastructure Delivery	01-07-2024	30-06-2025	Completed	100	GREEN
Progress Comments: Major roads projects: Princess Highway intersections at Bayview Road and Station Street/Tivendale Road are functionally complete, with contractual finalisation in process. Dore Road complete, Mt Lyall Road complete.						
Sealing the Hills: Package 11 is in progress with Phase 2 completion by the end of 2024-25 financial year. Outfall drainage works to follow in 2025-26. Package 19 (Stoney Creek catchment) construction is underway and anticipated to be completed by December 2025. Package 17 (Old Gembrook catchment) construction contract has been awarded and work is anticipated to start in August 2025. Projects currently in design phase: Brunt Road/Rix Road, Princess Highway/Arena Parade intersection, McGregor Road/Henty Street intersection, Huxtable Road.						

Cardinia Shire Council

Cardinia Initiative Performance Report

3 Thriving Environments

3.1 We value our natural assets and support our biodiversity to thrive.

3.1.2 Actively move towards zero waste through increasing waste recovery and reuse.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.1.2.12 CPI - Implement the five-year action plan for the Waste and Resource Recovery Strategy	Infrastructure Services	01-07-2024	30-06-2025	Completed	100	GREEN
Progress Comments: The five-year action plan covers from 2022 to 2026 inclusive and aligns with the latter half of the current Waste and Resource Recovery Strategy 2017-26. Major achievements include support and implementation of the Victorian Government's Recycling Victoria policy and action plan, continuing to seek alternatives to landfill, providing alternative options to reduce burning off, continuing to advocate and lead improvements and efficiencies in the waste sector, engaging with the community on Clean Up Australia Day, and educating the community on minimising dumped rubbish. Council has advocated for efficient and effective alternatives to a separated glass service, and has begun developing the next Waste Strategy to cover the 2026-36 period.						

Cardinia Shire Council

Cardinia Initiative Performance Report

3.1.3 Work with community to improve and manage our natural assets, biodiversity and cultural heritage.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
3.1.3.8 CPI - Implement initiatives in the Aspirational Energy Strategy	Environment and Heritage	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: The following initiatives have been completed in 2024-25: Continued to partner with and participate in SECCCA projects. Completed full term review of the Aspirational Energy Transition Plan, noting Council achieved 93% of all actions overall. Procured 3,338 offsets which will effectively reduce Council's scope 1 and 2 emissions (under our direct control) by 88% compared to the 2012 baseline. Completed the Electrification Plan, outlining opportunities for future energy efficiency and appliance upgrades in Council facilities. Joined the Solar Savers program, providing advice and access to approved installers for the purchase of energy and water efficient appliances for households. Received notification of successful applications to the Community Energy Upgrades Fund Program (Federal) and the 100 Neighbourhood Batteries Program (State). These grants will see a total \$780,000 investment for critical upgrades to Cardinia Life, Cardinia Cultural Centre and fund community batteries at Bunyip Hall and Koo Wee Rup Community Centre. Provided information and education opportunities for the community, such as Bring your Bills Day and energy efficiency and climate change sessions for schools at Deep Creek Reserve. Implemented electrification activities for Council facilities, to improve energy efficiency and upgrades.						
3.1.3.9 CPI - Implement initiatives in the Biodiversity Conservation Strategy	Environment and Heritage	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: In 2024-25, Council has provided technical and financial support to Council's environmental volunteers and Landcare groups, and completed monitoring and surveys for Southern Brown Bandicoot, Growling Grass Frog, Powerful Owl, Swamp Skink, Greater Glider. The following community programs have been administered: annual plant giveaway, Trust for Nature Rebate program, Environmental Volunteer Support Grants 2024-25, Biodiversity Incentive Scheme Grant 2024-25, Weed Control Grants 2024-25, environment education incursions at kindergartens, developed education material for responsible pet ownership campaigns, Southern Brown bandicoot awareness programs in partnership with the Royal Botanic Gardens Cranbourne, Cardinia Creek education program, and development and delivery of interpretive signage within natural reserves. Environmental considerations have been embedded into the statutory and strategic planning processes, and pest animal monitoring has been facilitated at key sites to determine the presence of fox and deer. Council has partnered with tertiary education providers on species monitoring, Southern Brown Bandicoot water crossing structures, and blue carbon opportunities. The following strategic document reviews have been finalised: Growing Grass Frog Conservation Management Plan for Cardinia Road Employment Precinct, Biodiversity Conservation Strategy and Weed Management Strategy mid-term review. Training has been provided to staff to improve on-ground environmental outcomes. Funding has been secured via the - Victorian Peri Urban Weed Management Partnership (Department of Energy Environment and Climate Action); Victorian Deer Control Program (Department of Energy Environment and Climate Action); Liveable Communities Liveable Waterways (Melbourne Water); and Roadside Weeds and Pest Program (Department of Government Services).						
3.1.3.10 CPI - Implement initiatives in the Integrated Water Management Plan	Environment and Heritage	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: In 2024-25, Council secured funding under the Liveable Community Liveable Waterways incentive programs and delivered a Water Balance Model for Cardinia Shire. The Water balance model will enable Council to see the changes over the last decade and will inform future planning and decision making to progress integrated water management. In partnership with South East Water, Yarra Valley Water and the Department of Climate Energy Environment and Climate Action, Council identified high potable water use facilities aligned to water reduction targets. Implementation of the Officer South PSP includes leading edge integrated water management measures to meet water cycle and healthy waterway targets for Cardinia Creek. Furthermore, Council contributed to and delivered regional implementation of the Westernport Integrated Water Management Forum and completed water assessments of Pakenham Regional Tennis Centre and Koo Wee Rup community centre, to inform future works.						

Cardinia Shire Council

Cardinia Initiative Performance Report

4 Prosperous Economies

4.1 We support our productive land and employment land to grow local industries.

4.1.1 Facilitate better planning for our agricultural land to support industry, innovation, local food economy and local job growth.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.1.2 CPI - Implement the Cardinia Community Food Strategy and Action Plan	Arts, Advocacy and Economy	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: Through the Vichealth Local Government Partnership, Council continued its Futureproofing Farming partnership via monthly meetings with SELLEN, Kooweerup Secondary College and local farms. Actions included connecting local work placements to the Conservation and Ecosystems course offering, and refining the development of a Working Safely on Farms e-module for students. Council supported a grant application for OzHarvest to establish a food rescue hub facility in the south-east, which is now in operation and working to expand capability. Council's application for the Local Food Partnership Grants via VicHealth was unsuccessful. Council's Emergency Management team in partnership with Economic Development are coordinating several initiatives to respond to drought conditions affecting farming communities.						

4.1.2 Plan for sustainable employment precincts to entice new industries to the region and support new business.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.2.11 CPI - Advocate for a South East Melbourne Airport	Arts, Advocacy and Economy	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: The South East Melbourne Airport remains a key advocacy priority for the Greater South East Melbourne (GSEM) group and continues to receive support from the Cardinia Shire Council. Although GSEM was not successful in securing the uPPP grant from the Federal Government, its strategic planning efforts will continue. GSEM and Council recognises that the airport is essential to meeting the long-term needs of South East Melbourne and Gippsland.						
4.1.2.12 CPI - Facilitate investment in our townships to support businesses and vibrant communities	Arts, Advocacy and Economy	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: Cardinia Shire Council's Investment Attraction Plan is complete and was adopted at the May Council Meeting. The plan provides a clear blueprint for what investment will be best suited to the area. Officers have commenced planning for delivery of short-term initiatives identified in the plan. Investment attraction is currently focused on activating undeveloped commercial and industrial land, as well as supporting and expanding Cardinia Shire's existing high value industries like construction and agriculture.						

Cardinia Shire Council

Cardinia Initiative Performance Report

4.1.3 Improve local learning and employment pathway opportunities through strategic partnerships.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.3.3 CPI - Advocate for the growth of local education opportunities that improve skills and employment pathways	Planning and Design	01-07-2024	30-06-2025	Completed	100	GREEN
Progress Comments: Council will continue to advocate for investment in local education to improve skills and employment pathways. Council has made submissions to the Growth Area Authority and Standing Advisory Committee (SAC) process for the Officer South Employment Precinct Structure Plan (OSEPSP) for the inclusion of a Centre for Excellence within the OSEPSP. The SAC commenced on 6 March 2024 and concluded on 19 April 2024. The OSEPSP was gazetted by the Minister on the 27 February 2025 and includes reference to the Centre of Excellence. Council executives have established a working relationship with Federation University and Gippsland Community College has established a centre at Toomah Community Centre.						

4.1.5 Strengthen and promote our shire’s unique identity and visitor attractions.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
4.1.5.4 CPI - Actively protect key heritage sites within the shire	Environment and Heritage	01-07-2024	30-06-2025	Completed	100	GREEN
Progress Comments: In 2024-25, Council has coordinated and promoted the Annual Heritage Grant program, providing support to landowner's and community groups to help restore and conserve places of heritage value that are covered by a heritage overlay in the Cardinia Shire Planning Scheme. Council has also delivered a Conservation Management Plan for the Nar Nar Goon North Hall, and supported the Planning Scheme Amendment C282 – Officer Kiln – James Hick Pottery site to facilitate the adaptive reuse of the Officer Kiln site. We have supported the Emerald Museum Community Asset Committee to complete murals on the shutters of the museum and receive and implement a grant from the National Library of Australia to digitise nationally significant collection of Nobelius ledgers.						
4.1.5.4 CPI - Develop and deliver initiatives within the Economic Development Strategy, including the visitor economy and tourism	Arts, Advocacy and Economy	01-07-2024	30-06-2025	Completed	100	GREEN
Progress Comments: Council has officially joined the Tourism East Visitor Economy Partnership, working alongside Yarra Ranges Council and Nillumbik Shire Council to enhance tourism investment into the region, support local tourism operators and increase visitation. Council's annual Business Breakfast was held in May 2025, with 138 attendees learning about the potential of AI for their business. The Business Planning workshop has had steady participation each quarter, with 14 local businesses participating. Five businesses have been supported in the final quarter through the new Business Coaches Program, slightly down from the previous quarter. Council's monthly Business Newsletter has a regular 2,000 subscribers with an average open rate of 40%. This is an increase of more than 800 subscribers since the same time last year.						

Cardinia Shire Council

Cardinia Initiative Performance Report

5 Responsible Leaders

5.1 We practise responsible leadership.

5.1.1 Build trust through meaningful community engagement and transparent decision-making.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.1.1.6 CPI - Implement the Community Engagement Policy in a way that meets legislative requirements for community engagement. Progress Comments: Council's updated Community Engagement Policy was endorsed by Council at its meeting on 14 April. The new policy is now available on Council's website and will guide us in delivering authentic, transparent and inclusive engagement activities with our community. The policy will also be socialised across the organisation, embedding the importance of community engagement in capturing community feedback to inform decision making - a practice that will continue to be a focus for Council as part of the new Council Plan. A report on Community Engagement activities was presented to the Monthly Council Meeting to inform the community of existing and upcoming opportunities.	Communications and Engagement	01-07-2024	30-06-2025	Completed	100	 GREEN

5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.1.2.30 CPI - Develop a long-term financial plan that ensures financial sustainability Progress Comments: The 2025-26 Budget has been adopted, and work is continuing on finalising the Financial Plan for adoption by 31 October 2025 in accordance with Council's statutory obligations.	Finance	01-07-2024	30-06-2025	Completed	100	 GREEN

5.1.3 Strive to be a customer-focused organisation and be a great place to work.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.1.3.4 CPI - Publicly report the organisation's performance on a quarterly basis, including customer service outcomes Progress Comments: Throughout this financial year, Council prepared and published customer service and other service performance reports on a quarterly basis. These are prepared for Council, and published on Council's website. Council is constantly considering ways to improve the quality and meaningfulness of performance reporting.	Business Transformation and Customer	01-07-2024	30-06-2025	Completed	100	 GREEN

Cardinia Shire Council

Cardinia Initiative Performance Report

5.1.4 Maximise value for our community through efficient service delivery, innovation, strategic partnerships and advocacy.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.1.4.6 CPI - Implement the Cardinia Shire Advocacy Plan and work with strategic partners on shared advocacy initiatives	Arts, Advocacy and Economy	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: Council works with all levels of government to lobby for action on important local issues and to influence government priorities that will benefit our local communities. Council also works with other groups of councils, such as the Municipal Association of Victoria (MAV), Greater South East Melbourne (GSEM), the Outer Melbourne Councils (OMC) and the National Growth Areas Alliance (NGAA) to facilitate investment in the broader region. A key focus has been to amplify Council's advocacy to the Federal Government throughout the Federal Election campaign and at the National General Assembly in Canberra. During the Federal Election, Council partnered with Star News and local community groups to deliver an advocacy campaign highlighting key community priorities including the Cardinia Life redevelopment, Lang Lang Truck Bypass, Princes Highway intersection upgrades and road sealing packages. Council also hosted a community Q and A event with La Trobe candidates to raise the profile of the community's priorities and to hear from all candidates on their vision for La Trobe over the next three years and beyond. At the National General Assembly, the Mayor, Deputy Mayor and Interim CEO met with Federal MPs and department officials to continue advocacy efforts of our top Federal priorities. In May, Council endorsed its first Advocacy Framework and Community Advocacy Toolkit which is now available for community groups to download and use in support of their advocacy efforts. Looking ahead, Council is working to refine the Advocacy Agenda for the next 12 months and leading into the State Government elections in 2026.						

5.1.4.16 CPI - Implement the strategy aimed at alternative revenue streams

Finance	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: During 2022-23, Council developed a strategy to consider and evaluate Alternative Revenue strategies, with the strategy to be implemented during the 23/24 and 24/25 years.					

Implementation of these initiatives continue to progress. Highlights include:

- Centralisation of grants administration - processes and staff resources allocated to include tracking and monitoring of grant outcomes, allowing for better governance and central coordination of grants across Council
- Optimising fees & charges - detailed review of statutory and non-statutory fees across a range of services, resulting in an additional \$250,000 revenue per annum, and consultation with Community Panel regarding potential policy approaches. Further reviews of charges and sports facilities will be presented to Council.
- Proposal to establish Investment Advisory Committee in Council plan 2025-2029, to fully consider commercial investment and partnership flexibility
- Strategic Advertising (Reserves) - position paper developed with intention to discuss with Council during 2025, though impact on club revenue opportunities will be a key consideration.
- Strategic Land Acquisitions - opportunities have been identified, with the intention of consideration by Investment Advisory Committee
- Motorsport Site Uplift - this has been fully explored. Work continues in respect of this site, and report to Council during 2025 is expected.
- Divesting unused facilities and assets - this was a topic of consideration by the Community Panel, and unleased sites are identified. A position paper is expected to Council during 2025 to consider options.

5.1.5 Champion the collective values of the community through the councillors' governance of the shire.

Initiative	Business Unit	Start Date	End Date	Status	% Complete	Performance
5.1.5.38 CPI - Publicly report on Council decisions made and their implementation to demonstrate transparent decision making	Governance, Safety and Property	01-07-2024	30-06-2025	Completed	100	 GREEN
Progress Comments: Council decisions are reported quarterly to Council. The report for Quarter Two and Three was reported to the Council meeting on 17 February 2025. The Quarter Four report is being reported to the 21 July Council meeting, which completes this action.						

Performance indicators

Aquatic facilities

Service indicator	2021-22	2022-23	2023-24	2024-25	Material variation
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	2.20	2.20	2.40	2.40	
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/Municipal population]	3.29	5.50	5.13	5.56	
Service cost <i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received/Number of visits to aquatic facilities]	-\$0.87	\$0.64	\$0.87	\$0.60	Decrease in contract costs positively impacted this measure.

Animal management

Service indicator	2021-22	2022-23	2023-24	2024-25	Material variation
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response for all animal management requests/Number of animal management requests]	4.53	4.90	4.87	3.98	Council have increased resourcing for this service, allowing officers to more quickly respond to animal management requests.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed/Number of animals collected] x100	46.63%	38.20%	42.24%	45.02%	
Service standard <i>Animals rehomed</i> [Number of unclaimed collected animals rehomed / Number of unclaimed collected animals collected] x100	11.06%	15.57%	33.47%	58.37%	Council has broadened adoption options for impounded cats and dogs through both Cranbourne and North Melbourne shelters, supported by The Lost Dogs Home's promotional adoption initiatives throughout the year.
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service/Municipal population	\$4.04	\$4.45	\$4.22	\$5.13	Increase in Councils pound contract and additional staffing have resulted in an increase to the cost of the service.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ Number of animal management prosecutions] x100	100.00%	100.00%	100.00%	100.00%	

Food safety

Service Indicator	2021-22	2022-23	2023-24	2024-25	Material variation
Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response for all food complaints/Number of food complaints]	1.52	1.58	1.46	1.49	
Service standard <i>Food safety assessments</i> [Number of registered Class 1 food premises and Class 2 food premises that received an annual food safety assessment in accordance with the Food Act 1984/Number of registered Class 1 food premises and Class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	100.00%	100.00%	100.00%	100.00%	
Service standard <i>Food safety samples</i> [Number of food samples obtained/Required number of food samples] x100	New	New	106.15%	102.26%	
Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984]	\$310.78	\$359.05	\$358.71	\$460.80	The increase cost takes into account increases in staff costs, superannuation, insurance, fleet and sample analysis costs over a 2 year period after a budget freeze during the pandemic was implemented by Council.

Service indicator	2021-22	2022-23	2023-24	2024-25	Material variation
Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	100.00%	100.00%	

Governance						
Service Indicator	2021-22	2022-23	2023-24	2024-25	Material variation	
Transparency <i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors]	3.54%	3.85%	1.40%	4.95%	Demonstrating Council's commitment to transparency, fewer than 5% of decisions made this year were confidential, with clear explanations and subject details publicly available in the relevant meeting minutes.	
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	68.00	67.00	67.00	69.00		
Attendance <i>Councillor attendance at Council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting/(Number of ordinary and special Council meetings)x(Number of Councillors elected at the last Council general election)] x100	91.11%	92.86%	92.93%	94.44%		

Service indicator	2021-22	2022-23	2023-24	2024-25	Material variation
Service cost <i>Cost of governance</i> [Direct cost of governance service/Number of Councillors elected at the last Council general meeting]	\$56,036.33	\$60,879.00	\$61,892.22	\$60,171.33	
Satisfaction <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	65.00	64.00	64.00	65.00	

Libraries

Service indicator	2021-22	2022-23	2023-24	2024-25	Material variation
Resource standard <i>Recently purchased library collection</i> [Number of library collection items purchased in the last five years/Number of library collection items] x100	74.93%	86.98%	68.84%	73.23%	
Service cost <i>Cost of library service per population</i> [Direct cost of library service/ Municipal population]	\$15.19	\$14.63	\$16.44	\$15.35	
Utilisation <i>Loans per head of population</i> [Number of collection item loans/ Population]	New	New	2.81	2.49	The extended closure of the Cardinia Mobile Library combined with a soft decline in physical loans has resulted in a reduction in overall loans.
Participation <i>Library membership</i> [The number of registered library members/ Population] x100	New	New	21.53%	22.26%	
Participation <i>Library visits per head of population</i> [Number of library visits/ Population]	New	New	2.27	2.32	

Maternal and child health (MCH)

Service indicator	2021-22	2022-23	2023-24	2024-25	Material variation
Service standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received)/Number of birth notifications received] x100	101.16%	101.17%	101.24%	100.91%	
Service cost <i>Cost of MCH service</i> [Direct cost of MCH service/Hours worked by MCH nurses]	\$75.07	\$70.34	\$63.13	\$69.55	To meet service demands, Council has increased its use of a flexible casual workforce, supported by the implementation of a new Enterprise Bargaining Agreement that delivers improved pay and allowances across the organisation.
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100	67.41%	71.97%	72.75%	73.12%	
Participation <i>Participation in the MCH service by Aboriginal children</i> [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	67.62%	75.43%	77.63%	73.58%	
Satisfaction <i>Participation in four-week Key Age and Stage visit</i> [Number four-week Key Age and Stage visits/Number of birth notifications received] x100	96.53%	95.83%	97.08%	96.73%	

Roads

Service indicator	2021-22	2022-23	2023-24	2024-25	Material variation
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests/Kilometres of sealed local roads]	82.05	100.38	72.56	58.41	Optimal weather and the proactive identification and repair of defects by the maintenance teams are ensuring issues are resolved prior to public reports.
Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council/Kilometres of sealed local roads] x100	98.83%	99.13%	99.39%	99.41%	
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$33.23	\$32.48	\$41.87	\$178.34	Projects undertaken during this year required more complex and costly rehabilitation of sub-grade layers, significantly increasing costs.
Service cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]	\$12.97	\$11.22	\$15.96	\$6.46	Council has benefitted from improved tender rates and approaches to market, resulting in lower purchasing costs.
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	64.00	61.00	59.00	63.00	

Statutory planning

Service indicator	2021-22	2022-23	2023-24	2024-25	Material variation
Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of the planning application and a decision on the application]	112.00	169.00	168.00	143.00	The time taken to decide planning application has improved due to a stabilisation of application numbers and sustained improvements to the resourcing and capacity of Council's Planning Department.
Service standard <i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	41.62%	31.31%	63.00%	50.53%	Council has seen improved timeliness in planning decisions, supported by stabilised application volumes and ongoing enhancements in processing. A review of the methodology used to calculate performance was undertaken which has also impacted this performance measure.
Service cost <i>Cost of statutory planning service</i> [Direct cost of statutory planning service/Number of planning applications received]	\$1,559.89	\$3,126.13	\$3,654.79	\$3,509.31	
Decision making <i>Council planning decisions upheld at VCAT</i> [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	57.14%	50.00%	87.50%	87.50%	This result is always highly variable given the small number of cases that proceed to VCAT and the specific nature of each case.

Waste Management

Service indicator	2021-22	2022-23	2023-24	2024-25	Material variation
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	8.06	6.99	3.38	3.09	
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]	\$118.67	\$156.47	\$161.72	\$140.08	Council has re-tendered the recycling processing contract and established a cost saving in this space. This saving is reflected in the overall cost of running kerbside services.
Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$76.53	\$69.58	\$69.68	\$67.94	
Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	48.08%	48.22%	48.09%	45.84%	

Performance statement



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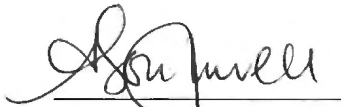
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Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Allison Southwell
Chief Finance Officer
Dated: 15 September 2025

In our opinion, the accompanying performance statement of the Cardinia Shire Council for the year ended 30 June 2025 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

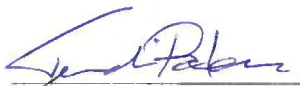
The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

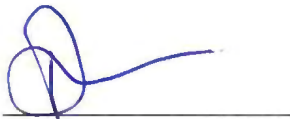
We have been authorised by the Council and the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Cr Jack Kowarzik
Mayor
Dated: 15 September 2025



Cr Trudi Paton
Councillor
Dated: 15 September 2025



Peter Benazic
Interim Chief Executive Officer
Dated: 15 September 2025



Independent Auditor's Report

To the Councillors of Cardinia Shire Council

Opinion	I have audited the accompanying performance statement of Cardinia Shire Council (the council) which comprises the: • description of municipality for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Cardinia Shire Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
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MELBOURNE
23 September 2025


Travis Derricott
as delegate for the Auditor-General of Victoria

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Description of municipality

Cardinia Shire is one of the fastest growing local government areas in Victoria with an average of around three families moving into the area every day. As of 2025, Cardinia Shire's estimated population is 132,289 and is expected to increase by approximately 27,388 over the next 10 years.

Located 55 kilometres south-east of Melbourne's central business district, Cardinia Shire is one of 10 'interface councils' around the perimeter of metropolitan Melbourne, where urban and rural areas meet. The Victorian Government has nominated the Casey-Cardinia Region as one of five regions around the fringe of metropolitan Melbourne where new housing and population growth is to be concentrated. The main areas of growth in Cardinia Shire are Beaconsfield, Officer and Pakenham. Outside this growth area, Cardinia Shire's large rural population resides in 27 townships.

Cardinia Shire covers an area of 1,280km² and has a rich diversity of both natural and cultural sites, from the waters of Western Port Bay to the foothills of the Dandenong Ranges, comprising places of local and state significance. These heritage places reflect the different periods and people who have shaped the shire's landscape, from Aboriginal Australians, the first people to use the rugged landscape, to the logging and gold mining of the foothills, the draining of the former Koo Wee Rup Swamp, and pastoral settlement. The landscape is again under a period of change as new development and new people move into the area every week.

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Service performance indicators
For the year ended 30 June 2025

Service	Indicator	2022	2023	2024	2025		Material variation
		Actual	Actual	Actual	Target as per budget	Actual	
Aquatic facilities	Utilisation <i>Utilisation of aquatic facilities</i>	3.29	5.50	5.13	Not applicable	5.56	
	[Number of visits to aquatic facilities / Municipal population]						
Animal management	Health and safety <i>Animal management prosecutions</i>	100.00%	100.00%	100.00%	Not applicable	100.00%	
	[Number of successful animal management prosecutions / Total number of animal management prosecutions] x100						

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Service	Indicator	2022	2023	2024	2025		Material variation
		Actual	Actual	Actual	Target as per budget	Actual	
Food safety	Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises] x100	100.00%	100.00%	100.00%	Not applicable	100.00%	
	Satisfaction <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	68.00	67.00	67.00	60.00	69.00	

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Service	Indicator	2022	2023	2024	2025		Material variation
		Actual	Actual	Actual	Target as per budget	Actual	
Libraries	Participation Library membership [Number of registered library members/ Population]x100	New in 2023	New in 2023	21.53%	Not applicable	22.26%	
Maternal and Child Health (MCH)	Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in a year) / Number of children enrolled in the MCH service] x100	67.41%	71.97%	72.75%	Not applicable	73.12%	
Maternal and Child Health (MCH)	Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in a year) / Number of Aboriginal children enrolled in the MCH service] x100	67.62%	75.43%	77.63%	Not applicable	73.58%	

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Service	Indicator	2022	2023	2024	2025		Material variation
		Actual	Actual	Actual	Target as per budget	Actual	
Roads	Condition Sealed local roads below the intervention level [Number of kilometres of sealed local roads below the renewal intervention level set by Council/ Kilometres of sealed local roads]x100	98.83%	99.13%	99.39%	99.10%	99.41%	
Statutory planning	Service Standard Planning applications decided within required timeframes [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days)]/ Number of regular planning application decisions made within 60 days]x100	41.62%	31.31%	63.00%	56.20%	50.53%	Council has seen improved timeliness in planning decisions, supported by stabilised application volumes and ongoing enhancements in processing. A review of the methodology used to calculate performance was undertaken which has also impacted this performance measure.

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Service	Indicator	2022	2023	2024	2025		Material variation
		Actual	Actual	Actual	Target as per budget	Actual	
Waste management	Waste diversion Kerbside collection waste diverted from landfill	48.08%	48.22%	48.09%	49.30%	45.84%	
	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100						

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Financial performance indicators

For the year ended 30 June 2025

Indicator	2022	2023	2024	2025		2026	2027	2028	2029	Material variation	
	Actual	Actual	Actual	Target As per budget	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Efficiency											
Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$2,970.11	\$3,032.76	\$2,993.28	\$3,253.00	\$3,336.30	\$3,198.81	\$3,165.36	\$3,189.00	\$3,206.81	The increase in expense per property was mainly due to higher material and service costs, asset write-offs, and storm recovery efforts. These were mainly driven by works on non-Council owned facilities, unplanned infrastructure adjustments, and external project impacts.	
Revenue level Average rate per property assessment [Sum of all general rates and municipal charges/ Number of property assessments]	\$1,763.25	\$1,784.44	\$1,844.94	Not applicable	\$1,880.17	\$1,924.01	\$1,938.42	\$1,953.69	\$1,969.76		

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Indicator	2022	2023	2024	2025		2026	2027	2028	2029	Material variation
	Actual	Actual	Actual	Target As per budget	Actual	Forecast	Forecast	Forecast	Forecast	
Liquidity										
Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	221.08%	236.83%	278.02%	302.00%	322.07%	500.87%	519.73%	545.54%	506.85%	The increase in liquidity is primarily driven by a reduction in current liabilities and an increase in current assets. Lower trade and other payables at year-end contributed to the decline in liabilities.
Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	60.05%	80.77%	97.65%	Not applicable	39.88%	78.40%	86.51%	53.56%	41.96%	Council continues to regularly review and actively manage its unrestricted cash. Movements are reflective of uncertainty of movement in reserves and grant funding recognition.
Obligations										

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Indicator	2022	2023	2024	2025		2026	2027	2028	2029	Material variation
	Actual	Actual	Actual	Target As per budget	Actual	Forecast	Forecast	Forecast	Forecast	
Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	15.94%	12.76%	9.89%	Not applicable	14.10%	26.98%	38.12%	44.63%	49.21%	Repayment of loans and timing of new loan drawdowns to support capital delivery, resulted in a net increase of 49.79% compared to FY23/24. Increase of rates revenue has been 5% in FY24/25 from FY23/24.
Loans and borrowings Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	12.09%	3.62%	2.66%	Not applicable	9.63%	2.24%	5.03%	8.30%	11.18%	Due to timing of loans drawdowns and pay out of maturing loans during the FY24/25 financial year.
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	25.03%	16.11%	13.09%	Not applicable	16.95%	24.49%	31.23%	34.14%	35.59%	This ratio shows how much of the entity's own source revenue would be needed to cover its long-term liabilities. The 25% increase is attributed to the timing of new loan drawdowns in order support capital delivery.

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Indicator	2022	2023	2024	2025		2026	2027	2028	2029	Material variation
	Actual	Actual	Actual	Target As per budget	Actual	Forecast	Forecast	Forecast	Forecast	
Asset renewal and upgrade Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	71.56%	128.02%	169.30%	217.10%	129.41%	170.59%	161.13%	131.23%	114.77%	Council reviewed the capital renewal program with an emphasis on optimising financial sustainability and is aiming to maintain an asset renewal ratio between 90%-110%. The reduction in the FY24/25 program was the first step towards this target.
Operating position										
Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	-0.39%	-0.14%	-4.14%	Not applicable	-0.01%	2.42%	-0.62%	-0.95%	-1.03%	Mainly due to the advance payment of 50% of Financial Assistance Grants for FY25/26 (\$8.4M) received in June 2025.

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Indicator	2022	2023	2024	2025		2026	2027	2028	2029	Material variation	
	Actual	Actual	Actual	Actual	Target As per budget	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Stability											
Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	72.15%	71.63%	78.53%	76.30%	69.15%	73.22%	76.88%	77.16%	77.42%	This ratio indicates how much of the Council's regular income comes from rates, compared to other sources. Even though rates income increased by 5% compared to FY23/24, Council received significantly more contributions in the form of assets (like donated infrastructure) which increased the total income.	
	0.35%	0.29%	0.27%	Not applicable	0.28%	0.28%	0.27%	0.26%	0.25%		
Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.35%	0.29%	0.27%	Not applicable	0.28%	0.28%	0.27%	0.26%	0.25%		

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Sustainable capacity indicators

For the year ended 30 June 2025

	Indicator	2022	2023	2024	2025	Material variation
		Actual	Actual	Actual	Actual	
Population	<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,242.63	\$1,254.45	\$1,234.63	\$1,377.50	In FY24/25 Council spent \$143 more per resident compared to FY23/24. This increase is due to a combination of rising prices (inflation), increase in maintenance expenditure due to growth and one-off reclassification of capital projects on Crown land as operational, specifically Cardinia Youth Facility Expansion, Upper Beaconsfield and Cora Lyn recreation reserve pavilion.
	<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$9,987.48	\$11,434.66	\$16,273.68	\$17,541.24	
	<i>Population density per length of road</i> [Municipal population / kilometres of local roads]	73.44	75.39	77.13	78.21	

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	Indicator	2022		2023		2024		2025		Material variation
		Actual		Actual		Actual		Actual		
Own-source revenue	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$996.49		\$1,040.87		\$1,111.64		\$1,135.96		
Recurrent grants	Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$178.58		\$185.99		\$66.99		\$231.39		Significant increase is due to timing of the receipt of Financial Assistance Grant from Victorian Local Government Grants Commission (VLGGC). 50% of Financial Assistance Grants from VLGGC for FY25/26 received in advance in June 2025 and 95% of FY23/24 allocation was received in June 2023.
Disadvantage	Relative socio-economic disadvantage [Index of relative socio-economic disadvantage by decile]	8.00		7.00		7.00		7.00		
Workforce turnover	Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	14.92%		16.94%		16.67%		19.39%		When max-term and casual staff is included, Council's overall turnover is improving (at 14.8% in FY24/25). A higher-than-usual number of retirements in the past 12 months has also impacted this figure.

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Other information

For the year ended 30 June 2025.

Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, services performance and financial performance indicators and measures, together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable, the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council's information systems or from third parties.

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2025-26 to 2028-29 by the council's financial plan.

The forecast figures included in the performance statement are those adopted by Council in its budget on 16 June 2025. The financial plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the Annual Financial Report. The financial plan can be obtained by contacting Council on 1300 787 624 or mail@cardinia.vic.gov.au.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

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Definitions

Key Term	Definition
Aboriginal child	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: a. non-recurrent grants used to fund capital expenditure; and b. non-monetary asset contributions; and c. contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expense	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standard (AAS)
current liabilities	has the same meaning as in the AAS
food premises	has the same meaning as in the <i>Food Act 1984</i>
infrastructure	non-current property, plant and equipment excluding land
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorised officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

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municipal population	means the resident population based on data published by the Australian Bureau of Statistics on its website.
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile of 1 to 10 for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA
restricted cash	means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time-to-time by the Australian Bureau of Statistics on its website
unrestricted cash	means all cash and cash equivalents other than restricted cash



Financial statements

Cardinia Shire Council

ANNUAL FINANCIAL REPORT for the year ended 30 June 2025



Cardinia Shire Council

2024/2025 Financial Report

Annual Financial Report

for the year ended 30 June 2025

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Cardinia Shire Council

2024/2025 Financial Report

Annual Financial Report

for the year ended 30 June 2025

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Content Overview

These financial statements are General Purpose Financial Statements and cover the consolidated operations for Cardinia Shire Council

All figures presented in these financial statements are presented in Australian Currency.

These financial statements were authorised for issue by the Council on 15 September 2025
Council has the power to amend and reissue these financial statements.

Cardinia Shire Council

2024/2025 Financial Report

Annual Financial Report
for the year ended 30 June 2025

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Allison Southwell
Principal Accounting Officer
Dated: 15 September 2025
20 Siding Avenue, Officer

In our opinion, the accompanying financial statements present fairly the financial transactions of Cardinia Shire Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Cr Jack Kowarzik
Mayor
Dated: 15 September 2025
20 Siding Avenue, Officer



Cr Trudi Paton
Councillor
Dated: 15 September 2025
20 Siding Avenue, Officer



Peter Benazic
Interim Chief Executive Officer
Dated: 15 September 2025
20 Siding Avenue, Officer

Independent Auditor's Report

To the Councillors of Cardinia Shire Council

Opinion	I have audited the financial report of Cardinia Shire Council (the council) which comprises the: • balance sheet as at 30 June 2025 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor's responsibilities for the audit of the financial report	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors • conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
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MELBOURNE
23 September 2025


Travis Derricott
as delegate for the Auditor-General of Victoria

Cardinia Shire Council

2024/2025 Financial Report

Comprehensive Income Statement

for the year ended 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
Income / Revenue			
Rates and charges	3.1	124,195	118,205
Statutory fees and fines	3.2	7,953	6,770
User fees	3.3	3,396	2,935
Grants - operating	3.4	30,439	5,730
Grants - capital	3.4	22,138	34,289
Contributions - monetary	3.5	19,727	38,292
Contributions - non monetary	3.5	83,170	42,621
Net gain on disposal of property, infrastructure, plant and equipment	3.6	—	677
Other income		12,566	12,548
Total income / revenue		303,584	262,067
Expenses			
Employee costs	4.1	59,963	53,466
Materials and services	4.2	81,624	72,058
Depreciation	4.3	29,718	27,203
Amortisation - Intangible assets		163	168
Depreciation - Right of use assets		435	549
Allowance for impairment losses		347	236
Borrowing costs		274	1,143
Finance Costs - Leases		72	104
Net loss on disposal of property, infrastructure, plant and equipment	3.6	5,089	—
Other expenses	4.4	1,917	1,823
Total expenses		179,602	156,750
Surplus/(deficit) for the year		123,982	105,317
Other comprehensive income:			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	9.1	140,421	600,213
Total items which will not be reclassified subsequently to the operating result		140,421	600,213
Total other comprehensive income		140,421	600,213
Total comprehensive result		264,403	705,530

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Cardinia Shire Council

2024/2025 Financial Report

Balance Sheet

as at 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
Assets			
Current assets			
Cash and cash equivalents	5.1	25,075	29,926
Trade and other receivables	5.1	29,135	29,187
Other financial assets	5.1	144,624	117,000
Other assets		3,663	7,141
Total current assets		202,497	183,254
Non-current assets			
Trade and other receivables	5.1	3,111	2,200
Property, infrastructure, plant and equipment	6.1	3,335,912	3,087,667
Intangible assets		1,160	1,178
Right-of-use assets	5.7	2,081	2,467
Total non-current assets		3,342,264	3,093,512
Total assets		3,544,761	3,276,766
Liabilities			
Current liabilities			
Trade and other payables	5.2	8,386	14,791
Trust funds and deposits	5.2	15,322	13,024
Contract and other liabilities	5.2	25,790	24,596
Provisions	5.4	11,533	10,525
Interest-bearing liabilities	5.3	1,418	2,548
Lease liabilities	5.7	424	429
Total current liabilities		62,873	65,913
Non-current liabilities			
Trade and other payables	5.2	5,732	5,842
Provisions	5.4	1,471	1,304
Interest-bearing liabilities	5.3	16,092	9,142
Lease liabilities	5.7	1,805	2,180
Total non-current liabilities		25,100	18,468
Total liabilities		87,973	84,381
Net assets		3,456,788	3,192,385
Equity			
Accumulated surplus		1,496,789	1,390,596
Reserves	9.1	1,959,999	1,801,789
Total Equity		3,456,788	3,192,385

The above balance sheet should be read in conjunction with the accompanying notes.

Cardinia Shire Council

2024/2025 Financial Report

Statement of Changes in Equity

for the year ended 30 June 2025

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
2025					
Balance at beginning of the financial year		3,192,385	1,390,596	1,706,516	95,273
Surplus/(deficit) for the year		123,982	123,982	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	6.1	140,421	–	140,421	–
Other comprehensive income		140,421	–	140,421	–
Total comprehensive income		264,403	123,982	140,421	–
Transfers to other reserves	9.1	–	(30,319)	–	30,319
Transfers from other reserves	9.1	–	12,530	–	(12,530)
Balance at end of the financial year		3,456,788	1,496,789	1,846,937	113,062
2024					
Balance at beginning of the financial year		2,486,855	1,296,852	1,106,303	83,700
Adjusted opening balance		2,486,855	1,296,852	1,106,303	83,700
Surplus/(deficit) for the year		105,317	105,317	–	–
Other comprehensive income					
Net asset revaluation gain/(loss)	6.1	600,213	–	600,213	–
Other comprehensive income		600,213	–	600,213	–
Total comprehensive income		705,530	105,317	600,213	–
Transfers to other reserves	9.1	–	(43,679)	–	43,679
Transfers from other reserves	9.1	–	32,106	–	(32,106)
Balance at end of the financial year		3,192,385	1,390,596	1,706,516	95,273

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Cardinia Shire Council

2024/2025 Financial Report

Statement of Cash Flows

for the year ended 30 June 2025

	Note	2025 Inflows/ (Outflows) \$ '000	2024 Inflows/ (Outflows) \$ '000
Cash flows from operating activities			
Rates and charges		123,841	114,659
Statutory fees and fines		7,908	7,573
User fees		3,713	3,107
Grants - operating		29,585	5,371
Grants - capital		24,025	12,643
Contributions - monetary		19,748	31,197
Interest received		7,309	7,519
Trust funds and deposits taken		2,298	273
Other receipts		5,632	6,661
Net GST refund		12,511	13,626
Employee costs		(58,863)	(53,126)
Materials and services		(98,073)	(71,119)
Short-term, low value and variable lease payments		(387)	(415)
Other payments		(1,913)	—
Net cash provided by/(used in) operating activities	9.2	77,334	77,969
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(60,222)	(92,088)
Proceeds from sale of property, infrastructure, plant and equipment		616	1,597
Payments for investments		(27,624)	—
Proceeds from sale of investments		—	20,999
Net cash provided by/(used in) investing activities		(87,230)	(69,492)
Cash flows from financing activities			
Finance costs		(274)	(1,142)
Proceeds from borrowings		17,510	—
Repayment of borrowings		(11,690)	(1,998)
Interest paid - lease liability		(72)	(104)
Repayment of lease liabilities		(429)	(1,090)
Net cash flow provided by/(used in) financing activities		5,045	(4,334)
Net Increase / (decrease) in cash and cash equivalents		(4,851)	4,143
Cash and cash equivalents at the beginning of the financial year		29,926	25,783
Cash and cash equivalents at the end of the financial year	5.1	25,075	29,926
Financing arrangements	5.5	23,139	17,699

The above statement of cash flows should be read in conjunction with the accompanying notes.

Cardinia Shire Council

2024/2025 Financial Report

Statement of Capital Works
for the year ended 30 June 2025

	Note	2025 \$ '000	2024 \$ '000
Property			
Land		7,210	8,161
Total land		7,210	8,161
Buildings		15,177	17,278
Total buildings		15,177	17,278
Total property	6.2(a-c)	22,387	25,439
Plant and equipment			
Plant, machinery and equipment		2,560	1,750
Fixtures, fittings and furniture		160	234
Computers and telecommunications		169	314
Total plant and equipment	6.2(d-e)	2,889	2,298
Infrastructure			
Roads		27,279	41,512
Bridges		875	973
Footpaths and cycleways		1,567	1,548
Drainage		1,075	1,359
Recreational, leisure and community facilities		3,480	3,762
Parks, open space and streetscapes		3,954	5,589
Off street car parks		1,426	792
Other infrastructure		314	—
Total infrastructure	6.2(f-g)	39,970	55,535
Total capital works expenditure	6.1	65,246	83,272
Represented by:			
New asset expenditure		1,941	2,358
Asset renewal expenditure		20,250	20,014
Asset expansion expenditure		24,847	34,858
Asset upgrade expenditure		18,208	26,042
Total capital works expenditure		65,246	83,272

The above statement of capital works should be read in conjunction with the accompanying notes.

Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 1. Overview

Introduction

The Cardinia Shire Council was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate.

The Council's main office is located at 20 Siding Avenue, Officer.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1).
- the determination of employee provisions (refer to Note 5.4).
- the determination of landfill provisions (refer to note 8.1(b)).
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable
- other areas requiring judgements

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 1. Overview (continued)

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2. Analysis of our results

Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$500K where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 17 June 2024. The Budget was based on assumptions that were relevant at the time of Budget adoption. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / Revenue and expenditure

	Budget 2025 \$ '000	Actual 2025 \$ '000	Variance \$ '000	Variance %	Ref
Income / Revenue					
Rates and charges	126,112	124,195	(1,917)	(1.52)%	
Statutory fees and fines	6,611	7,953	1,342	20.30%	1
User fees	2,779	3,396	617	22.20%	2
Grants - operating	19,939	30,439	10,500	52.66%	3
Grants - capital	17,809	22,138	4,329	24.31%	4
Contributions - monetary	22,650	19,727	(2,923)	(12.91)%	5
Contributions - non monetary	39,323	83,170	43,847	111.50%	6
Net gain on disposal of property, infrastructure, plant and equipment	500	—	(500)	(100.00)%	7
Other income	7,444	12,566	5,122	68.81%	8
Total income / revenue	243,167	303,584	60,417	24.85%	
Expenses					
Employee costs	56,461	59,963	(3,502)	(6.20)%	9
Materials and services	75,447	81,624	(6,177)	(8.19)%	10
Depreciation	29,832	29,718	114	0.38%	
Amortisation - intangible assets	155	163	(8)	(5.16)%	
Depreciation - right of use assets	928	435	493	53.13%	
Allowance for impairment losses	220	347	(127)	(57.73)%	
Borrowing costs	1,969	274	1,695	86.08%	11
Finance costs - leases	202	72	130	64.36%	
Net loss on disposal of property, infrastructure, plant and equipment	—	5,089	(5,089)	∞	7
Other expenses	2,610	1,917	693	26.55%	12
Total expenses	167,824	179,602	(11,778)	(7.02)%	
Surplus/(deficit) for the year	75,343	123,982	48,639	64.56%	

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1.	Statutory fees and fines	Favourable variance is due to a conservative budget in statutory fees across multiple specific fees but predominately for supervision of works (\$886K) and planning amendments, property info requests (building).
2.	User fees	Favourable variance is due to a historically unbudgeted fee of \$264K which has been difficult to budget. Other main contributors, Community Hall hire \$155K and User Charges \$115K both exceeding budget expectations.
3.	Grants - operating	Council received 100% allocation of Victorian Local Government Grants Commission (VLGGC) funding which was budgeted and 50% allocation from FY25/26 in advance which was not in the budgeted amount for FY24/25. The other main contributor is receipt of higher than expected Unsealed Roads grant funding of \$3.2M.
4.	Grants - capital	Higher than budgeted capital grant revenue is due to the recognition of Local Roads and Community Infrastructure (LRCI) grants \$4.1M, Koo Wee Rup Bowling Club Pavilion \$1.6M, Upper Beaconsfield Rec Reserve Pavilion \$650K, Growth Areas Infrastructure Contribution (GAIC) projects \$400K offset by lower than expected recognition in Sealing the Hills projects by \$2.5M.
5.	Contributions - monetary	The decrease in contributions - monetary is due to fewer development applications from major developers in FY24/25, this in turn reduces the opportunity to collect new DCP levies.
6.	Contributions - non monetary	An increase in non money contributions is attributable to land \$20M, Roads \$8M, drainage \$7.9M, footpaths \$6.5M are all receipts of Developer gifted assets.
7.	Net gain on disposal of property, infrastructure, plant and equipment	Full or partial disposal of road infrastructure assets (\$4.6M), as a result of ongoing rehabilitation and renewal programs to maintain safety standards and service levels, mainly Bunyip Modella Road, Main street, Bayview Road, Tivendale Road, Seven Mile Road, Thewlis Road and Cardinia Road. This also include disposal of drains through estate stage works and other disposals.
8.	Other income	Higher interest income has been the major contributor to a favourable position in other income \$3.6M. Higher interest is partially explained by higher interest rate than average and also increase in cash held in term deposits.
9.	Employee costs	Increase in employee costs is primarily driven by increased base rate and revised allowances that came into effect through Council's New Enterprise Agreement from July 2024. Additionally, unbudgeted

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

Variance Ref	Item	Expanation
		casual hours has further contributed to the overall increase in employee-related expenditure.
10.	Materials and services	The variance in materials and services is primarily due to the reclassification of capital projects on Crown land as operational expenditure, including Cora Lynn Reserve (\$1.2M) and Upper Beaconsfield Reserve (741K). Additionally, the construction and demolition costs associated with the Cardinia Youth Facility Expansion (\$3.6M) were expensed. Relocation of bank charges amounting to \$687K from the "Other Expenses" category into materials and services.
11.	Borrowing costs	Favourable position against budget is due to the early repayment of loans and timing of draw downs from Treasury Corporation Victoria (TCV).
12.	Other expenses	The underspend in other expenses is due to relocating bank charges to "materials and services" \$687K.

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

2.1.2 Capital works

	Budget 2025 \$ '000	Actual 2025 \$ '000	Variance \$ '000	Variance %	Ref
Property					
Land	4,299	7,210	2,911	67.71%	1
Total land	4,299	7,210	2,911	67.71%	
Buildings	21,922	15,177	(6,745)	(30.77)%	2
Total buildings	21,922	15,177	(6,745)	(30.77)%	
Total property	26,221	22,387	(3,834)	(14.62)%	
Plant and equipment					
Plant, machinery and equipment	2,317	2,560	243	10.49%	3
Fixtures, fittings and furniture	366	160	(206)	(56.28)%	4
Computers and telecommunications	459	169	(290)	(63.18)%	5
Total plant and equipment	3,142	2,889	(253)	(8.05)%	
Infrastructure					
Roads	28,703	27,279	(1,424)	(4.96)%	6
Bridges	1,248	875	(373)	(29.89)%	7
Footpaths and cycleways	1,474	1,567	93	6.31%	
Drainage	1,471	1,075	(396)	(26.92)%	8
Recreational, leisure and community facilities	1,939	3,480	1,541	79.47%	9
Parks, open space and streetscapes	6,706	3,954	(2,752)	(41.04)%	10
Off street car parks	659	1,426	767	116.39%	11
Other infrastructure	10,774	314	(10,460)	(97.09)%	12
Total infrastructure	52,974	39,970	(13,004)	(24.55)%	
Total capital works expenditure	82,337	65,246	(17,091)	(20.76)%	
Represented by:					
New asset expenditure	210	1,941	1,731	824.29%	
Asset renewal expenditure	24,994	20,250	(4,744)	(18.98)%	
Asset expansion expenditure	17,348	24,847	7,499	43.23%	
Asset upgrade expenditure	39,785	18,208	(21,577)	(54.23)%	
Total capital works expenditure	82,337	65,246	(17,091)	(20.76)%	

continued on next page ...

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.1 Performance against budget (continued)

(i) Explanation of material variations

Variance Ref	Item	Explanation
1.	Land	Variance due to the payment on settlement of 28 May Road of \$2.75M in FY24/25, which was budgeted for in FY23/24.
2.	Buildings	Variance due to the construction of Cardinia Youth Hub of \$5M, deferred to FY25/26, and Thewlis Road Integrated Children Centre, delivered under budget by \$1.5M.
3.	Plant, machinery and equipment	Variance due to delays in fleet delivery that was budgeted in the FY23/24 but was delivered in FY24/25.
4.	Fixtures, fittings and furniture	Variance due to underspend in office furniture renewal.
5.	Computers and telecommunications	Variance due to asset reclassification \$160K to Intangibles and underspend of \$115K in electronic access upgrades.
6.	Roads	Variance due to Huxtable Road construction of \$1.5M deferred to FY25/26. Decrease from prior year due to the decreased activity as the sealing the hills project comes to a completion.
7.	Bridges	Variance due to Simpson Road Vervale Bridge of \$400K deferred to FY25/26.
8.	Drainage	Variance due to Drainage renewal of \$300K deferred to FY25/26.
9.	Recreational, leisure and community facilities	Variance due to asset reclassification of Worrell Reserve Skate Park of \$1.2M budgeted under Parks, Open Space and Streetscapes.
10.	Parks, open space and streetscapes	Variance due to Pakenham Revitalisation of \$3.59M deferred to FY25/26, Worrell Reserve Skate Park of \$974K delivered under Recreational, leisure and community facilities, and Officer District Park overspend of \$1.4M.
11.	Off street car parks	Variance due to asset reclassification of IYU Recreation Reserve Athletics Facility - Roundabout of \$500K budgeted under Roads.
12.	Other infrastructure	Variance due to Upper Beaconsfield Recreation Reserve of \$4.6M, and Cora Lynn Reserve Pavillion \$3.6M deferred to FY25/26.

Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 2.2 Analysis of Council results by program

2.2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs, which reflects Council's realigned organisational structure that commenced with the new Council term

Chief Executive Officer

This group is responsible for leading the organisation and includes Cardinia's corporate management expenses including salaries, corporate memberships and corporate legal and consultancy fees.

Infrastructure and Environment

This group manages physical assets and environmental stewardship, ensuring sustainable infrastructure development and maintenance. It oversees major projects, building construction, facility management, roads, and transport networks. Environmental services include biodiversity conservation, climate change adaptation, and waste management. The directorate balances infrastructure needs with environmental protection, creating liveable spaces while preserving natural heritage through integrated planning and sustainable practices.

Community & Planning Services

This group fosters vibrant, inclusive communities while managing sustainable growth. It encompasses community engagement through arts, advocacy, and cultural programs, alongside essential health and safety services including youth programs and maternal child health. The planning function manages urban design, statutory planning, and regulatory compliance. Recreation services including aquatic facilities, libraries, and parks promote active lifestyles and social connection, building community fabric while guiding physical development.

Corporate Services

Corporate Services provides the Council's operational backbone, enabling effective governance and service delivery. This group manages financial operations, budgeting, revenue collection, and purchasing while overseeing information technology and data management. It supports democratic processes through governance services, manages human resources and organisational culture, and handles communications and community engagement. Customer service and performance improvement ensure responsive delivery while maintaining accountability and transparency.

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for the year ended 30 June 2025

Note 2.2 Analysis of Council results by program (continued)

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

Functions/activities	Income / Revenue \$ '000	Expenses \$ '000	Surplus / (Deficit) \$ '000	Grants included in income / revenue \$ '000	Total assets \$ '000
2025					
Chief Executive Officer	–	649	(649)	–	–
Infrastructure & Environment	71,105	74,281	(3,176)	21,198	1,923,416
Corporate Services	214,027	64,785	149,242	22,472	204,316
Community & Planning Services	18,452	39,887	(21,435)	8,907	1,417,029
Total functions and activities	303,584	179,602	123,982	52,577	3,544,761
2024					
Chief Executive Officer	–	591	(591)	–	–
Infrastructure & Environment	92,596	57,776	34,820	27,156	1,714,630
Livable Communities	14,446	27,569	(13,123)	7,641	84,561
Governance, Facilities and Economy	9,764	26,167	(16,403)	4,681	1,356,581
Customer, People & Performance	145,260	44,646	100,614	541	120,995
Total functions and activities	262,066	156,749	105,317	40,019	3,276,767

Cardinia Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services

	2025 \$ '000	2024 \$ '000
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3.1 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the market value as determined by the Municipal Valuer as at 1 January 2024.

The valuation base used to calculate general rates for 2024/25 was \$44,082M (FY23/24: \$42,737M). The 2024/25 rate in the CIV dollar was 0.0021041 (FY23/24 was 0.0020833).

General rates	99,552	94,973
Waste management charge	21,790	20,558
Supplementary rates and rate adjustments	1,664	1,641
Interest on rates and charges	1,111	960
Cultural and recreational	78	73
Total rates and charges	124,195	118,205

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Infringements and costs	1,124	601
Statutory registration fees	1,654	1,419
Court recoveries	107	111
Town planning fees	4,062	3,665
Land information certificates	141	143
Permits	863	829
Other statutory income	2	2
Total statutory fees and fines	7,953	6,770

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Leisure centre and recreation	1,211	1,193
Child care/children's programs	211	634
Parking	138	142
Registration and other permits	570	443
Building services	53	44
Waste management services	14	4
Other fees / charges	1,199	475
Total user fees	3,396	2,935

User fees by timing of revenue recognition

User fees recognised at a point in time	3,396	2,935
Total user fees	3,396	2,935

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

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Cardinia Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services

	2025 \$ '000	2024 \$ '000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	36,620	27,032
State funded grants	15,957	12,987
Total grants received	52,577	40,019
(a) Operating Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	24,487	501
Other	38	–
Community Health and Safety	–	105
Recurrent - State Government		
School crossing supervisors	627	618
Maternal and child health	2,780	2,945
Recreation	83	98
Best start	256	120
Community health	306	108
Emergency Management	60	–
Environment and heritage	178	90
Family and children	460	390
Local Infrastructure	–	80
Health & Social Planning	74	–
3 Year Old Kindergarten Planning	23	–
Community Safety	73	–
Total recurrent operating grants	29,445	5,055
Non-recurrent - Commonwealth Government		
Community health and safety	5	–
Non-recurrent - State Government		
Local infrastructure	633	144
Community health	40	40
Environment and heritage	80	487
Community safety	120	2
Family and children	80	2
Other	36	–
Total non-recurrent operating grants	994	675
Total operating grants	30,439	5,730

Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Financial Assistance Grants	—	68
Roads to recovery	722	3,382
Total recurrent capital grants	722	3,450
Non-recurrent - Commonwealth Government		
Local infrastructure	11,368	22,639
Recreation	—	337
Non-recurrent - State Government		
Local infrastructure	8,075	5,706
Recreation	1,663	2,157
Footpaths and cycleways	310	—
Total non-recurrent capital grants	21,416	30,839
Total capital grants	22,138	34,289

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the point in time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	24,486	501
Specific purpose grants to acquire non-financial assets	22,138	34,289
Other specific purpose grants	5,953	5,229
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	—	—
	52,577	40,019

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2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

	2025 \$ '000	2024 \$ '000
(d) Unspent grants received on condition that they be spent in a specific manner:		
Operating		
Balance at start of year	1,588	5,228
Received during the financial year and remained unspent at balance date	76	751
Received in prior years and spent during the financial year	(938)	(4,391)
Balance at year end	726	1,588
Capital		
Balance at start of year	20,914	42,560
Received during the financial year and remained unspent at balance date	12,675	2,309
Received in prior years and spent during the financial year	(10,870)	(23,955)
Balance at year end	22,719	20,914

Unspent grants are determined and disclosed on a cash basis.

3.5 Contributions

Monetary contributions

Monetary	19,727	38,292
Total monetary contributions	19,727	38,292

Non-monetary contributions

Non-monetary	83,170	42,621
Total non-monetary contributions	83,170	42,621

Total contributions

102,897	80,913
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Contributions of non monetary assets were received in relation to the following asset classes.

Land	20,071	12,533
Buildings	–	1,748
Roads	24,529	9,878
Other infrastructure	38,279	18,035
Other	291	429
Total non-monetary contributions	83,170	42,623

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2025

Note 3. Funding for the delivery of our services (continued)

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

Property, infrastructure, plant and equipment

Proceeds of sale	616	1,452
Written down value of assets disposed	(5,705)	(775)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(5,089)	677
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(5,089)	677

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services

	2025 \$ '000	2024 \$ '000
4.1 Employee costs		
(a) Employee costs		
Wages and salaries	52,367	46,903
WorkCover	1,383	1,092
Superannuation	5,832	5,069
Fringe benefits tax	345	362
Other	36	40
Total employee costs	59,963	53,466

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	124	122
	124	122

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	5,708	4,947
	5,708	4,947

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Contract payments		
- Waste and garbage contracts	19,187	20,582
- Parks and gardens contracts	6,647	5,742
- Library contract	2,404	2,340
- Other contracts	13,547	7,297
Building maintenance	145	2,993
General maintenance	2,063	3,078
Utilities	3,490	2,909
Office administration	105	180
Information technology	2,468	1,971
Insurance	1,727	1,383
Consultants	1,990	1,690
General administration	10,575	7,184
Materials and services	15,079	12,988
Contractors and temp staff	318	477
Legal	1,328	1,024
Marketing and promotion	199	220
Expenses from leases of low value assets	352	—
Total materials and services	81,624	72,058

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 4. The cost of delivering services (continued)

4.3 Depreciation

	2025 \$ '000	2024 \$ '000
Property	6,238	5,599
Plant and equipment	2,059	2,047
Infrastructure	21,421	19,557
Total depreciation	29,718	27,203

Refer to note 5.7 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

	2025 \$ '000	2024 \$ '000
4.4 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	84	74
Auditors' remuneration - Internal Audit	181	203
Councillors' allowances	464	471
Others	1,188	1,075
Total other expenses	1,917	1,823

Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations

	2025 \$ '000	2024 \$ '000
5.1 Financial assets		
(a) Cash and cash equivalents		
Current		
Cash on hand	1	1
Cash at bank	25,074	29,925
Total cash and cash equivalents	25,075	29,926
(b) Other financial assets		
Current		
Term deposits - Council	89,124	77,000
Term deposits - Developer contribution plans	55,500	40,000
Total other financial assets	144,624	117,000
Total cash and cash equivalents and other financial assets	169,699	146,926

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

(c) Trade & Other Receivables

Current		
<i>Statutory receivables</i>		
Rates debtors	19,115	18,761
Infringement debtors	396	266
Allowance for expected credit loss - infringements	(264)	(173)
Net GST receivable	1,903	1,580
Developer contribution plan debtors	3,254	6,716
<i>Non-statutory receivables</i>		
Other debtors	4,904	2,279
Allowance for expected credit loss - other debtors	(173)	(242)
Total current trade and other receivables	29,135	29,187

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
Non-Current		
<i>Statutory receivables</i>		
Special rate scheme	2,411	1,467
Developer contribution plan debtors	280	280
<i>Non-statutory receivables</i>		
Bonds	78	76
Other debtors	342	377
Total non-current trade and other receivables	3,111	2,200
Total trade and other receivables	32,246	31,387

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

	2025 \$ '000	2024 \$ '000
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(d) Ageing of receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	4,509	1,681
Past due by up to 30 days	113	216
Past due between 31 and 180 days	152	187
Past due between 181 and 365 days	16	61
Past due by more than 1 year	114	134
Total trade and other receivables	4,904	2,279

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$437K (2024: \$415) were impaired. The amount of the allowance raised against these debtors was \$437K (2024: \$415). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was: 30/06/2025

Past due by up to 30 days	—	19
Past due between 31 and 180 days	131	76
Past due between 181 and 365 days	119	135
Past due by more than 1 year	187	185
Total trade and other receivables	437	415

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2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
5.2 Payables, trust funds and deposits and contract and other liabilities		
(a) Trade and other payables		
Current		
<i>Non-statutory payables</i>		
Trade payables	2,204	2,097
Accrued expenses	4,899	7,850
Other payables - purchase of land	1,283	4,844
Total current trade and other payables	8,386	14,791
Non-current		
Trade payables	5,732	5,842
Total non-current trade and other payables	5,732	5,842
Total trade and other payables	14,118	20,633
(b) Trust funds and deposits		
Current		
Refundable deposits	15,052	12,754
Retention amounts	11	11
Other refundable deposits	259	259
Total current trust funds and deposits	15,322	13,024

Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable deposits and other refundable deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Sustainable Australia Fund - Council collects funds on behalf of Sustainable Australia from businesses that participate in the Environmental Upgrade Financing (EUF) program. Amounts disclosed here will be remitted to the Sustainable Australia Fund in line with that process.

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2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance:		
Grants received in advance - operating	726	1,588
Grants received in advance - capital	22,719	20,914
Other	2,345	2,094
Total current contract liabilities	25,790	24,596

Contract liabilities

Contract liabilities reflect consideration received in advance from customers in respect of programs, projects and services yet to be delivered. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Other liabilities

Grant consideration is recognised as income following specific guidance under AASB 1058 as the asset is constructed. Income is recognised to the extent of costs incurred-to-date because the costs of construction most closely reflect the stage of completion. As such, Council has deferred recognition of a portion of the grant consideration received as a liability for outstanding obligations.

	2025 \$ '000	2024 \$ '000
5.3 Interest-bearing liabilities		
Current		
Treasury Corporation of Victoria borrowings	1,418	—
Other borrowings - secured	—	2,548
Total current interest-bearing liabilities	1,418	2,548
Non-current		
Treasury Corporation of Victoria borrowings	16,092	—
Other borrowings - secured	—	9,142
Total non-current interest-bearing liabilities	16,092	9,142
Total	17,510	11,690

Borrowings are secured by Deed of Charge over general rates.

a) The maturity profile for Council's borrowings is:

Not later than one year	1,418	2,548
Later than one year and not later than five years	6,356	8,642
Later than five years	9,736	500
	17,510	11,690

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

In classifying borrowings as current or non-current Council considers whether at balance date it has the right to defer settlement of the liability for at least twelve months after the reporting period.

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	Employee provisions \$ '000	Total \$ '000
5.4 Provisions		
2025		
Balance at the beginning of the financial year	11,829	11,829
Additional provisions	1,863	1,863
Amounts used	40	40
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(728)	(728)
Balance at the end of the financial year	13,004	13,004
Provisions		
Provisions - current	11,533	11,533
Provisions - non-current	1,471	1,471
Total Provisions	13,004	13,004
2024		
Balance at the beginning of the financial year	11,573	11,573
Additional provisions	2,149	2,149
Amounts used	(1,542)	(1,542)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(351)	(351)
Balance at the end of the financial year	11,829	11,829
Provisions		
Provisions - current	10,525	10,525
Provisions - non-current	1,304	1,304
Total Provisions	11,829	11,829
	2025	2024
	\$ '000	\$ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	5,382	4,923
Long service leave	1,135	1,097
Sick leave bonus/gratuity	46	45
	6,563	6,065
Current provisions expected to be wholly settled after 12 months		
Long service leave	4,970	4,460
	4,970	4,460
Total current employee provisions	11,533	10,525

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025 \$ '000	2024 \$ '000
Non-Current		
Long service leave	1,471	1,304
Total Non-Current Employee Provisions	1,471	1,304
Aggregate Carrying Amount of Employee Provisions:		
Current	11,533	10,525
Non-current	1,471	1,304
Total Aggregate Carrying Amount of Employee Provisions	13,004	11,829

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:

- discount rate	4.20%	4.35%
- index rate	4.25%	4.45%

5.5 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2025.

Bank overdraft	2,000	2,000
Credit card facilities	400	400
Transaction negotiation authority	1,000	1,000
Lease facilities	2,229	2,609
Bank loan facilities	17,510	11,690
Total Facilities	23,139	17,699
Used facilities	19,823	14,367
Used facilities	19,823	14,367
Unused facilities	3,316	3,332

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2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

5.6 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
2025					
Operating					
Recycling	7,497	7,797	6,746	5,657	27,697
Garbage collection	14,614	14,164	1,121	—	29,899
Open space management	9,536	7,878	9	—	17,423
Consultancies	254	145	72	—	471
Cleaning contracts for council buildings	664	612	612	—	1,888
Information Technology	2,336	1,943	1,809	—	6,088
Library	2,494	2,543	5,240	2,699	12,976
Facilities management	—	—	—	—	—
Maintenance	592	40	—	—	632
Health	1,851	—	—	—	1,851
Other	344	3	—	—	347
Total	40,182	35,125	15,609	8,356	99,272
Capital					
Buildings	7,819	—	—	—	7,819
Roads	5,616	—	—	—	5,616
Total	13,435	—	—	—	13,435
2024					
Operating					
Recycling	8,294	6,334	9,658	5,650	29,936
Garbage collection	12,986	10,403	9,595	—	32,984
Open space management	8,430	8,684	8,946	—	26,060
Consultancies	413	8	—	—	421
Cleaning contracts for council buildings	330	—	—	—	330
Information Technology	2,679	2,250	—	—	4,929
Library	2,664	2,731	5,668	2,941	14,004
Facilities management	743	—	—	—	743
Maintenance	160	—	—	—	160
Health	1,863	1,955	—	—	3,818
Other	4,821	5	3	—	4,829
Total	43,383	32,370	33,870	8,591	118,214
Capital					
Buildings	16,054	—	—	—	16,054
Roads	14,691	—	—	—	14,691
Total	30,745	—	—	—	30,745

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2024/2025 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

	2025	2024
	\$ '000	\$ '000

(b) Operating lease receivables

Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	740	437
Later than one year and not later than five years	1,487	905
Later than five years	2,739	2,475
	4,966	3,817

Cardinia Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

5.7 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under *AASB 16 Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 5. Investing in and financing our operations (continued)

(a) Right-of-Use Assets

	Property \$ '000	Vehicles \$ '000	Total \$ '000
2025			
Balance at 1 July 2024	39	2,428	2,467
Additions	16	33	49
Depreciation charge	(33)	(402)	(435)
Residual value expired	–	–	–
Balance at 30 June 2025	22	2,059	2,081
2024			
Balance at 1 July 2023	77	4,244	4,321
Depreciation charge	(38)	(511)	(549)
Residual value expired	–	(1,305)	(1,305)
Balance at 30 June 2024	39	2,428	2,467
		2025	2024
		\$ '000	\$ '000

(b) Lease Liabilities

Maturity analysis - contractual undiscounted cash flows

Less than one year	483	499
One to five years	1,812	1,799
More than five years	112	559
Total undiscounted lease liabilities as at 30 June:	2,407	2,857

Lease liabilities included in the Balance Sheet at 30 June:

Current	424	429
Non-current	1,805	2,180
Total lease liabilities	2,229	2,609

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:

Leases of low value assets	352	414
Total	352	414

There are not variable lease payments (not included in measurement of lease liabilities) as of 30 June 2025.

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:		
Within one year	372	340
Later than one year but not later than five years	66	353
Total lease commitments	438	693

Cardinia Shire Council

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for the year ended 30 June 2025

Note 6. Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	Carrying amount 30 June 2024 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Disposal \$ '000	Depreciation \$ '000	Write-off \$ '000	Transfers \$ '000	Carrying amount 30 June 2025 \$ '000
Property	1,336,166	16,302	20,071	34,188	(191)	(6,238)	5	7,668	1,407,971
Plant and equipment	9,881	2,552	—	—	(73)	(2,059)	(10)	195	10,486
Infrastructure	1,676,642	21,782	62,807	106,233	(5,441)	(21,421)	(67)	18,054	1,858,589
Work in progress	64,978	24,610	—	—	—	—	(4,801)	(25,921)	58,866
Total	3,087,667	65,246	82,878	140,421	(5,705)	(29,718)	(4,873)	(4)	3,335,912

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Write-off \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property	14,280	6,084	(3,867)	(7,430)	9,067
Plant and equipment	401	337	—	(368)	370
Infrastructure	50,297	18,189	(934)	(18,123)	49,429
Total	64,978	24,610	(4,801)	(25,921)	58,866

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Land specialised \$ '000	Land non specialised \$ '000	Total land and land improvements \$ '000	Heritage buildings \$ '000	Buildings specialised \$ '000	Buildings non specialised \$ '000	Building improvements \$ '000	Leasehold improvements \$ '000	Total buildings \$ '000	Work in progress \$ '000	Total property \$ '000
Property											
At fair value 1 July 2024	939,842	81,721	1,021,563	8,866	391,291	26,805	443	4,666	432,071	14,280	1,467,914
Accumulated depreciation at 1 July 2024	—	—	—	(6,718)	(99,650)	(10,737)	(7)	(356)	(117,468)	—	(117,468)
	<u>939,842</u>	<u>81,721</u>	<u>1,021,563</u>	<u>2,148</u>	<u>291,641</u>	<u>16,068</u>	<u>436</u>	<u>4,310</u>	<u>314,603</u>	<u>14,280</u>	<u>1,350,446</u>
Movements in fair value											
Additions	7,154	—	7,154	—	9,148	—	—	—	9,148	6,084	22,386
Contributions	20,071	—	20,071	—	—	—	—	—	—	—	20,071
Revaluation	—	—	—	1,039	43,833	3,093	—	551	48,516	—	48,516
Disposal	(32)	—	(32)	—	(447)	(53)	—	—	(500)	—	(532)
Write-off	—	—	—	—	1	—	—	—	1	(3,867)	(3,866)
Transfers	359	(283)	76	—	7,999	—	(407)	—	7,592	(7,430)	238
	<u>27,552</u>	<u>(283)</u>	<u>27,269</u>	<u>1,039</u>	<u>60,534</u>	<u>3,040</u>	<u>(407)</u>	<u>551</u>	<u>64,757</u>	<u>(5,213)</u>	<u>86,813</u>
Movements in accumulated depreciation											
Depreciation and amortisation	—	—	—	(110)	(5,619)	(439)	(1)	(69)	(6,238)	—	(6,238)
Accumulated depreciation of disposals	—	—	—	—	297	44	—	—	341	—	341
Accumulated depreciation on revaluation	—	—	—	(802)	(12,184)	(1,296)	—	(46)	(14,328)	—	(14,328)
Accumulated depreciation on write-off	—	—	—	—	—	—	4	—	4	—	4
	<u>—</u>	<u>—</u>	<u>—</u>	<u>(912)</u>	<u>(17,506)</u>	<u>(1,691)</u>	<u>3</u>	<u>(115)</u>	<u>(20,221)</u>	<u>—</u>	<u>(20,221)</u>
At fair value 30 June 2025	967,394	81,438	1,048,832	9,905	451,826	29,842	35	5,218	496,826	9,067	1,554,725
Accumulated depreciation at 30 June 2025	—	—	—	(7,630)	(117,157)	(12,425)	(3)	(472)	(137,687)	—	(137,687)
Carrying amount	<u>967,394</u>	<u>81,438</u>	<u>1,048,832</u>	<u>2,275</u>	<u>334,669</u>	<u>17,417</u>	<u>32</u>	<u>4,746</u>	<u>359,139</u>	<u>9,067</u>	<u>1,417,038</u>

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Total \$ '000	Work in progress \$ '000	Total plant and equipment \$ '000
Plant and Equipment						
At fair value 1 July 2024	17,401	4,019	2,845	24,265	401	24,666
Accumulated depreciation at 1 July 2024	(9,545)	(2,723)	(2,116)	(14,384)	–	(14,384)
	7,856	1,296	729	9,881	401	10,282
Movements in fair value						
Additions	2,552	–	–	2,552	337	2,889
Disposal	(1,029)	(6)	(35)	(1,070)	–	(1,070)
Write-off	(1)	(10)	1	(10)	–	(10)
Transfers	57	(176)	314	195	(368)	(173)
	1,579	(192)	280	1,667	(31)	1,636
Movements in accumulated depreciation						
Depreciation and amortisation	(1,583)	(118)	(358)	(2,059)	–	(2,059)
Accumulated depreciation of disposals	958	4	35	997	–	997
	(625)	(114)	(323)	(1,062)	–	(1,062)
At fair value 30 June 2025	18,980	3,827	3,124	25,931	370	26,301
Accumulated depreciation at 30 June 2025	(10,170)	(2,837)	(2,438)	(15,445)	–	(15,445)
Carrying amount	8,810	990	686	10,486	370	10,856

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Notes to the Financial Statements
for the year ended 30 June 2025

Note 6. Assets we manage (continued)

	Roads \$ '000	Bridges \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Recrea- tional, leisure and community \$ '000	Parks open spaces and streets- capes \$ '000	Off street car parks \$ '000	Other infra- structure \$ '000	Total \$ '000	Work in progress \$ '000	Total infra- structure \$ '000
Infrastructure											
At fair value 1 July 2024	986,684	120,941	224,292	504,767	87,752	29,681	28,679	2,201	1,984,997	50,297	2,035,294
Accumulated depreciation at 1 July 2024	(94,352)	(43,376)	(41,668)	(83,754)	(30,382)	(11,500)	(2,676)	(647)	(308,355)	–	(308,355)
	892,332	77,565	182,624	421,013	57,370	18,181	26,003	1,554	1,676,642	50,297	1,726,939
Movements in fair value											
Additions	18,373	314	1,224	–	204	1,512	155	–	21,782	18,189	39,971
Contributions	24,529	1,926	12,753	23,587	–	12	–	–	62,807	–	62,807
Revaluation	–	118,559	–	–	7,607	2,727	–	–	128,893	–	128,893
Disposal	(5,627)	(317)	(329)	(397)	–	–	–	–	(6,670)	–	(6,670)
Write-off	–	5	1	–	(71)	(1)	(1)	–	(67)	(934)	(1,001)
Transfers	4,896	276	1,430	6,891	(113)	4,485	189	–	18,054	(18,123)	(69)
	42,171	120,763	15,079	30,081	7,627	8,735	343	–	224,799	(868)	223,931
Movements in accumulated depreciation											
Depreciation and amortisation	(9,007)	(1,715)	(1,895)	(5,235)	(2,137)	(1,146)	(219)	(67)	(21,421)	–	(21,421)
Accumulated depreciation of disposals	979	122	82	45	1	–	–	–	1,229	–	1,229
Accumulated depreciation on revaluation	–	(18,448)	–	–	(3,028)	(1,184)	–	–	(22,660)	–	(22,660)
Accumulated depreciation on write-off	–	–	1	(1)	–	–	–	–	–	–	–
Transfers	(25)	–	–	–	25	–	–	–	–	–	–
	(8,053)	(20,041)	(1,812)	(5,191)	(5,139)	(2,330)	(219)	(67)	(42,852)	–	(42,852)
At fair value 30 June 2025	1,028,855	241,703	239,369	534,846	95,382	38,416	29,023	2,201	2,209,795	49,429	2,259,224
Accumulated depreciation at 30 June 2025	(102,405)	(63,416)	(43,478)	(88,943)	(35,524)	(13,830)	(2,896)	(714)	(351,206)	–	(351,206)
Carrying amount	926,450	178,287	195,891	445,903	59,858	24,586	26,127	1,487	1,858,589	49,429	1,908,018

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period *	Major Depreciation Period **	Capitalisati Threshold Limit
	in years	in years	\$'000
<i>Asset recognition thresholds and major depreciation periods</i>			
<i>Land & land improvements</i>			
Land			0
Land Improvements			10
<i>Buildings (Part level recognition adopted in 2022-2023)</i>			
<i>Non Componentised Buildings</i>	35 - 151	35 - 71	10
Component: Substructure	75 - 161	75 - 100	10
Component: Superstructure - Columns	92	92	10
Component: Superstructure - Upper Floors	92	92	10
Component: Superstructure - Stairs	92	92	10
Component: Superstructure - Roof	70 - 147	70 - 92	10
Component: Superstructure - External Walls & Windows	70 - 147	70 - 92	10
Component: Superstructure - External Doors	70 - 147	70 - 92	10
Component: Superstructure - Internal Walls	33 - 147	33 - 92	10
Component: Superstructure - Internal Screens	70 - 147	70 - 92	10
Component: Superstructure - Internal Doors	70 - 147	70 - 92	10
Component: Finishes - Walls	30 - 78	30 - 36	10
Component: Finishes - Floor	34 - 78	34 - 40	10
Component: Finishes - Ceiling	48 - 90	48 - 60	10
Component: Fittings - Fitments	50 - 93	50 - 62	10
Component: Fittings - Special Equipment	60	60	10
Component: Services - Plumbing	62 - 127	62 - 81	10
Component: Services - Mechanical	62 - 127	62 - 81	10
Component: Services - Fire	36 - 78	36	10
Component: Services - Electrical	64 - 133	64 - 84	10
Component: Services - Transportation	20	20	10
Component: Services - Special Services	60	60	10
Component: External Services	62 - 127	62 - 81	10
<i>Leasehold improvements</i>	71	71	10
<i>Plant and Equipment</i>			
Plant, Machinery and Equipment	5 - 15 years	5 - 15 years	5
Others	3 - 15 years	3 - 15 years	5
<i>Infrastructure</i>			
<i>Roads (Part level recognition adopted in 2023-2024)</i>			
<i>Asphalt Road Surface</i>			
4A - Local Arterial		20 - 25	10
4B1 - Local Major Collector		20 - 30	10
4B2 - Local Minor Collector		20 - 30	10
4C - Local Access		20 - 30	10
4D - Limited Access, 5 - Unclassified, On-Street Car Park & Property Access Road		30 - 40	10
<i>Spray Seal Surface</i>			
4A - Local Arterial		10 - 15	10

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Notes to the Financial Statements

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Note 6. Assets we manage (continued)

4B1 - Local Major Collector, 4B2 - Local Minor Collector, 4C - Local Access	15 - 20	10
Sealed Roads - Pavement	100 - 125	10
Unsealed Roads - Pavement		
4A - Local Arterial	10 - 15	10
4B1 - Local Major Collector, 4B2 - Local Minor Collector, 4C - Local Access, On-Street Car Park, Property Access Road	15 - 20	10
4D - Limited Access	20 - 25	10
4E - Fire Access & 6 - Unclassified	25 - 30	10
Concrete Roads - Pavement		
4A - Local Arterial	75 - 100	10
4B1 - Local Major Collector, 4B2 - Local Minor Collector, 4C - Local Access, 4D - Limited Access, On-Street Car Park, Property Access Road	100 - 125	10
Paved Roads - Pavement		
4B2 - Local Minor Collector & 4C - Local Access	100 - 125	10
Formation (i.e. Earthworks or Subgrade)	Not Depreciated	10
Kerb and Channel	100 - 120	10
Guardrail & Tensioned Wire Rope Barrier	100	10
Retaining Wall - Brick, Concrete and Rock	100	10
Hand Railing & Safety Fence	40 - 50	10
Traffic Signals, Off-Street Public Lights	20 - 30	10
Off Street Carparks (Part level recognition adopted in 2023-2024)		
Asphalt Road Surface	20 - 30	10
Spray Seal Surface	15 - 20	10
Pavement - Sealed and Concrete	100 - 125	10
Pavement - Unsealed	15 - 20	10
Formation (i.e. Earthworks or Subgrade)	Not Depreciated	10
Footpaths and Cycleways (Component level recognition adopted in 2023-2024)		
Concrete	100 - 150	10
Pre-cast concrete Barrier	100	10
Gravel	10 - 15	10
Gravel - Cement Treated	20 - 30	10
Asphalt, Spray Seal & Timber	25 - 30	10
Pavers	50 - 60	10
Bridges (Component level recognition adopted in 2024-2025)		
Component: Superstructure: Deck	20 - 50	10
Component: Superstructure: Beams and Girders	65 - 115	10
Component: Superstructure: Diaphragms and Cross-Bracing	65 - 115	10
Component: Substructure: Piers and Columns	65 - 115	10
Component: Substructure: Abutments	65 - 115	10
Component: Substructure: Foundations	65 - 115	10
Component: Bearings	65	10
Component: Expansion Joints	65 - 115	10
Component: Approach Slabs	65 - 115	10
Component: Drainage Systems	65 - 115	10
Component: Safety Features: Railings and Barriers	65 - 115	10
Component: Safety Features: Lighting and Signage	20	10
Component: Miscellaneous: Utilities	65	10
Component: Miscellaneous: Protective Coatings	20	10
Drainage	25 - 100	10
Parks open spaces and streetscapes	7 - 100	5

* Depreciation Period is used as the useful life for all assets (other than buildings), including those with longer lives.

** Major Depreciation Period is used as the useful life of buildings.

Land under roads

Council recognises land under roads it controls at fair value.

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 71 year period.

Valuation of land and buildings

Valuation of land (FY23/24) and buildings (FY22/23) were undertaken by qualified independent valuers, Jesse Andrewartha (Certified Practising Valuer AAPI 108176) and Brian Robinson (Certified Practising Valuer AAPI 62215) from Westlink Consulting respectively. The valuation of land and buildings is at fair value, being market value based on the highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions, the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table. An index-based revaluation was conducted in the current year (FY24/25, 28/02/2025) for Buildings asset class by Council officers Nuwan Jayasekera who is both a qualified Accountant and Engineer (CPA, BSc in Civil Engineering, Professional Engineer with Engineers Australia, ISO55000 Certified Asset Management Assessor) and Glen Dudajek a certified practising Accountant (CPA). The valuation was based on Rawlinson's Melbourne building price index, a full revaluation of these assets will be conducted in FY25/26.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Land - specialised	–	–	967,394	Feb/24	Comprehensive
Land - non specialised	–	81,438	–	Feb/24	Comprehensive
Heritage buildings	–	–	2,275	Feb/25	Interim Desktop
Buildings - non specialised	–	–	17,417	Feb/25	Interim Desktop
Buildings - specialised	–	–	334,669	Feb/25	Interim Desktop
Building improvements	–	–	32	Feb/25	Interim Desktop
Leasehold improvements	–	–	4,746	Feb/25	Interim Desktop
Total	–	81,438	1,326,533		

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2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

Valuation of Infrastructure

A comprehensive valuation of the Bridges asset class was undertaken (FY24/25, 30/04/2025) by an independent valuer, Morteza Rezaee (BEng (Civil) (Hons), MEng (Civil), MIE Aust, Assoc IPWEA & Corp AITPM) MASI) from Structural Engineering Designs in collaboration with Cardinia Shire council asset team.

A comprehensive valuation for Recreational, leisure & community facilities, and Parks, open space & streetscapes asset classes were undertaken (FY22/23, 30/04/2023) by a qualified independent valuer Brian Robinson (Certified Practising Valuer AAPI 62215) from Westlink Consulting. An index-based revaluation was conducted in the current year (FY24/25, 30/04/2025) for Recreational, leisure & community facilities, and Parks, open space & streetscapes asset classes by Council officers Nuwan Jayasekera who is both a certified practising Accountant (CPA) and professional Engineer (BEng (Civil), Professional Engineer with Engineers Australia, ISO55000 Certified Asset Management Assessor) and Glen Dudajek a qualified certified practising Accountant (CPA). These valuations were based on Rawlinson's Melbourne building price index, a full revaluation of these assets will be conducted in FY26/27.

A comprehensive valuation for Drainage was undertaken (FY21/22, 30/04/2022) by Council officers Nuwan Jayasekera who is both a certified practising Accountant (CPA) and professional Engineer (BEng (Civil), Professional Engineer with Engineers Australia, ISO55000 Certified Asset Management Assessor) and Lalu Thomas a qualified certified practising Accountant (CPA). The valuation was based on actual unit rates (Contracts and Subdivisions). An index-based revaluation was undertaken (FY23/24, 31/05/2024) for the Drainage asset class by Council officers Nuwan Jayasekera who is both a certified practising Accountant (CPA) and professional Engineer (BEng (Civil), Professional Engineer with Engineers Australia, ISO55000 Certified Asset Management Assessor) and Glen Dudajek a qualified certified practising Accountant (CPA). The valuation was based on ABS Index 3101, March 2024.

A comprehensive valuation for Roads, Off street car parks, and Footpaths and cycleways were undertaken (FY23/24, 30/04/2024) by independent valuer Jananka Weerasinghe (BEng (Civil)) and a qualified Accountant David Edgerton (FCPA) from Australia Pacific Valuers – APV.

The date and type of the current valuation is detailed in the following table.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Date of valuation	Type of Valuation
Roads	–	–	926,451	Apr/24	Comprehensive
Bridges	–	–	178,287	Apr/25	Comprehensive
Footpaths and cycleways	–	–	195,891	Apr/24	Comprehensive
Drainage	–	–	445,903	May/24	Interim Desktop
Recreational, leisure & community facilities	–	–	59,858	Apr/25	Interim Desktop
Parks, open space & streetscapes	–	–	24,586	Apr/25	Interim Desktop
Off street car parks	–	–	26,128	Apr/24	Comprehensive
Total	–	–	1,857,104		

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads are valued using a market-based direct comparison technique. Significant unobservable inputs include the extent and impact of use restriction and the market cost of land per square metre. The extent and impact of restrictions on use varies and reduces surrounding land values between 20% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Land values range between \$0.59 and \$3,375 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$297 to \$7,588 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 years to 100 years. Replacement cost is sensitive to changes in market

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Cardinia Shire Council

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Notes to the Financial Statements
for the year ended 30 June 2025

Note 6. Assets we manage (continued)

conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued using the cost approach, which relies on the judgement and experience of professional Engineers. This method is based on determining the Replacement Cost of the modern equivalent (or the cost of reproduction where relevant) and then adjusting for the level of consumed obsolescence. In accordance with the depreciation requirements of AASB 116, 'complex assets' are disaggregated into different parts with a different useful life and depreciated separately. This includes splitting each component into the short-life (renewal) and long-life (recyclable) parts consistent with the AASB's May 2015 decision regarding Residual Value. All applicable assets above the revaluation threshold are componentised. The unobservable inputs (such as the relationship between the condition and the assessed level of remaining service potential of the depreciable amount) required extensive professional judgment and impacted significantly on the final determination of fair value. These assets were classified as having been valued using level 3 valuation inputs.

	2025	2024
	\$ '000	\$ '000
Reconciliation of specialised land		
Land under roads	182,057	178,398
Parks and reserves	785,337	761,444
Total specialised land	<u>967,394</u>	<u>939,842</u>

Cardinia Shire Council

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Notes to the Financial Statements

for the year ended 30 June 2025

Note 6. Assets we manage (continued)

6.2 Investments in associates, joint arrangements and subsidiaries**(a) Investments in associates**

Cardinia Shire Council joined My Community Library Ltd (Myli), a Not-for Profit and charity that already provides library services to the Shire's of Baw Baw, Bass Coast and South Gippsland. Cardinia does not hold any ownership of Myli.

(b) Community Asset Committee

All entities controlled by Council that have material income, expenses, assets or liabilities, such as community asset committees, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity
Cardinia Shire Council

Subsidiaries and Associates
Interests in subsidiaries and associates are detailed in Note 6.2.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Cardinia Shire Council. The Councillors, Chief Executive Officer and General Managers are deemed KMP.

Details of KMP at any time during the year are:

Councillors

Cr Jack Kowarzik (Mayor from 01 July 2024 to 26 October 2024)
Cr Graeme Moore (Deputy Mayor from 01 July 2024 to 26 October 2024)
Cr Tammy Radford (Councillor from 01 July 2024 to 26 October 2024)
Cr Brett Owen (Councillor from 01 July 2024 to 26 October 2024)
Cr Carol Ryan (Councillor until 01 July 2024 to 26 October 2024)
Cr Collin Ross (Councillor from 01 July 2024 to 26 October 2024)
Cr Jeffrey Springfield (Councillor from 01 July 2024 to 26 October 2024)
Cr Kaye Cameron (Councillor from 01 July 2024 to 26 October 2024)
Cr Stephanie Davies (Councillor from 01 July 2024 to 26 October 2024)

Cr Jack Kowarzik (Mayor from 25 November 2024)
Cr Alanna Pomeroy (Deputy Mayor from 25 November 2024)

Cr Jack Kowarzik (Councillor from 12 November 2024 to 24 November 2024)
Cr Alanna Pomeroy (Councillor from 12 November 2024 to 24 November 2024)
Cr Brett Owen (Councillor from 12 November 2024)
Cr Collin Ross (Councillor from 12 November 2024)
Cr Casey Thomsen (Councillor from 12 November 2024)
Cr Samantha-Jane Potter (Councillor from 12 November 2024)
Cr Trudi Paton (Councillor from 12 November 2024)
Cr David Nickell (Councillor from 12 November 2024)
Cr Elizabeth Roberts (Councillor from 12 November 2024)

Chief Executive Officer and General Managers

Carol Jeffs (Chief Executive Officer until 04 June 2025)
Peter Benazic (Interim Chief Executive Officer from 05 June 2025)
Peter Benazic (General Manager - Infrastructure and Environment until 04 June 2025)
Debbie Tyson (General Manager - Governance, Facilities and Economy until 25 October 2024)
Debbie Tyson (General Manager - Community and Planning Services from 25 October 2024)
Wayne Mack (General Manager - Customer, People and Performance from 01 July 2024 until 28 October 2024)
Wayne Mack (General Manager - Corporate Services from 26 October 2024)
Lili Rosic (General Manager - Liveable Communities until 30 June 2024)

Managers acted as General Managers during position vacancy and backfill periods

Michael Casey (Acting General Manager - Liveable Communities from 01 July 2024 until 25 October 2024)
James Kelly (Acting General Manager - Infrastructure and Environment from 05 June 2025)
Allison Southwell (Acting General Manager - Customer, People and Performance from 23 September 2024 until 26 September 2024)

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

Allison Southwell (Acting General Manager - Corporate Services from 13 January 2025 until 24 January 2025)
Owen Hardidge (Acting General Manager - Customer, People and Performance from 08 July 2024 until 12 July 2024)
Desiree Slattery (Acting General Manager - Infrastructure and Environment from 28 October 2024 until 01 November June 2024)
Misty Johannsen (Acting General Manager - Infrastructure and Environment from 01 July 2024 until 03 July 2024)
Duncan Turner (Acting General Manager - Community and Planning Services from 20 June 2025 until 27 June 2025)

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

	2025 No.	2024 No.
Total Number of Councillors	15	9
Total of Chief Executive Officer and other Key Management Personnel	12	11
Total Number of Key Management Personnel	27	20

Total number of Key Management Personnel include all personnel in the roles during the financial year.

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2025 \$ '000	2024 \$ '000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,084	2,051
Other long-term employee benefits	255	37
Post-employment benefits	145	147
Total	2,484	2,235

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

	2025 No.	2024 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$1 - \$9,999	5	2
\$10,000 - \$19,999	5	1
\$20,000 - \$29,999	6	1
\$30,000 - \$39,999	1	2
\$40,000 - \$49,999	1	4
\$50,000 - \$59,999	1	2
\$60,000 - \$69,999	1	2
\$110,000 - \$119,999	—	1
\$120,000 - \$129,999	1	—
\$190,000 - \$199,999	1	—
\$200,000 - \$209,999	1	—
\$250,000 - \$259,999	—	1
\$280,000 - \$289,999	—	1
\$290,000 - \$299,999	1	1
\$300,000 - \$309,999	1	—
\$320,000 - \$329,999	1	—
\$330,000 - \$339,999	—	1
\$410,000 - \$419,999	—	1
\$520,000 - \$529,999	1	—
	27	20

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP.

	2025 \$ '000	2024 \$ '000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	3,393	4,145
Other long-term employee benefits	176	137
Post-employment benefits	564	384
Termination benefits	35	21
Total	4,168	4,687

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 7. People and relationships (continued)

	2025 No.	2024 No.
The number of other senior staff are shown below in their relevant income bands:		
Income Range:		
\$170,000 - \$179,999	1	7
\$180,000 - \$189,999	3	2
\$190,000 - \$199,999	1	4
\$200,000 - \$209,999	6	2
\$210,000 - \$219,999	6	1
\$220,000 - \$229,999	2	—
\$270,000 - \$279,999	1	—
	20	16
	2025 \$ '000	2024 \$ '000
Total remuneration for the reporting year for other senior staff included above, amounted to:	4,168	4,687

7.2 Related party disclosure

Cr Alanna Pomeroy is a non-executive director on the board of My Community Library Ltd (MyLi) which provides library services to Council. All transactions were conducted at arm's length and in accordance with normal commercial terms. The Council did not enter into any other transactions or arrangement with related parties.

Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

At balance date the Council are not aware of any contingent assets.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
 - the amount of the obligation cannot be measured with sufficient reliability.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, Cardinia Shire Council has not paid unfunded liability payments to Vision Super during FY24/25. There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2025. At this point in time it is not known if additional contributions will be required, their timing or potential amount. Details of the circumstances which may result in the need to make additional contributions are explained in Note 9.3.

Landfill

Council carries out site rehabilitation works on an EPA licensed landfill site, the Nar Nar Goon landfill (570 Bald Hill Road, Pakenham VIC 3810), that was closed on 5 July 2001. At balance date Council has assessed that the provision required for ongoing site rehabilitation, monitoring and aftercare costs are not material.

Insurance claims

There are no major insurance claims that will have a material impact on future operations.

Legal matters

Council has committed to seek legal recourse against entities that have been party to the Youth Hub project, including but not limited to Council's costs to date, demolition costs, redesign costs, remediation costs, reconstruction costs and alternative accommodation. This matter remains unresolved.

Building cladding

Council is aware of buildings that contain cladding. Assessments have been performed and not considered as high risk. Further review of buildings would occur only as directed by the Victorian Building Authority.

Liability Mutual Insurance

Council is (was) a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

(c) Guarantees for loans to other entities

Council has not provided any guarantees for loans to other entities as at 30 June 2025.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.3.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1.0% and -0.1% in market interest rates (AUD) from year-end rates of 4.35%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 8. Managing uncertainties

8.4 Fair value measurement

Fair Value Hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024-25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have impacted Council's financial statements as follows:

- The current replacement cost of Council assets, such as Bridge infrastructure assets class, has increased by \$119M due to this year's comprehensive revaluation which included site preparation costs, disruption costs and costs to restore another entity's assets.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above. In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis as shown in the table below. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset Class	Comprehensive Revaluation frequency
Land	Every 2 years
Buildings	Every 3 years
Roads	Every 4 years
Bridges	Every 4 years
Footpaths and cycleways	Every 4 years

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2025

Note 8. Managing uncertainties (continued)

Drainage	Every 4 years
Recreational, leisure and community facilities	Every 3 years
Parks, open space and streetscapes	Every 3 years

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters

	Balance at beginning of reporting period \$ '000	Increase (decrease) \$ '000	Balance at end of reporting period \$ '000
9.1 Reserves			
(a) Asset revaluation reserves			
2025			
Property			
Land and land improvements	580,657	—	580,657
Heritage buildings	—	237	237
Buildings	148,279	31,649	179,928
Buildings - non specialised	—	1,797	1,797
Leasehold improvements	—	505	505
	728,936	34,188	763,124
Infrastructure			
Roads	557,580	—	557,580
Bridges	45,699	100,111	145,810
Footpaths and cycleways	101,411	—	101,411
Drainage	236,388	—	236,388
Recreational, leisure and community facilities	—	4,579	4,579
Parks, open space and streetscapes	23,347	1,543	24,890
Offstreet car parks	13,154	—	13,154
	977,579	106,233	1,083,812
Total asset revaluation reserves	1,706,515	140,421	1,846,936
2024			
Property			
Land and land improvements	564,285	16,373	580,658
Buildings	148,279	—	148,279
	712,564	16,373	728,937
Infrastructure			
Roads	99,439	458,141	557,580
Bridges	45,699	—	45,699
Footpaths and cycleways	34,654	66,757	101,411
Drainage	190,192	46,196	236,388
Parks, open space and streetscapes	23,347	—	23,347
Offstreet car parks	408	12,746	13,154
	393,739	583,840	977,579
Total asset revaluation reserves	1,106,303	600,213	1,706,516

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

		Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
	Note				
(b) Other reserves					
2025					
Developer contribution levy	1	57,964	23,692	(12,263)	69,393
Community Facilities levy	2	3,797	1,052	(9)	4,840
Public Open Space levy	3	24,556	5,251	(72)	29,735
Land Equalisation levy	4	2,247	—	—	2,247
Native vegetation	5	637	—	(78)	559
Decorative Light Poles	6	589	112	(26)	675
Landscapes	7	419	212	(82)	549
Replacement Planting Scheme	8	65	—	—	65
Future Emergency Recovery Reserve	9	1,499	—	—	1,499
Future Environment Sustainability Reserve	9	1,500	—	—	1,500
Future Defined Benefit Super Shortfall Reserve	9	1,500	—	—	1,500
Future Capital Investment Reserve	9	500	—	—	500
Total Other reserves		95,273	30,319	(12,530)	113,062
2024					
Developer contribution levy	1	52,497	34,321	(28,854)	57,964
Community Facilities levy	2	2,959	838	—	3,797
Public Open Space levy	3	22,067	5,456	(2,967)	24,556
Land Equalisation levy	4	—	2,247	—	2,247
Native vegetation	5	651	—	(14)	637
Decorative Light Poles	6	601	24	(36)	589
Landscapes	7	408	245	(234)	419
Replacement Planting Scheme	8	17	48	—	65
Future Emergency Recovery Reserve	9	1,500	—	(1)	1,499
Future Environment Sustainability Reserve	9	1,500	—	—	1,500
Future Defined Benefit Super Shortfall Reserve	9	1,500	—	—	1,500
Future Capital Investment Reserve	9	—	500	—	500
Total Other reserves		83,700	43,679	(32,106)	95,273

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

	2025 \$ '000	2024 \$ '000
Summary of reserves		
Asset revaluation reserves	1,846,936	1,706,516
Other reserves	113,062	95,273
Total reserves	1,959,998	1,801,789

Council's statutory reserves are cash backed in accordance with Council's Financial Reserves Management Policy.

Ref	Item	Description
1.	Developer contribution levy	This reserve is the balance of the cash levies paid to Council and is to be used to cover the cost of any of the Developer Contribution Plans (DCP) infrastructure assets that are to be purchased or constructed by Council. These funds are restricted and required to be held in a separate bank account. This is a statutory reserve.
2.	Community Facilities levy	This reserve is the balance of the cash levies paid to Council and is to be used to cover the cost of the remaining community facilities to be provided under the DCP area. There is no legal requirement to restrict these funds or hold them in a separate bank account. This is a statutory reserve.
3.	Public Open Space levy	It is a requirement under the Planning Scheme and Precinct Structure Plans (PSPs) that a minimum percentage of the developed land be provided for public open space. If the minimum amount is unable to be provided, a cash contribution is required. For the Officer DCP area, the contributions are to be used to compensate developers who provide more than the minimum 5.5%. For the Cardinia Rd DCP area, contributions are to be used to offset the provision of land for open space on a parcel of land being subdivided where the amount of open space to be provided exceeds the 8% public open space contribution. There is no legal requirement to restrict these funds or hold them in a separate bank account. This is a statutory reserve.
4.	Land Equalisation levy	The land component of an infrastructure contribution is any public purpose land that forms part of a parcel of land in an ICP plan area ('inner public purpose land') and any 'land equalisation amount' that relates to the parcel. Land equalisation amounts are used to fund 'land credit amounts' and may also be used to fund the acquisition of public purpose land outside the ICP plan area ('outer public purpose land'). The methods for calculating the land equalisation amounts and land credit amounts are specified in the Ministerial Direction, as are the methods for estimating the values of inner public purpose land and outer public purpose land. There is no legal requirement to restrict these funds or hold them in a separate bank account.
5.	Native vegetation	Developers have a statutory responsibility under the planning scheme to provide revegetation to offset the vegetation removed as part of the development. Those who are unable to provide the revegetation required under the planning scheme are required to pay a cash contribution to Council. These contributions are then used to do revegetation in other areas on council land. There is no legal requirement to restrict these funds or hold them in a separate bank account.
6.	Decorative Light Poles and Fittings	Existing subdivisions where decorative light poles are already installed are to be offered the option to install the same decorative light poles in future stages. Income raised from the pole fee is to be maintained in a Reserve fund and used to offset future costs to maintain and/or replace decorative poles and retrofitting energy efficient lamps on existing decorative poles. There is no legal requirement to restrict these funds or hold them in a separate bank account.
7.	Landscape	Developers are required to provide landscaping in new estates which is inspected upon completion and a Practical Completion certificate issued. A landscape maintenance bond is then required to be paid to ensure they are accountable for the maintenance of this landscaping for a two year period. After this time, if rectification works are required and not completed by the developer, Council retains funds from their landscape bond to cover the future cost of these works. There is no legal requirement to restrict these funds or hold them in a separate bank account.

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

-
- | | |
|--------------------------------|--|
| 8. Replacement Planting Scheme | Funds received by Council to meet conditions of an approved planning permit, Revegetation is undertaken at selected councils reserves to compensate for the loss of vegetation through development. There is no legal requirement to restrict these funds or hold them in a separate bank account. |
| 9. Future Reserves | These reserves are to be used for any emergency recovery, environment sustainability or super shortfall that may arise in the future and to help future capital works. There is no legal requirement to restrict these funds or hold them in a separate bank account. |

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

	2025 \$ '000	2024 \$ '000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	123,982	105,317
Non-cash adjustments:		
Depreciation/amortisation	30,316	27,921
Profit/(loss) on disposal of property, infrastructure, plant and equipment	5,089	(677)
Contributions - Non-monetary assets	(83,170)	(42,621)
Amounts disclosed in financing activities	346	1,247
Volunteer services	—	429
Opening work in progress write off	—	1,883
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(859)	(13,878)
(Increase)/decrease in inventories	—	(16)
(Increase)/decrease in prepayments	(530)	(3,051)
(Increase)/decrease in accrued income	—	1,285
Increase/(decrease) in other assets	4,008	398
Increase/(decrease) in trade and other payables	(6,515)	21,615
Increase/(decrease) in provisions	1,175	380
(Decrease)/increase in other liabilities	2,298	—
(Decrease)/increase in income in advance	1,194	(22,262)
Net cash provided by/(used in) operating activities	77,334	77,970

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding Arrangements

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category.

The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 of which Council is a contributing employer was 105.4%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.6% pa
Salary information	3.5% pa
Price inflation (CPI)	2.7% pa.

As at 30 June 2025, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were:

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.6% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2024 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements

for the year ended 30 June 2025

Note 9. Other matters (continued)

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2024 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2024 (Interim)	2023 (Triennial)
	\$m	\$m
- A VBI Surplus	108.4	85.7
- A total service liability surplus	141.4	123.6
- A discounted accrued benefits surplus	156.7	141.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the VBI at 30 June 2025 was 110.5%. Council was notified of the 30 June 2025 VBI during August 2025 (2024: August 2024). The financial assumptions used to calculate this VBI were

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.6% pa

It is anticipated that this actuarial investigation will be completed by 31 October 2025.

The 2023 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2023 Triennial investigation	2020 Triennial investigation
Net investment return	5.7% pa	5.6% pa
Salary inflation	3.5% pa	2.5% pa for two years and 2.75% pa thereafter
Price inflation	2.8% pa	2.0% pa

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Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2025

Note 9. Other matters (continued)

Superannuation contributions
Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of scheme	Rate	2025 \$ '000	2024 \$ '000
Vision Super	Defined benefits	11.5% (2024:11.0%)	124	122
Vision Super	Accumulation	11.5% (2024:11.0%)	5,708	4,947

[In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$[insert amount paid during the 2024/25 year] (2023/24 \$[insert amount paid during the 2023/24 year]).

There were [\$relevant amount/no] contributions outstanding and [\$relevant amount/no] loans issued from or to the above schemes as at 30 June 2025.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is \$(insert estimated amount to be paid).

Cardinia Shire Council

2024/2025 Financial Report

Notes to the Financial Statements
for the year ended 30 June 2025

Note 10. Changes in accounting policies

There have been no changes to accounting policies in the 2024-25 year.



Cardinia Shire Council

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PO Box 7 Pakenham 3810

Phone: 1300 787 624
Email: mail@cardinia.vic.gov.au
Web: www.cardinia.vic.gov.au

TTY users: 1300 677
(ask for 1300 787 624)

Speak and Listen users:
1300 555 727
(ask for 1300 787 624)

 Translating and Interpreting
Service (TIS)
131 450 (ask for 1300 787 624)


Cardinia

7.4.2 CONTRACT RFT000085 - ROAD PAVEMENT RENEWAL WORKS 2025-26

Responsible GM:	James Kelly
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	2.1 We support the creation of liveable spaces and places 2.1.5 Upgrade Council's Road network to improve safety and connectivity while considering traffic demand and freight transport needs.

Recommendation

That Council:

1. Awards Contract - RFT000085 Pavement Renewal Works 2025-26 to Downer EDI Works Pty Ltd for Pitt Road Iona and the Intersection of Seven Mile Road and Bunyip River Road, Nar Nar Goon for the lump sum of \$1,076,135.72 (excl. GST).
2. Awards Contract - RFT000085 Pavement Renewal Works 2025-26 to Sure Constructions (Vic) Pty Ltd for Manks Road in Dalmore for the lump sum of \$412,058.21 (excl. GST).
3. Approves the contingency sum as outlined in the confidential attachment.
4. Delegates authority to the CEO to approve variations up to 10% of the awarded contract values.

Executive Summary

Council has undertaken a competitive tender process for the 2025/26 Road Pavement Renewal Program. Following evaluation against Council's procurement criteria, Downer EDI Works Pty Ltd and Sure Constructions (Vic.) Pty Ltd are recommended as offering the best overall value, balancing cost, capability, and delivery capacity. Awarding these lump sum contracts will ensure timely renewal of priority road assets, consistent with Council's Asset Management Strategy and adopted budget.

Background

The three roads under consideration within this contract have been identified as a high priority for treatment under Council's asset management systems. Through discussions with Council's Road Maintenance team, it was determined that these roads ranked among the highest in terms of maintenance costs for the Shire.

This report provides consideration for the appointment of contractors to undertake works to reconstruct the pavement of the three roads. The proposed construction works involve pavement renewal, drainage improvements and associated works.

The tender for Pitt Road, Iona and Intersection of Seven Mile Road/Bunyip River Road, Nar Nar Goon submitted by Downer EDI Works Pty Ltd is the most advantageous for Council, providing the best value for money, while the tender for Manks Road in Dalmore submitted by Sure Constructions (Vic) Pty Ltd was the best value for money while providing excellent service

The tenders were checked against a range of weighted and non-weighted selection criteria to ensure the viability of the tender submissions. These criteria include Pricing and value for money, OHS, Risk & Insurance, Compliance with the Specifications, Required Prequalification with VicRoads (DoT) Financial Viability, Environmental Commitments, Capability and Capacity,

Relevant experience and past performance of the Tenderer, Quality system and Project Plan. The tender advertised contained separate schedules for each listed road, with Council having the option of awarding each of the roads by themselves or in a package to separate tenderers if this demonstrated best value for money for Council.

Description of Tendered Services/Goods

Council undertook a competitive open public tender process which sought submissions from all suitably experienced and qualified construction contractors.

The tender process is summarised below:

- A public tender was called on 23 August 2025 and closed on 16 September 2025.
- Six (6) submissions were received and were initially assessed for conformance with mandatory criteria as well as compliance with specifications.
- One (1) submission was deemed non-conforming as it did not to meet the mandatory criteria, the required VicRoads R1 prequalification.

Tender Evaluation

Tenders were evaluated by the Evaluation Panel in accordance with the evaluation criteria outlined in the Request for Tender documentation. The criteria and allocated weightings are as follows:

Evaluation Criteria	Weighting
2.1 Capability and Capacity	30%
2.2 Relevant experience and past performance of the Tenderer	40%
2.3 Quality system, Occupational Health and Safety, Environmental Systems	10%
2.4 Project Plan	20%

Details of the full evaluation process and responses are included in the **Confidential Attachment 1** to this report.

The Evaluation Panel concludes that the tender submitted by Downer EDI Works Pty Ltd for Pitt Road and Intersection of Seven Mile Road/ Bunyip River Road and, Sure Constructions (Vic) Pty Ltd for Manks Road, will provide council with best value for the following reasons:

- Achieves the best score based upon the method of evaluation
- Demonstrates specific, relevant experience and capability to undertake the works in accordance with the specification
- Demonstrates best capacity for effectively delivering the projects

Policy Implications

Procurement Policy
Community Safety Policy

Financial and Resource Implications

Funding for the pavement renewal works of Pitt Road, the intersection of Seven Mile Road/Bunyip River Road, and Manks Road is provided through the 2025–26 Capital Works Program – Pavement Renewal Works. The total recommended contract amount is within the

approved budget allocation, and sufficient funds are available to support delivery of these works.

Climate Emergency Consideration

Nil

Consultation/Communication

Following award, Council officers will notify affected property owners and commuters of construction impacts.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Confidential Attachments

The **Confidential Attachment 1 (listed in Attachments section) - *Tender Evaluation Report RFT000085*** – is designated confidential information pursuant to the *Local Government Act 2020*, s.3(1)s.3(1)(g) Private commercial information, being information provided by a business, commercial or financial undertaking that—(i) relates to trade secrets; or (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

Attachments

1. Confidential Attachment 1 - Tender Evaluation Report RFT000085 [7.4.2.1 - 7 pages]

7.4.3 CONTRACT RFT000076 - ANNUAL TREE PLANTING PROGRAM CARDINIA SHIRE

Responsible GM:	James Kelly
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	2.1 We support the creation of liveable spaces and places 2.1.1 Advocate, plan for and deliver accessible community infrastructure and services that address community need.

Recommendation

That Council:

1. Awards the contract for RFT000076 Tree Planting Program to Melbourne Treeworks for \$693,000 for the initial 2-year contract, and subject to performance, up to two additional 2-year extensions.
2. Approves the use of any contingency items as outlined in the confidential attachment for the delivery of this contract should they arise throughout the course of the contract.
3. Delegates CEO to have the authority to approve up to 10% variation on the total contract value as declared in Recommendation 1.

Executive Summary

The purpose of this report is to inform Council of the successful completion of a public tender process (RFT000076), which was initiated to improve the efficiency of the Shire's tree planting program. Melbourne Treeworks is recommended as the successful tenderer. The new contract is valued at approximately \$693,000 over six years and is anticipated to commence in mid-November 2025.

Background

The tree planting service in Cardinia delivers new trees to streets and open spaces, and those that developers fail to deliver. The service was previously integrated into a broader contract that was terminated in 2023. The program for the 2023-2024 and 2024-2025 financial years was delivered through separate annual Requests for Quote (RFQ). This has proven to be time-consuming and restricts project values to under \$300,000, limiting the program's scope and overall effectiveness.

To address these challenges, a public tender process for a contract for the supply, planting and two-year maintenance of trees took place. This report details the tender process undertaken for the provision of this service and discusses the current challenges faced by the delivery of the tree planting program and options to address them.

Description of Tendered Service

Annual tree planting quantities are variable, as they depend on several factors, including the yearly operational budget allocation, maintenance costs from the previous two years, developer bonds retained for trees that have not established, and funds received from the approval of tree removals.

Consequently, the proposed contract term is an initial two years, with two optional two-year extensions, establishing a 2+2+2 contract structure. The contractor will be responsible for 24

months of tree maintenance following each yearly planting season, regardless of the contract completion date, to ensure the long-term health and survival of the newly planted trees.

Tender Process

A public tender for the project was published on July 8, 2025, and closed on August 5, 2025, receiving 11 submissions. The Evaluation Panel assessed all tenders based on the criteria outlined in the Request for Tender documentation. The comprehensive evaluation process, which was supported by the Team Leader of Procurement Business Partners and aligned with procurement policies, is detailed in **Confidential Attachment 1** RFT000076 Tree Planting Program - Tender Evaluation Report.

The recommendation is to award the contract to Melbourne Treeworks for the following reasons:

- Their submission was outstanding, fully adhering to all specifications, including the use of our Forestree platform for documenting Council assets.
- Their teams have both arboricultural and horticultural qualifications and are equipped with the appropriate tools specifically for these works.

The total estimated cost for this contract is approximately \$693,000, excluding GST. This figure covers the entire term, including two optional two-year extensions. While the CEO has the delegated authority to approve the contract, the final amount is an estimate and depends on three variables: the future operational budget, the value of developer defaults, and any future planting targets the Council may wish to achieve. For these reasons, it's recommended that the Council be presented with the request to enter the contract.

Climate Emergency Consideration

Establishing a long-term, annual tree planting contract is a crucial step for addressing the climate emergency, especially since the Council is currently removing more trees than it is planting. This deficit directly hinders our ability to mitigate urban heat islands and reduce carbon emissions. Trees are vital for providing shade, cooling our urban environment, and sequestering carbon dioxide from the atmosphere. By securing this contract and increasing the budget for planting, the Council can ensure a consistent and reliable supply and maintenance of new trees, enabling them to reverse the trend of net canopy loss.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

Confidential Attachments

The **Confidential Attachment 1 - RFT000076 Tree Planting Program - Tender Evaluation Report**, is designated confidential information pursuant to the Act, s.3(1)s.3(1)(g) Private commercial information, being information provided by a business, commercial or financial undertaking that—(i) relates to trade secrets; or (ii) if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

Attachments

1. Confidential Attachment 1 - RFT000076 Tree Planting Program - Tender Evaluation Report - signed [7.4.3.1 - 19 pages]

7.5 Activity Reports

7.5.1 COMMUNITY ENGAGEMENT UPDATE - OCTOBER 2025

Responsible GM:	Wayne Mack
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making.

Recommendation

That Council notes the community engagement update for October 2025.

Executive Summary

This report provides a monthly update on Council's community engagement opportunities commencing or continuing in October 2025.

Background

Community engagement is a process whereby Council uses a variety of methods to proactively seek out information and feedback from the community, including their values, concerns, ideas and aspirations. Where possible and when required by legislation, Council will include the community in the development and delivery of identified initiatives and projects. This practice establishes an ongoing partnership, ensuring that community members continue to have the opportunity to shape Council's decision-making process.

Council's Community Engagement Policy sets out Council's accountability for, and commitment to, providing authentic and meaningful community engagement practices. The Policy meets the requirements of the Local Government Act 2020. It also reflects Council's commitment to undertaking best practice, high quality community engagement activities to receive input, feedback and ideas from the community on Council projects, services, plans, policies, strategies and other Council decisions.

Council uses the Engagement Institute's International Association for Public Participation Australasia (IAP2) Spectrum of Public Participation (referenced below) as the core model for its community engagement activities depending on the nature of the project, legislative requirements affecting the project and level of influence the community can have on the project, the risk and level of complexity of the project and available resources.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	- Fact sheets - Websites - Open houses	- Public comment - Focus groups - Surveys - Public meetings	- Workshops - Deliberate polling	- Citizen Advisory committees - Consensus building - Participatory Decision-making	- Citizen juries - Ballots - Delegated Decisions

Implications

Community engagement is undertaken in line with Council's Community Engagement Policy.

Financial and Resource Implications

The activities undertaken fall within Council's existing budget and resourcing.

Climate Emergency Consideration

There are no climate emergency considerations as part of this report.

Consultation/Communication

The following engagement projects are being planned for mid-September to October 2025. All projects are included at community engagement pop ups during this month.

Project	Project description	Details of Engagement	Business Unit
The review of the Cardinia Shire Planning Scheme in 2026 as required by Section 12B of the Planning and Environment Act, 1987.	Invite community and industry feedback to inform the review of the Cardinia Planning Scheme in 2026.	To gather feedback from the community, industry stakeholders and local businesses. Direct promotion to stakeholders and Council's socials, media release and e-news linked to Creating Cardinia page.	Community and Planning Services.

		Community drop-in sessions held across the Shire. Posters for community and digital noticeboards in local libraries and council owned buildings.	
Phase 2 Draft Nar Nar Goon Township Strategy.	Phase 2 inviting feedback on the draft Nar Nar Goon Township Strategy.	Promotion through Council's socials, media release e-news, and posters linked to Creating Cardinia page. Community drop-in session planned in Nar Nar Goon. Promotion to residents, community groups and businesses.	Community and Planning Services.
Upgrades to play spaces or recreation equipment.	Invite feedback to inform upgrades to: - Ron Andrews Park, Pakenham. - Ebony Drive Pakenham.	Promotion in Council's socials, media release e-news, and posters linked to Creating Cardinia page. On site signage, letters to local properties and engagement with local primary schools.	Community and Planning Services.
Footpath Expansion Program 2025/26.	Inform residents of the Footpath Expansion Program in Pakenham, Gembrook, Avonleigh and Emerald.	Letters to residents in the local area.	Infrastructure and Environment.
Previous Engagement/Inform Projects		How feedback shaped decisions made	
Upper Beaconsfield Reserve Masterplan.		Feedback from stakeholder and community consultation undertaken in 2024 was collated and analysed to help	

	inform the final Upper Beaconsfield Reserve Master Plan, which was recently endorsed at a Council Meeting. Some of the changes made to the final plan as a result of this feedback included: • The addition of two safe pedestrian crossings near the oval and pavilion. • The addition of a new path connecting the public toilet to the back of the pavilion. • Updates to the drainage design near the equestrian area. • Removal of the proposed bus parking due to the need for further discussions between the Reserve Committee and the school. • Broader wording for equestrian recommendations.
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Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community. This report is an update only. However, GIAs are considered during the review or development of the Plans or projects listed and reported as required.

Attachments

Nil

7.5.2 COUNCIL RESOLUTIONS REPORT - JULY TO SEPTEMBER 2025

Responsible GM:	Wayne Mack
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	5.1 We practise responsible leadership 5.1.1 Build trust through meaningful community engagement and transparent decision-making. 5.1.5 Champion the collective values of the community through the Councillors' governance of the shire.

Recommendation

That Council note the report detailing implementation of Council resolutions for the period from 1 July 2025 to 30 September 2025.

Executive Summary

The attached report details all resolutions made from 1 July 2025 to 30 September 2025 and any carried over from a previous quarters and includes the actions taken to implement the decisions, the report does not include matters listed for noting.

The 'Quarterly Resolutions Report' was last tabled at the 21 July 2025 Council Meeting and reported on the resolutions register period from April to June 2025.

For the period July 2024 to 30 June 2025, 12 decisions were carried over from Town Planning and Council Meetings. Of these decisions, 2 have been completed, 9 decisions remain 'In-Progress' and 1 remains on hold.

For the period 1 July to 30 September 2025 there were 26 decisions made in the Town Planning and Council Meetings. Of these decisions, 16 have been completed and 10 decisions remain 'In-Progress'.

Background

The Chief Executive Officer is responsible for ensuring that Council decisions are implemented without undue delay and when requested, to report to Council in respect of the implementation of these decisions.

The attached report informs the Council about the implementation of these decisions, in addition it provides transparency to our community.

Discussion

This report is provided for the information of Councillors to ensure transparency regarding the implementation of Council decisions and provide confidence to the Council that the decisions are implemented without undue delay.

Policy Implications

This regular report is in keeping with the *Governance Rules*.

Financial and Resource Implications

There are no financial considerations associated with this matter.

Climate Emergency Consideration

There are no Climate Emergency considerations regarding this report.

Consultation/Communication

All relevant staff have been consulted regarding this report.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a future policy, program or service but rather a retrospective review of the implementation of them.

Attachments

1. Attachment 1 - Resolution Action Report - July 2024 - 30 September 2025 [7.5.2.1 - 9 pages]

Resolution Action Report | July 2024 – May 2025 – Actions in Progress from previous Quarters

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
Ordinary Council Meeting 15 July 2024	7.2.1	Pakenham East Precinct Suburb Naming	In progress	That Council, 1. following community consultation regarding a name for the new suburb created by the Pakenham East Precinct Structure Plan, resolves, subject to Geographic Names Victoria approval, to adopt the officer recommendation as follows; • The new suburb be named Honora and if a suffix is required by Geographic Names Victoria, works with the family members and Geographic Names Victoria to select a suitable extension to the name, and • Mount Ararat South Road be renamed Hannah Road, Mount Ararat North Road be renamed Mount Ararat Road, and • The boundary of the new suburb be as detailed in the plan attached which includes the wedge of land between Princes Highway and Princes Freeway on the eastern edge of the suburb, and • All other suggested names, from the voting list that accompanied the community engagement, be retained for naming of future road, places and features in the new suburb, and • All suggested names from the community engagement process and submissions, including Hannah, be investigated to identify which names can be approved for use as part of the subdivision process. 2. Forward the above resolution to the Office of Geographic Names (GNV) for formal approval and Gazettal	04/12/2024 Additional consultation undertaken which resulted in 'fields' being added so the suburb name proposed to be submitted to Geographic Names Victoria will be Honora Fields. Currently awaiting a request of a review before proceeding further with the naming process. 28/01/2025 The registration of the name with Geographic Names Victoria remains on hold pending external review. 09/07/25 This matter remains on hold pending external review of the process undertaken. Officers have enquired, but not been provided with an estimation of when a response is likely. September 2025 Response received from the Local Government Inspectorate 25 July 2025 enabling the proposed suburb name to be lodged. The proposed name was submitted to GNV for review on 13 August 2025.
Ordinary Council Meeting 19 August 2024	10.3	Notice of Motion 1105 - Review of Council's unsealed roads and drainage maintenance program - Cr Springfield	Complete	That Council: 1. Undertakes a review of its maintenance strategy for the unsealed road and associated drainage network and presents a report to the Council on this within 6 months. 2. This review will focus on the appropriate alignment of maintenance work between the unsealed road and adjoining drainage network to best ensure good performance outcomes for these assets. 3. The review, amongst other elements, will incorporate a SWOT analysis of current maintenance practices across Cardinia's different topographical regions to help inform future maintenance strategy development. 4. The review, amongst other elements, will also focus on the performance and maintenance of both private and public driveway/crossover culverts and how these can impact the adjoining road network. 5. This review will also provide consideration towards Council's current resource allocation for the unsealed roads and drainage maintenance program and what future resource allocations may be required to improve the ongoing performance of these assets. 6. This review and subsequent report will be used to help inform future development of the maintenance strategy for Cardinia's unsealed road and drainage network.	A review is being undertaken with improvements and savings identified. Item remains in progress. 30 June 2025 A Council report has commenced, it aims to be considered at Council Meeting 21 July 2025. September 2025 All resolutions completed, considered at Council Meeting 21 July 2025.
Ordinary Council Meeting 16 September 2024	7.2.2	Public Art Independent Assessment Panel	In progress	That Council: 1. Delegate the selection and commissioning of public art for the Lang Lang township to the CEO or their designated representative, adhering to the specified design criteria: - The artwork shall be a sculpture, excluding murals. - It must commemorate the Lang Lang rodeo with an equine theme. - Materials reflective of Lang Lang's rural setting and council maintenance requirements, such as anti-graffiti measures, must be incorporated. - The sculpture will be situated at Thwaites Park, Lang Lang. - The artwork should be of a size that is visible from the main road and positioned within the park to allow safe public access. - A maximum budget of \$140,000 is allocated for this project.	January 2025 Artists have been selected to deliver both artworks as per the process outlined in Councils resolution. A report will be prepared and presented to the Arts Advisory Panel in the coming months. March 2025 The Independent Assessment Panel has completed their report on the Boolloom Boolloom public art project. This has been reviewed by Councillors appointed to the Arts and Culture Reference Group. Councillors continue to be updated on the progress of this project, as well as the Lang Lang public art project. September 2025 The Boolloom Boolloom public artwork report has been distributed to members of the Arts and Culture Reference Group for review and feedback.

Resolution Action Report | July 2024 – May 2025 – Actions in Progress from previous Quarters

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
				- The artist selected must demonstrate an understanding of local history and engage with the local community. - Endorse the creation of a Public Arts Independent Assessment Panel, as outlined in Attachment 3, to oversee the public art project at Thewlis Road Integrated Child and Family Centre. - Require council officers to provide a report on the artist selection and progress of the public art projects for Lang Lang and Thewlis Road Integrated Child and Family Centre to the Arts and Culture Reference Group following the establishment of the committee after the Council election. - Delegate the oversight of all future public art projects to the Arts and Culture Reference Group, who may consult an Independent Assessment Panel as needed.	The Lang Lang Public Artwork was successfully delivered, launched, and celebrated in August 2025, marking a significant milestone for the community. The Tiny Towns Grant acquittal and reporting process is nearing completion, with final documentation being prepared for submission and closure. A final report for the Arts and Culture Reference Group is currently being drafted and will be presented to members for review in the near future.
Ordinary Council Meeting 16 December 2024	7 2.3	Torongo Park Naming	In progress	That Council undertakes a new community engagement process to determine the name for Officer District Park.	December 2024 Engagement to commence from March 2025. April 2025 Staff are engaging with Bunruong land council and are awaiting further communication from the group before progressing. September 2025 The renaming process is ongoing and will be considered alongside further works planned at ODP across this financial year.
Council Meeting Agenda - 17 March 2025	7 2.5	Mercury Vapour Street Lighting Upgrade Program - Proposed Next Steps	In progress	That Council: - Endorses continuing to pause the replacement of mercury vapour lights in Heritage Springs and Lakeside estates pending the potential use of a retrofit LED globe by AusNet from July 2026. This will incur an additional annual cost of \$25,000 in energy and maintenance compared to replacing this lighting hardware. - Replaces mercury vapour lighting hardware in Beaconsfield and Garfield (403 lights) following community notification. - Provides decorative lighting hardware to Ausnet to replace failed decorative lights. This hardware is to be as close as possible in appearance to the failed lighting. - Reinstalls decorative hardware to restore character in locations where standard hardware has been used to rectify failed decorative lights and poles.	March 2025 Discussions are taking place with the lighting supplier in relation to the lights for the replacements in Beaconsfield and Garfield. A list of decorative lights works is being compiled, that will occur as part of ongoing maintenance. September 2025 Contracts and orders for the light replacements in Beaconsfield and Garfield are being finalised. The community has been notified of the planned replacements including through a mail out, media briefing and information session. The replacements are intended to be completed by the end of March 2026. Discussions are taking place with AusNet representatives in relation to the maintenance of decorative lights and rectification of decorative lights that have been replaced with standard lights.
Council Meeting Agenda - 17 March 2025	10.2	Notice of Motion 1110 - Cr Liz Roberts	In progress	That Council: - resolve to undertake a review of the Cardinia Shire Council Pedestrian and Bicycle Strategy providing \$25,000 in the 2025-26 financial year and provides a report back to Council by its February 2026 Meeting. - requests the review include an audit of progress to date since the strategy was adopted and outstanding actions - requests the review considers, but is not limited to, the following factors; - Changes in walking and cycling behaviours Post – Covid pandemic - Pedestrian and cyclist safety, incorporating accessibility - The economic case for investment in walking - requires the Report include a review of the current actions within the strategy with the intent to prioritise actions to be linked to Council's advocacy program and Council's Capital works program.	April 2025 Internal team working through a scope of works for the project, and likelihood of bringing something back to Council by February 2026. Next steps will be to engage internal stakeholders, confirm scope and commence review. Officers will return to briefing with a proposed scope for the review of the pedestrian and cycle strategy, before completing the strategy review. September 2025 Project scope has been developed and communicated with Councillors. A consultant brief has been issued, with officers currently reviewing submissions.

Resolution Action Report | July 2024 – May 2025 – Actions in Progress from previous Quarters

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
					The next steps include formal engagement of a consultant and confirmation of timelines. Once the initial review of the current strategy has taken place, an update will be provided to Councillors.
Council Meeting Agenda - 17 March 2025	10.4	Notice of Motion 1112 - Cr David Nickell	In progress	That Council: 1. pause the demolition of the cafe and tea rooms building at Emerald Lake Park. 2. request the relevant Officers discuss with Emerald Arts Society, Hills Photographic Society and Cardinia Arts Society, opportunities for a pop-up arts display in the Emerald Lake Park buildings which are currently vacant in time for the 2025 PAVE festival. 3. requests a review of the Emerald Lake Master Plan to be completed and presented to Council within 6 months. The review should also consider Emerald Lake Park in the context of it being an important node of the wider Eastern Dandenong Ranges Trail corridor. 4. requests officers present Councillors a briefing report in April with details of works proposed to occur this financial year and how they fit into the current budget allocation. This is to include justification for demolition of the café and tea rooms building at Emerald Lake Park and what options would be available if the café and tea rooms remain.	April 2025 Arts groups have been handed over the cafe building, with approval for their event granted and maintenance undertaken on the building. Councillors were briefed on proposed works on 14 April 2025. Officers presented an update to Councillors, and are progressing with a review of the masterplan. September 2025 A review of the masterplan has been completed and presented to Councillors. It outlines next steps with further work actions and community engagement to be completed. The review will be presented for consideration at Council Meeting 20 October 2025.
Council Meeting - 14 April 2025	7 1.1	Amendment C284card Pakenham Cemetery Rezoning	In progress	That Council write to the Minister for Planning and request: 1. The Minister for Planning authorises Council to prepare Planning Scheme Amendment C284card to the Cardinia Planning Scheme pursuant to Section 8 of the Planning and Environment Act 1987 and for the Minister to act as the Planning Authority for the proposal. 2. The Minister for Planning exercises the Ministerial powers of intervention pursuant to Section 20(2) of the Planning and Environment Act 1987 and direct Council to notify any potentially impacted owners and occupiers of land immediately adjacent to the east of the proposed rezoning of land included in the Amendment C284card proposal, exempting herself and Council from any other public notice requirements pursuant to the relevant provisions set out in Sections 17, 18 and 19 of the Planning and Environment Act 1987 3. The Minister for Planning approves Amendment C284card pursuant to Section 35 of the <i>Planning and Environment Act 1987</i> .	July 2025 Actions to seek authorisation from the Minister for Planning Scheme Amendment C284card have commenced. September 2025 Discussions are ongoing with relevant agencies to determine who is best placed to be the Responsible Authority for this Planning Scheme Amendment.
Council Meeting - 14 April 2025	7 1.2	Amendment C283card - Fix up Amendment of Minor Anomalies and Errors	On hold	That Council resolves not to proceed with Amendment C283card to the Cardinia Planning Scheme until such time as: The results of the Agricultural Audit undertaken in 2024 are formally reported to Council and the community at a future Council Meeting.	April 2025 Planning Scheme Amendment C283card is on hold until the Agricultural Audit 2024 is reported to Council. July 2025 Council officers will not proceed with the proposed planning scheme amendment until the alternate resolution is resolved. Once the alternate resolution is resolved Council officers will need to resubmit the proposed planning scheme amendment to ELT and Council. September 2025 A report is proposed for consideration at a Council Meeting by the end of year.
Council Meeting - 14 April 2025	7 2.4	Register of Confidential Council Decisions - 2020 - 2024	Completed	That Council: 1. Notes the register of confidential items considered in Closed Council meetings from October 2020 to December 2024 (Attachment 1). 2. Approves the recording of these items as an accurate record.	Preparing to update the minutes for the relevant meetings, work is proposed for completion by 30 September. September 2025 The Minutes and Agendas of relevant meetings listed have been updated to reflect the confidential matters and legislated reasoning.

Resolution Action Report | July 2024 – May 2025 – Actions in Progress from previous Quarters

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
Council Meeting - 19 May 2025	7 2.1	Lang Lang Public Artwork Update	In progress	That Council: - Notes the progress of the Lang Lang Public Art Sculpture project. - Approves the identified contingency sites for the sculpture's placement, as recommended by the Arts and Culture Reference Group, specifically: 1st Preference: 190 Westernport Road, Lang Lang (Dick Jones Reserve) subject to VicTrack approvals. 2nd Preference: McDonalds Track, Lang Lang (Council-owned Road reserve between Westernport Road and Clarke Road). - Authorises responsible Officers to commence the delivery of the public artwork at the 2nd Preference contingency site on McDonalds Track if approvals from DTP or VicTrack are not received by June 30, 2025. - Supports the review and update of councils Public Art Policy (2012-2017) to reflect current best practices and contemporary standards, with a revised policy to be presented at a future council meeting, and prior to further public artworks being delivered.	July 2025 Council has received preliminary approval from the Department of Transport and Planning to locate the Lang Lang Public Artwork at Thwaites Park on their land. This is subject to a Road Safety Audit, which is currently in progress. Should the Road Safety Audit not satisfy DTP requirements, the public artwork will be situated at the second contingency site, McDonalds Track (Council-owned Road reserve between Westernport Road and Clarke Road). September 2025 The public artwork was delivered at the 2nd Preference contingency site on McDonalds Track. A review and update of councils Public Art Policy (2012-2017) to reflect current best practices and contemporary standards is now underway, with the intent to present this to Council in Quarter 3.
Council Meeting - 19 May 2025	7 3.2	Investment Attraction Plan	In progress	That Council: - Endorses the Investment Attraction Plan (Attachment 1) and - Reviews this plan within four months of the adoption of the Council Plan 2025-2029.	May 2025 The <i>Investment Attraction Plan</i> has been uploaded to the Cardinia Business webpage. Media release issued. September 2025 The actions identified within the Investment Attraction Plan have been reviewed alongside the development of the Council Plan and Councillors briefed noting no revisions required at this time.

Resolution Action Report | 1 July – 30 September 2025

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
Council Meeting - 21 July 2025	7 1.2	Response to NoM - Green Wedge areas and vacant land	Completed	That Council notes the response to a Notice of Motion requesting the minimum lot sizes specified in each Zone within Cardinia's three Green Wedge Areas and that a report, including a map-based view and a list of property details (such as land size) is to be presented to the Council within three months.	September 2025 The Green Wedge Management Plan forms part of the Council Plan Initiatives which are being adopted at the Council Meeting 20 October 2025.
Council Meeting - 21 July 2025	7 2.1	Response to NoM - Unsealed Roads and Drainage Maintenance Review	Completed	Alternate Resolution That Council: 1. Notes the successful completion of the review of Cardinia's unsealed roads and drainage maintenance services as initiated by Notice of Motion 1105, 19 August 2024. 2. Subject to any privacy redactions or commercial in-confidence necessary, the full Ninety Mile consulting report be uploaded to the 'Roads, Trees and Major Projects' section of the Council website.	July 2025 Officers are working with the consultants to develop a version of the report which removes commercial in confidence information. September 2025 The <i>Ninety Mile consulting report</i> has been published to the Council website.
Council Meeting - 21 July 2025	7 2.3	Discontinuance of Part of Trythall Street Beaconsfield	Completed	That Council: 1. Gives notice of its intention to discontinue the 375m2 of Trythall Street in Beaconsfield (Road) and transfer this to the Department of Energy, Environment and Climate Action (DEECA) excluding a requirement to pay market value for the land; 2. Seeks cost recovery from DEECA for the discontinuance and transfer including community engagement, valuation, surveying, legal and lodgement costs and any other associated cost to Council; 3. Commences community engagement under s223 of the Local Government Act 1989 and in accordance with Council's Community Engagement Policy and s114 of the Local Government Act 2020 in regard to the proposed discontinuance; 4. Reports back to Council with the outcome of any submissions to be heard, prior to making a final decision on the discontinuance and transfer; and 5. Acknowledges the future use of the land and community benefit to be derived by the Cardinia Creek Regional Parklands once developed.	July 2025 Community Engagement and Communications Plans approved 23.7.2025. Consultation period 28th July 2025 - 25th August 2025. September 2025 Report proposed for consideration at Council Meeting 20 October 2025.
Council Meeting - 21 July 2025	7 3.2	Draft Liveability Plan Review	In progress	That Council: 1. Supports the changes recommended to the Liveability Plan 2017-2029 as described in Table 2 of the report. 2. Supports the draft Liveability Plan 2025 (Attachment 1) being exhibited for community and stakeholder feedback through July/August alongside the Draft Council Plan 2025-29. 3. Supports the Engagement Summary (Attachment 2) being exhibited as a supporting document for the stakeholder and community engagement on the draft Liveability Plan. 4. Notes a report will be prepared in late 2025 providing recommendations for a refined governance structure for the delivery of the Plan and a Draft Action Agenda for 2025-26.	July 2025 Community Engagement - Draft Liveability Plan 2017-2029 (2025 review) community engagement commenced on 22 July. The community engagement will close on 19 August 2025. September 2025 Draft Liveability Plan proposed for consideration at Council Meeting 20 October 2025.
Council Meeting - 21 July 2025	7 3.3	Draft Road Management Plan 2025 - 2029	In progress	That Council: 1. Endorses the Draft Road Management Plan 2025-2029 (Attachment 1) for public consultation. 2. Approves the commencement of a public consultation period from 22 July 2025 to 19 August 2025. 3. Receive a further report on the outcomes of the public consultation in October 2025 for consideration prior to the formal adoption of the Road Management Plan 2025-2029.	July 2025 Public consultation commenced on 22 July 2025. Further report to be developed for October meeting with public consultation outcomes and final draft of the Road Management Plan. September 2025 Consultation completed and Council briefed on results on 15 September. Report proposed for consideration at Council Meeting 20 October 2025.
Council Meeting - 21 July 2025	7 3.4	Festivals and Events Grant Program 2025/2026	In progress	Alternate Resolution 1. Endorses the allocation of \$61,838 in funding to 13 eligible applicants under the 2025-26 Festivals and Events Grant Program, as outlined in the attached audit summary.	September 2025 A review of the revised Festival and Event Guidelines is currently underway, with a report being prepared for consideration at the November Council Meeting.

Resolution Action Report | 1 July – 30 September 2025

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
				- Notes the reopening of the grant program for new submissions, with a rolling assessment process to be maintained until 30 June 2026 or until allocated funds are exhausted. - Delegates authority to the Chief Executive Officer to approve future grant applications under this program, in accordance with the assessment criteria and funding guidelines. - Notes that Officers will provide a summary report to Council at three month intervals over 2025/2026 period updating the Council on the grant program and at the conclusion of the 2025-26 financial year, a report is submitted detailing all successful grant applications approved under delegated authority. - Seeks feedback from both successful and unsuccessful applicants of the 2025-26 Festivals and Events Grant Program and present a report to the November Ordinary Council Meeting outlining any proposed improvements or changes to the program based on the feedback received.	
Council Meeting - 21 July 2025	7 4.2	2025-2026 Wellbeing Support Grants	Completed	That Council approves 54 applications for funding under the 2025-2026 Wellbeing Support Grant Program to the value of \$102,810.	July 2025 In accordance with the resolution, all grant applicants notified of the outcome of their Wellbeing Support Grant application by 25th July 2025.
Council Meeting - 21 July 2025	7 4.3	2025-2026 Community Capital Works Grants	Completed	That Council endorses the following community grants across three categories of the 2025-2026 Community Capital Works Grant round: - Five Community Capital Works Grants (category 1) – total value of \$97,000 - Eight Community Capital Works Partnership Grants (category 2) - total value of \$170,590.56 - Two Major Equipment Grants (category 3) – total value of \$5,292.64.	July 2025 In accordance with the resolution, all grant applicants will be notified of the outcome of their Community Capital Works Grant application by 29th July 2025.
Council Meeting - 21 July 2025	7 4.4	Contract Variation CT000532 - Multiple Sportsfield Lighting Package	Completed	That Council approves the variation to Contract CT000532 – Multiple Sportsfield Lighting Package, increasing the total contract sum to \$1,234,225.69 (excluding GST) with a revised completion date of 31 July 2025 in accordance with Council's Procurement Policy.	July 2025 The contract variation has been updated, administration actions complete.
Council Meeting - 18 August 2025	7 2.1	Petition Response - Temperature of Cardinia Life Changeroom & 25m Pool	In progress	That Council: - Notes that works are underway including repairs to the compressor valves, filter replacement, motor repairs and building management system repair. - Notes that replacement of the dehumidifier units will be investigated and considered in Council's future capital works program.	September 2025 Works have commenced and outstanding repairs on the dehumidification units include replacement of expansion valve heads, replacement of air filters and top up of refrigerant. Requests for quotes have been issued to investigate options for the replacement of the dehumidification units, due mid October.
Council Meeting - 18 August 2025	7 2.3	Deep Creek Reserve Pakenham Golf Course Feasibility Study and Options	Completed	That Council: - Resolve that it has no intention to rezone and sell land that is the Pakenham Golf Course. - Note the findings of the Pakenham Golf Course Feasibility Study and proposed options including: - Option 1 – Golf - Option 2 – Active Reserve - Option 3 – Passive Reserve - Support Council officers to commence community engagement for 4 weeks on the options presented in the Pakenham Golf Course Feasibility Study. Community feedback will be considered as part of Council's overall decision-making process for the future of the Pakenham Golf Course.	September 2025 Community engagement has been undertaken, with results being reviewed. Findings, along with the feasibility study will be presented to the Council Meeting 15 November 2025.
Council Meeting - 18 August 2025	7 2.4	Koo Wee Rup RSL Options for Relocation and Petition	In progress	That Council: - Acknowledges the position the Koo Wee Rup Returned Service League Sub-Branch (the RSL) are in and notes assistance provided to support the RSL in developing options for their future premises; - Does not support Options 1-5 of land within Cochrane Park;	August 2025 Awaiting further advice from VicTrack regarding Icke Road location (Option 6). Progressing discussions with the Community Asset Committee of the Koo Wee Rup Complex (Option 7) and the Bowling Club (Option 8). Will continue to liaise with Koo Wee Rup RSL Sub-Branch on options being explored.

Resolution Action Report | 1 July – 30 September 2025

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
				3. Supports further discussion of Options 7 and 8 with the RSL, and the existing tenant (Bowling Club) for the Bowls Pavilion and Community Asset Committee of the Koo Wee Rup Community Complex, before proceeding to appropriate community engagement if required; 4. Supports further discussion with VicTrack for Option 6 as the landowner, subject to additional information for a building project that is feasible, compliant and designed to satisfactory standards being provided by the RSL; and 5. Encourages the RSL to continue to explore alternative opportunities, including commercial opportunities and other shared use locations within Koo Wee Rup.	
Council Meeting - 18 August 2025	7 3.1	Draft Asset Plan for Public Consultation	In progress	That Council: 1. Endorses (in principle) the Draft Asset Plan, and undertake a further phase of community engagement, and 2. Following the completion of the community engagement, receive the outcomes of the further engagement and further consider a final Asset Plan to satisfy the requirements of the Local Government Act 2020 prior to 31 October 2025.	September 2025 The Draft Asset Plan community engagement has commenced and is published on council website following endorsement of Councillors from 18 August 2025 Council Meeting. The community engagement will be undertaken from 19 August and closed on 9 September. Report proposed for consideration at Council Meeting 20th October 2025.
Council Meeting - 18 August 2025	7 3.2	Adopt Draft Domestic Animal Management Plan 2026-2029	Completed	That Council adopts the Draft Domestic Animal Management Plan 2026-2029 and support commencement of community engagement.	September 2025 The Draft Domestic Animal Management Plan 2026-2029 is out for community engagement to be undertaken between 19 August – 15 September 2025.
Council Meeting - 18 August 2025	7 3.3	Community Capital Works Grant Policy Endorsement	Completed	That Council endorses the new Community Capital Works Grant Policy.	September 2025 Community Capital Works Grant Policy and Guidelines have been uploaded to Council webpage.
Council Meeting - 18 August 2025	10.1	Notice of Motion 1117 - Cr Nickell	Completed	Alternate Resolution That Council fund the organising Committee for Emerald Carols by the Lake an amount up to \$5,000, being the Community Festivals Grant shortfall for FY2025/26.	September 2025 The organising Committee for Emerald Carols by the Lake were funded an amount of \$5,000, being the Community Festivals Grant shortfall for FY2025/26.
Council Meeting - 18 August 2025	14.1	Contract RFT000072 - Cardinia Youth Hub	Completed	That Council: 1. Award Contract RFT000072 – Design and Construction of the Cardinia Youth Hub to Newpol Constructions for \$7,607,197.22 subject to state funding approval. 2. Approves the allocation of additional project budget of \$2,664,707.67 to cover the shortfall in project funding. 3. Approves the use of \$1,141,079.58 contingency as outlined in this report, for the delivery of this contract should the need arise throughout the course of the contract. 4. Pursuant to section 125(2) of the Local Government Act 2020, resolves to make this Resolution publicly available: 5. Immediately, to the extent necessary for, and for the purpose of, implementing this Resolution.	September 2025 The contract between Cardinia and Newpol Construction has been executed by all parties.
Town Planning Committee Meeting - 1 September 2025	5.1	T220661 PA - Use and Development of Land for a Dwelling at 160 Holm Park Road Beaconsfield	Completed	That Council resolve to issue a Notice of Decision to Grant a Permit for Planning Permit Application T220661 for Use and development of Land for a Dwelling on 160 Holm Park Road, Beaconsfield, subject to conditions listed in the agenda.	September 2025 The decision was issued to the applicant and parties in accordance with the resolution.
Council Meeting - 15 September 2025	7 2.1	Draft Upper Beaconsfield Reserve Masterplan - Adoption	Completed	That Council: 1. Endorses the final Upper Beaconsfield Reserve Master Plan. 2. Thanks the Upper Beaconsfield Reserve Committee, stakeholders, and broader community for providing feedback through the community consultation process to develop and finalise the Upper Beaconsfield Reserve Master Plan.	September 2025 The adopted Upper Beaconsfield Reserve Master Plan has been published to Council's website. Stakeholders, Reserve Committee, DEECA and Dep of Ed provided final Masterplan documents, (masterplan, study report) and all thanked for their contribution and time spent

Resolution Action Report | 1 July – 30 September 2025

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
					on the development of the Masterplan. The correspondence will include that Council has no further commitment to funding of any of the recommendations of the masterplan document.
Council Meeting - 15 September 2025	7 2.2	Land Use Key Lane, Pakenham	In progress	Alternate Resolution That Council: 1. Negotiates lease terms with the Koo Wee Rup Motorcycle Club; 2. Defers any final decisions on lease arrangements until the Investment Advisory Committee has reviewed and provided advice to Council Lots 2 & 3. 3. Notifies Strategic Policy Advice Victoria Pty Ltd that Council will not proceed with the submitted proposal for the lease of Lot 3 for the use as a motorsports park.	September 2025 1. Meeting is being organised with KWRMCC to progress discussions on a lease with the club. 2. Officers will hold any signing until the committee is in place and can review the proposal. 3. SPAV have been notified of the decision. This part of the recommendation is complete.
Council Meeting - 15 September 2025	7 2.3	Proposed Sale of Army Road Hall, Pakenham Upper	Completed	That Council: 1. Gives public notice of its intent to sell Lot 1 on TP238546B and Lot 1 on TP29705C, known as the Army Road Hall at Pakenham Upper to the Cardinia Civic Concert Band for the certified valuation sum of \$20,000 ex GST, (plus costs); 2. In accordance with requirements of the Local Government Act 2020 and Council's Community Engagement Policy undertakes community engagement for a period of 4 weeks in relation to the proposed sale; and 3. Provides a report to the November 2025 Council Meeting with results of the Community Engagement and to determine if the sale proceeds.	September 2025 Council has given notice of its intent and commenced Community Engagement which will conclude on 14 October. A report is being prepared for the November Council Meeting to report back to Council on this matter.
Council Meeting - 15 September 2025	7 3.1	Draft Nar Nar Goon Township Strategy and Community Engagement	In progress	That Council: 1. Notes the feedback from Phase 1 of Community Engagement including the survey responses and written submissions. 2. Endorses (in principle) the following documents for the purpose of seeking community and stakeholder feedback: 3. Nar Nar Goon Township Strategy (2025 – 2040), Part A – Background and Planning Context, Draft for Exhibition (Attachment 4) 4. Nar Nar Goon Township Strategy (2025 – 2040), Part B – Understanding Nar Nar Goon, Draft for Exhibition (Attachment 5) 5. Nar Nar Goon Township Strategy (2025 – 2040), Part C – Strategic Framework, Draft for Exhibition (Attachment 6) 6. Supports the commencement of Phase 2 Community Engagement during October and November 2025.	September 2025 Engagement plan for the exhibition period has commenced.
Council Meeting - 15 September 2025	7 3.2	Review Draft O'Neil Road Recreation Reserve Masterplan - Community Engagement	In progress	That Council endorses the revised draft O'Neil Road Recreation Reserve Master Plan to progress to community engagement.	September 2025 The Draft O'Neil Road Recreation Reserve Masterplan is out for community engagement, undertaken from 16 September - 14 October 2025.
Council Meeting - 15 September 2025	7 4.3	Award Contract CT000067 - Cleaning Services for BBQ's and Public Toilets (incl. Exeloo's)	Completed	That Council: 1. Awards Contract RFT000067 – Cleaning Services for BBQs and Public Toilets (including Exeloo's) as follows: 2. Elite Property Care Pty Ltd (Hygex) for the cleaning of BBQs and conventional public toilets b. Storm International Pty Ltd for the cleaning and preventative maintenance of Exeloo automated public toilets. c. Both contracts are for an initial three (3) year term expiring 30 September 2028, with three (3) optional one (1) year extensions, subject to available yearly budget and satisfactory contractor review. The combined Year 1 contract value is \$298,925.29 (excluding GST). 3. Delegates the CEO to have the authority to approve up to 10% variation on the total contract value as declared in Recommendation 1.	September 2025 Contracts between Cardinia and the relevant contractors have been executed.

Resolution Action Report | 1 July – 30 September 2025

Meeting Date	Item No.	Item	Status	Action Required	Action Taken
Council Meeting - 15 September 2025	7.4.4	Award Contract CT000074 - Pakenham Revitalisation Project	Completed	That Council: 1. Awards the contract for RFT000074 Pakenham Revitalisation Gateway Project to Blue Peak Constructions Pty Ltd for \$3,444,739.35 exclusive of GST. 2. Approves the use of any contingency items as outlined in the confidential attachment for the delivery of this contract should they arise throughout the course of the contract. 3. Delegates CEO to have the authority to approve up to 10% variation on the total contract value as declared in Recommendation 1. 4. Notes that Manager of Community Infrastructure Delivery will act as Contract Superintendent to perform all Contract Superintendent functions as required under contract.	September 2025 Contract CT000074 Pakenham Revitalisation Project has been executed.
Council Meeting - 15 September 2025	10.1	Notice of Motion 1118 - Cr Potter	In progress	That Council: 1. Notes the Community concerns around growing traffic and changed traffic movements in the Officer area given recent changes such as gazettal of the Officer South Employment Precinct Structure Plans (PSP) and Infrastructure Contributions Plan (ICP) by the Victoria Planning Authority, the closure of Station Street by the LXRP project (Victoria Government), as well as continued development, and a growing population. 2. Requests a report be presented to Council, that includes: a. PSP/DCP requirements for a future arterial road in Officer b. Advocacy work done to date c. Opportunities to progress prioritisation and delivery by State Government d. Further Traffic counts and analysis on traffic movement are conducted within the Officer area on completion of Starling Street stage two works 3. Notes that the Notice of Motion will be actioned as indicated and will be a collaborative effort by Major Projects, Infrastructure Services, Community Infrastructure Delivery and Arts, Advocacy and Economy.	September 2025 Investigations have commenced with responses proposed for a future council meeting.

7.5.3 CAPITAL WORKS REPORT - OCTOBER 2025

Responsible GM:	James Kelly
Staff Disclosure:	All officers involved in the preparation of this report have considered and determined that they do not have a conflict of interest in the matter.
Council Plan Reference:	2.1 We support the creation of liveable spaces and places 2.1.1 Advocate, plan for and deliver accessible community infrastructure and services that address community need. 2.1.2 Plan and maintain safe, inclusive and connected open spaces, places and active travel routes. 2.1.5 Upgrade Council's road network to improve safety and connectivity while considering traffic demand and freight transport needs. 5.1 We practise responsible leadership 5.1.2 Manage our finances responsibly and leave a positive legacy for future generations.

Recommendation

That Council:

1. Receives and notes the performance report for the FY25/26 Capital Plan to end of Period 3 (September 2025).
2. Notes that a final payment against CT000030 with Negri Contractors (VIC) Pty Ltd for the construction of Tivendale Road/Station Street intersection was approved under delegation by CEO.

Discussion

The Capital Works program is progressing, with \$4.2m spend to end of September 2025. To date, 56 projects have been completed, which is 14% of the planned works.

In September, the CEO approved a final payment against **CT000030** with Negri Contractors (VIC) Pty Ltd for the construction of the Tivendale Road/Station Street intersection. Construction on the project was completed in FY24/25, but final payment was subject to negotiation with Negri regarding unapproved contract variations.

The original contract of \$7,403,419.83 (ex GST) was awarded by Council resolution on the 21/03/2022. The final settlement claim of \$208,968.27 (ex GST) brought the final contract value to \$7,591,919.69 (ex GST), which is 2.5% increase against the original contract. This increase is within the delegated CEO threshold and was therefore approved by the CEO.

Gender Impact Assessment

In the preparation of this report, Council has considered its obligations under the *Gender Equality Act 2020*. It was determined that a Gender Impact Assessment (GIA) was not required as the subject matter of this report does not relate to a policy, program or service that has a direct or significant impact on the community.

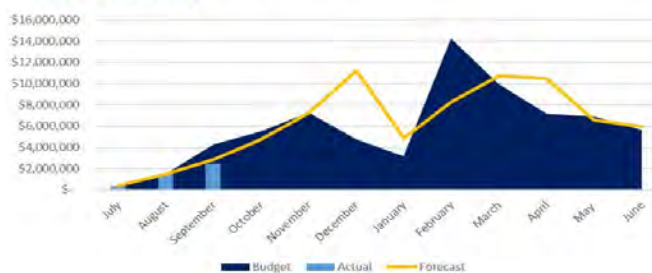
Attachments

1. Attachment 1 - Capital Works Report P 3 F Y 2526 [7.5.3.1 - 6 pages]

FY25/26 Capital Works Report to end P3 (September 2025)

	Number of projects		Value
Adopted budget	247	\$	74,167,141
Approved carry forwards from FY24/25	28	\$	3,072,879
Approved in-year adjustments:			
- External grants	4	\$	1,509,268
- Change requests	106	\$	1,948,101
Capital Plan	385	\$	80,697,389
Forecast carry forward		-\$	1,500,136
Forecast underspend		-\$	3,566,560
Forecast underspend (non-owned infrastructure)		-\$	886,546
Total capital expenditure FY25/26	385	\$	74,744,147

FY25/26 capital plan – Final base line plan (September)

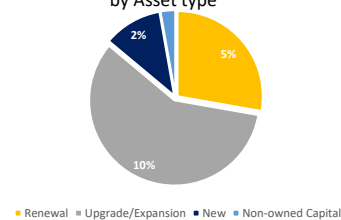


FY25/26 Capital Works completion by \$



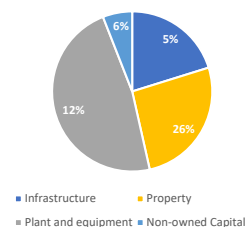
Asset Type	FY25/26 Budget	P3 Actuals as at 19 September	# of Projects
Renewal	\$25,824,210	\$1,021,620	255
Upgrade/ Expansion	\$35,281,655	\$2,623,487	89
New	\$11,100,556	\$452,430	39
Non-owned Capital	\$8,490,968	\$128,431	2
Total Capital	\$80,697,389	\$4,226,068	385

% expenditure year to date by Asset type

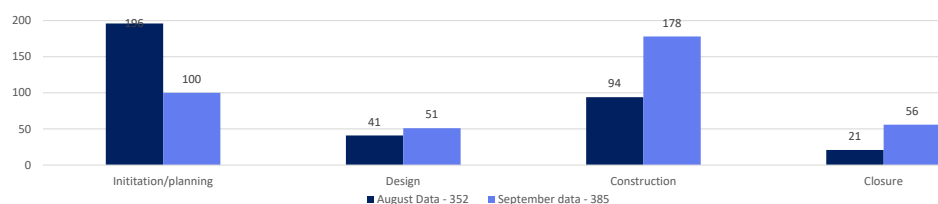


Asset Group	FY25/26 Budget	P3 Actuals as at 19 September	# of Projects
Infrastructure	\$47,292,101	\$2,149,977	205
Property	\$17,822,767	\$1,133,849	117
Plant & Equipment	\$7,091,553	\$813,811	61
Non-owned Capital	\$8,490,968	\$128,431	2
Total Capital	\$80,697,389	\$4,226,068	385

% expenditure year to date by Asset Group



Project status September 2025 – month-on-month comparison



CARRY FORWARD

Capital carry forward is the process for carrying unused capital funds from one year the next.

At the completion of FY24/25, we reviewed all projects that were not completed to assess whether carry forward into FY25/26 was required to enable completion of the project. Projects were only considered for carry forward if they were underway and expected to be completed by 30 June 2025.

Carry forward requested from FY24/25 Capital Plan	Amount carried forward	Expected Completion	Project status
Infrastructure			
Blessing Rise, Pakenham landscape rehabilitation	\$125,413	30-Jun-26	Footpath construction is complete. Tree planting will occur in April 2026.
Beaconsfield Oval sports lighting upgrade	\$187,128	31-Jul-25	Final payment only, works complete
Nar Nar Goon Reserve Oval 2 sports lighting upgrade	\$40,000	31-Jul-25	Lights are operational. Removal of the old light poles will take place in October 2025
Pakenham outdoor pool repair and refurbishment	\$32,039	30-Oct-25	Works in progress
Lighting - Hobsons Rd & Soldiers Rd, Rythdale	\$17,813	30-Sep-25	Lights on order
Lighting - 180 Main Drain Road, Koo Wee Rup	\$16,470	30-Sep-25	Lights on order
Bunyip Sanctuary BMX Track	\$25,189	30-Jun-25	Procurement process is underway and construction expected to commence in November 2025
Renewal - Simpson Road, Road Vervale Bridge	\$418,633	31-Aug-25	Works completed and awaiting final invoice outstanding to be paid end of September 2025.
Renewal - Lakeside seawall stabilization	\$46,649	31-Mar-26	Construction will commence in November 2025
Renewal - Greenland Ct Reserve playspace	\$28,807	30-May-26	Concept designs are complete; construction is scheduled to commence in November 2025
Renewal - Lauriston Estate Park playspace	\$15,316	30-May-26	Design brief is being prepared and community consultation is planned for November 2025
Plant and equipment			
Booking and ticketing system	\$180,568	31-Oct-25	Project has completed user acceptance testing and final fixes are underway
Website transformation	\$187,628	1-May-26	Website development has commenced. Initial designs on track to be completed by October 2025
Renewal - CCC foyer and theatre lighting	\$33,041	30-Sep-25	Delayed slightly as the theatre has been in use. On track for completion in October 2025
CCC furniture replacement	\$7,800	31-Jul-25	Project completed
New Plant #19 - Township maintenance truck	\$169,057	31-Aug-25	Project completed
Plant Replace #24 - Heavy vehicle truck	\$250,000	31-Aug-25	Project completed
Upgrade - Pakenham Upper Hall HVAC	\$25,000	30-Sep-25	All installation, mechanical and electrical works have been completed
Property			
Garfield North Cannibal Creek Community Hub	\$55,957	31-Oct-25	The building works are on track for completion in September 2025
Koo Wee Rup Bowling Club Pavilion	\$18,000	31-Aug-25	Project Completed
Land Acquisition	\$387,121		In progress
Lang Lang public art project	\$19,300	31-Aug-25	Project Completed
Non-capital			
Community capital works grant - Pakenham Auto Club ablution block	\$33,385	31-Aug-25	Project Completed
Community capital works grant -Upgrade of lighting for netball courts	\$7,263	31-Oct-25	Works complete, final payment to be made
Community capital works grant -Blinds and carpeting at Pakenham Cricket Club	\$5,247	30-Sep-25	Works to commence October 2025
Universal design - Bunyip Football Pavilion	\$73,217	30-Sep-25	The Club has submitted the final design documents to Council for review
Cora Lynn Reserve Pavilion	\$366,037	31-Dec-25	Modules have been delivered and are being installed
Upper Beaconsfield Recreation Pavilion	\$300,801	31-May-26	Planning permit has been issued
Total carry forward requested	\$3,072,879		

Asset Class	Type of Capital	Scope of Works	Adopted FY25/26 budget	Working Budget FY25/26 (includes carry forward, external funding and approved changes)	Total spend to end P3 (30 September 2025)	Number of projects	% of planned works completed	Performance indicator	Comment
Total Program			\$ 74,167,141	\$ 80,697,389	\$ 4,611,069	385			
Infrastructure									
Bridges									
Bridge Renewal Program	Renewal	Repairing or replacing aging bridges, enhancing structural integrity, improving safety features, and ensuring durability	\$1,057,291	\$ 1,567,268	\$ 125,675	6	28%	In Progress	Cardinia Creek Pedestrian Bridge feasibility study is nearing completion. Simpson Bridge works are now completed and open to traffic.
Drainage									
Drainage Renewal and Upgrade Program	Renewal	Assessing, repairing, and improving existing drainage systems to enhance capacity, reduce flooding, ensure efficient water flow, and maintain the long-term integrity of surrounding infrastructure	\$722,000	\$722,000	\$ 53,010	11	22%	In Progress	Works at Henry Street, Bunyip is complete. Procurement processes are underway for the remaining projects, with all works expected to be complete by March 2026.
WSUD Assets Renewal Program	Renewal	Upgrading WSUD infrastructure, including bio-retention basins, swales, and rain gardens, to improve stormwater management, water quality, and environmental sustainability	\$413,000	\$413,000	\$ 2,569	2	15%	In Progress	Henry Lawson Bioretention reset works will commence in January 2026. The redesign of the wetland in Manna Gum Drive, Pakenham will be finished by June, 2026.
Footpaths and cycleways									
Footpath network expansion program	New	Extending pedestrian pathways or constructing new paths, to improve connectivity, accessibility, and safety.	\$ 465,000	\$ 465,000	\$ 2,970	7	4%	In Progress	Designs for the program are underway and construction due to commence in October 2025.
Gravel pathway resheeting Program	Renewal	Maintaining and improving pathway surfaces, ensuring safety, accessibility, and longevity by replenishing gravel layers and addressing wear and erosion.	\$ 102,000	\$ 102,000	\$ -	1	0%	In Progress	Asset inspections are being carried out to determine locations for this year's projects.
Sealed Pathway Renewal Program	Renewal	Renewal of footpaths within Cardinia Shire Council, for defects and risk and repair or replace according to the road management plan intervention levels.	\$ 1,267,700	\$ 1,267,700	\$ 341,494	25	46%	In Progress	Works continuing in Nar Nar Goon, Bunyip and Garfield and are due for completion by end of September 2025. Works to commence in Pakenham in October 2025.
Parks, open spaces and streetscapes									
Alma Treloar Dog Off Leash Area upgrade	New		\$ 278,920	\$ 278,920	\$ 12,505	1	20%	In Progress	The design process is nearing completion and community feedback is being considered as the design is finalised.
BMX Facility asset renewal	Renewal	Renewing or upgrading existing BMX facilities and infrastructure, including resurfacing, upgrading obstacles, enhancing safety features, and improving accessibility	\$ 287,000	\$ 312,189	\$ 1,318	1	15%	In Progress	Works are expected to commence onsite in November 2025.
Basketball halfcourt renewal	Renewal	Renewing or upgrading existing basketball courts, including resurfacing, enhancing markings, improving lighting, and ensuring safety features	\$ 10,000	\$ 10,000	\$ -	1		In Progress	Scopes is being developed for Finch Court Reserve/Robin Court
Emerald Lake Park	Renewal	Implementing projects identified in Stage 1 of the masterplan for the Emerald Lake Park Precinct	\$ 220,000	\$ 220,000	\$ 12,631	2	68%	In Progress	Site investigations are underway in response to the Council Notice of Motion in April 2025
Exercise equipment renewal program	Renewal		\$ 10,000	\$ 10,000	\$ -	1	5%	In Progress	Early investigation works are underway to finalise the project scope.
Open Space Furniture & Equipment	Renewal		\$ 100,000	\$ 100,000	\$ -	1	1%	In Progress	Works will commence in October 2025.
Playspace and supporting infra renewal	Renewal	Revitalising or upgrading outdoor playspaces, including upgrading equipment, improving landscaping, incorporating inclusive features, and fostering community involvement to create vibrant play environments	\$ 777,000	\$ 821,123	\$ 1,313	7	12%	In progress	Playspace and playground renewal projects are progressing across multiple reserves, with community consultation planned for November 2025 at Lauriston Estate Park and Ron Andrews Pakenham, where design concepts will be presented. Final design for Greenland Ct Reserve will be issued in November 2025.
Shade structures renewal program	Renewal		\$ 100,000	\$ 100,000	\$ 7,586	5	2%	In progress	All sites have been inspected and planning is underway. Works will be carried out in April 2026.
Sport and recreation									
Netball/Tennis Court Resurfacing Program	Renewal	Renovating and upgrading existing netball and tennis court surfaces to improve playability, safety and durability	\$ 100,000	\$ 1,220,000	\$ 1,331	2	10%	In progress	KWR Reserve netball court design is nearing completion and the planning permit process has commenced.
Rec Reserve lighting and power upgrade	Renewal	Enhancing outdoor sportfield facilities by installing energy-efficient lighting, improving power supply systems, and ensuring safety and accessibility, fostering a better environment for community sports and events	\$ 50,000	\$ 277,128	\$ 18,883	4	10%	In progress	Lights at Nar Nar Goon Reserve Oval 2 have been installed and are in use. The old light poles will be removed in October 2025 when the surrounding surface area has dried out in order to prevent oval surface damage.
Rec reserve turf resurfacing program	Renewal	Replacing damaged turf, improving drainage, and enhancing surface quality, ensuring safer, more durable grounds for sports, events, and community activities	\$ 1,300,000	\$ 1,300,000	\$ 185	1	10%	In progress	Early stage investigations continue as Council refines the required scope of this project.
Swimming Facilities Renewal Program	Renewal	Refurbishing or upgrading outdoor swimming pools, equipment, and infrastructure, improving water quality, safety features, accessibility, and energy efficiency	\$ 585,826	\$ 617,865	\$ 72,880	4	19%	In progress	Planning is underway to inform prioritisation of future delivery of halls. Assessments will allow scope design and guide priorities for the delivery of works that need to be undertaken for the upcoming financial years.
Roads									
Arena Parade Intersection	Upgrade/Expansion	Upgrade of existing intersection to be fully signalised, including additional lanes, drainage, pedestrian/cyclist facilities.	\$ 3,600,000	\$ 3,600,000	\$ 3,034	1	30%	In progress	Early work investigations have been completed. Detailed design is being finalised in preparation to submit for service authority approval.
Better Local Roads - Connect Cardinia	Upgrade/Expansion	Road sealing of identified link roads	\$ 5,000,000	\$ 5,000,000	\$ 4,244	2	30%	In progress	The tender for Huxtable Road has been completed and a contract awarded.
Blackspot Road/Intersection Program	Upgrade/Expansion	Federally-funded program targeting high-risk intersections, improving safety through design upgrades, traffic control enhancements, better signage, and infrastructure changes	\$ 512,907	\$ 512,907	\$ 53,111	4	33%	In progress	Moody St & Gardner St, Koo Wee Rup street lighting has been installed. Livingstone & Heritage Blvd, Pakenham construction expected to commence in November 2025.
Blessing Rise	New	Streetscape and reserve landscaping works including street trees and nature strips, reserve tree and shrub planting and concrete footpath		\$ 125,413	\$ 80,753	1	70%	In progress	Footpath construction is complete and tree planting will be deferred until April 2025 planting season.
Brunt Rd-Rix Rd - Road Component	Upgrade/Expansion	Construction of roads, intersection and roundabout, including associated drainage works and public lighting works	\$ 1,120,000	\$ 1,120,000	\$ 6,633	3	30%	In progress	Design continues and is anticipated to be completed by end of 2025.

Carpark resurfacing program	Renewal	Resurfacing, improving drainage, upgrading lighting, enhancing safety features, and optimizing layout to create safer, more accessible, and durable off-street car parking facilities	\$ 170,000	\$ 170,000	\$ 9,862	3	5% In progress	Three car parks have been identified for renewal and works have been planned: Mary St Car Park in Bunyip (Sept–Oct 2025), Koo Wee Rup CFA Track Access Rd (Oct–Nov 2025), and Cardinia Life East Car Park (Jan 2026).
DCP Road Projects (Officer 5th Road/Hickson Rd)	Renewal	Construction of Officer 5th Road/Hickson Rd and associated drainage works	\$ -	\$ 100,000	\$ 2,650	1	15% In progress	Design is currently underway, in conjunction with Melbourne Water.
Drake Place, Pakenham (Pakenham Revitalisation)	Upgrade/Expansion		\$ 6,020,000	\$ 6,020,000	\$ 97,215	1	0% In progress	Construction of Phase 1 works will commence in October 2025. Design and investigations ongoing for remaining works.
John Street extension Pakenham (Pakenham Revitalisation)	Upgrade/Expansion		\$ 1,000,000	\$ 150,000	\$ 57,900	1	In progress	Design and investigations ongoing. Construction anticipated for late 2026.
Local Area Traffic Improvements Program	Upgrade/Expansion	Enhancing traffic flow and safety through measures such as intersection upgrades, traffic calming, improved signage, and pedestrian facilities	\$ 376,400	\$ 1,368,400	\$ 75,551	5	18% In progress	Civil and lighting upgrades are progressing across Eagle Drive, Livingstone Blvd, and Ahern Road, with road works scheduled to commence between November 2025 and February 2026.
Main Street Central , Pakenham (Pakenham Revitalisation)	Upgrade/Expansion		\$ 56,662	\$ 56,662	\$ -	1	In progress	Design and investigations ongoing for project review.
Main St Gateway (Pakenham Revitalisation)	Upgrade/Expansion		\$ 1,026,772	\$ 1,004,743	\$ 22,484	1	In progress	Approval to award construction contract at September 2025 Council Meeting. Construction works expected to start October 2025.
McGregor-Henty-Rogers Intersection	Upgrade/Expansion	Upgrade of McGregor Rd-Henty St and Rogers St intersection to be fully signalised, including additional lanes, drainage, pedestrian/cyclist facilities.	\$ 4,000,000	\$ 4,000,000	\$ 225,989	1	40% In progress	Design is ongoing. Construction to commence in financial year 25/26. Construction of this project will be coordinated with other projects within Pakenham.
Princes Hwy Intersection (Tivendale)	Upgrade/Expansion	Upgrade of Tivendale/Princes Hwy Intersection				1	100% Completed	Final payment made for works completed in last financial year.
Road Reserve Lighting Program	Renewal	Installing energy-efficient streetlights along road reserves, improving visibility, safety, and security	\$ 148,000	\$ 182,283	\$ 480	10	1% In progress	Replacement light poles have been ordered for Hobsons Rd & Soldiers Rd, Rythdale and 180 Main Drain Road, Koo Wee Rup.
Road Pavement Renewal Program	Renewal	Road renewal or rehabilitation involves fully rebuilding the road pavement. A combination of new and recycled material is then used to build a new road pavement, starting with the layers under the surface and finishing with the blacktop surface.	\$ 1,669,300	\$ 1,996,300	\$ 7,132	11	36% In progress	Currently in procurement. Contract is expected to be awarded in October 2025.
Sealed Road Prep & Resurfacing Program	Renewal	We put a fresh layer over the top layer of the road, using either: asphalt: a bitumen-based concrete-like mixture of stone and bitumen laid at 30mm thickness or greater. spray seal: a layer of bitumen sprayed on the road and covered with stones.	\$ 3,039,200	\$ 2,712,200	\$ 79,521	65	5% In progress	Resurfacing preparation works have been identified and commenced, with contractor engagement underway. The road resealing tender has been released, and resurfacing is scheduled to begin in October 2025, with completion expected by April 2026.
Sealing of the Hills Program	Upgrade/Expansion	Federally-funded program to seal unsealed roads across Dandenong Ranges and surrounding townships.	\$ 6,470,000	\$ 6,470,000	\$ 1,039,958	6	65% In progress	Progress continues across multiple packages, with Mt Burnett Rd and Mountain/Ure Rd preparing for tender and finalising documentation. Construction is underway at Old Gembrook Catchment, on track for completion by December 2025, while kerb, channel, and topsoil works are nearing completion at Stoney Creek Catchment.
Streetlight upgrades - MV lights to LED	Upgrade/Expansion		\$ 495,000	\$ 495,000	\$ 3,339	1	In progress	Works are planned to be completed by the end of March 2026.
Unsealed Road Resheeting Program	Renewal	The Unsealed Roads Resheeting Program aims to restore the wearing course on unsealed roads, enhancing durability and safety for all users. This project will involve grading, resheeting and compacting the road surface.	\$ 2,404,000	\$ 2,404,000	\$ 6,802	5	5% In progress	Drainage works will commence in September 2025 followed by road sheeting works in October 2025.
Total - Infrastructure Plant and equipment			\$ 44,953,978	\$ 47,292,101	\$ 2,431,008	206		
Technology and equipment								
Business Improvement Program	Upgrade/Expansion	Improving business systems and digital platforms to enhance operational efficiency and customer experience.	\$ 2,000,000	\$ 2,368,196	\$ 273,481	3	30% In progress	Digital transformation initiatives are progressing, with website design underway following developer engagement. The new booking and ticketing system has been developed and is currently undergoing end-user testing to validate readiness for deployment.
CCC Minor Equipment	Upgrade/Expansion	Procuring, upgrading, or replacing small-scale equipment for the Cardinia Cultural Centre	\$ 104,000	\$ 104,000	\$ 58,783	8	50% In progress	All equipment has been ordered with half of the equipment already delivered.
Furniture and Equipment Renewal Program	Renewal	CCC Furniture replacement		\$ 7,800	\$ -	1	100% Completed	Project Completed
IT Strategy	Renewal	Investing in, upgrading, or expanding technology infrastructure, including hardware, software, and network systems, to enhance operational efficiency, cybersecurity, data management, and overall digital capabilities.	\$ 665,000	\$ 665,000	\$ -	6	0% In progress	Planning is underway for all projects.
Plant								
New Plant Program	New	Procuring new light and heavy vehicles, heavy plant, equipment and machinery	\$ 89,000	\$ 383,057	\$ 277,091	7	14% In progress	All new plant has been ordered and one vehicle delivered.
Plant Replacement Program	Renewal	Replacing or upgrading aging or inefficient equipment and machinery to improve operational efficiency, reduce downtime, ensure safety, and support long-term sustainability of operations	\$ 2,946,500	\$ 3,196,500	\$ 249,596	36	3% In progress	Nine vehicles have been ordered and planning is underway for the remaining vehicles and plant.
Total - Plant and equipment			\$ 6,204,500	\$ 7,091,553	\$ 858,951	61		
Property								
Buildings								
Bergun wayfinding (Princes Hwy Intersections)	New	Interpretive indigenous signage and sculpture to be installed along Princes Highway intersection between Arena Pde Officer and O'Neil Rd Beaconsfield	\$ 135,850	\$ 135,850	\$ 7,453	1	80% In progress	Sculpture has been delivered and installed.
Beaconsfield Station House Citation	Upgrade/Expansion		\$ -	\$ 5,000	\$ 7,055	1	5% In progress	

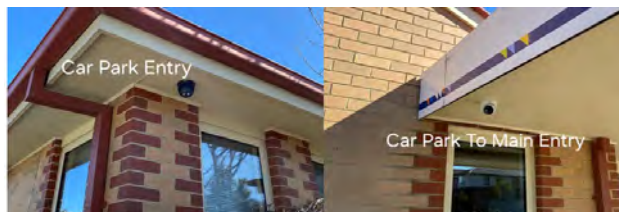
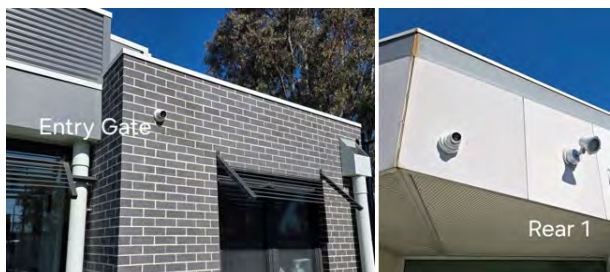
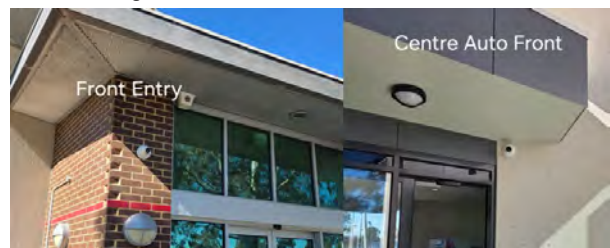
Building Minor Renewal Program Reactive	Renewal	Addressing unforeseen building issues by providing timely repairs and essential upkeep to buildings and facilities, ensuring safety, functionality, and compliance	\$ 600,000	\$ 600,000	\$ 23,447	14	26% In progress	Works have been completed at Nar Nar Goon Memorial Hall - Switchboard, Beaconsfield CC - Operable Wall and Lang Lang Memorial Hall.
Building Minor Renewal Program Strategic	Renewal	Delivering minor building projects, including renovations, upgrades, and structural improvements, to enhance functionality, safety, and usability of facilities across various Cardinia Shire Council buildings and facilities	\$ 3,439,000	\$ 3,439,000	\$ 232,903	20	34% In progress	Nar Nar Goon public toilet upgrade works have been completed. A number of projects are currently in planning and procurement phases.
Building & Facilities Furniture and Equipment Renewal Program	Renewal	Replacing or upgrading furniture or equipment to maintain functionality, ensure safety, and support efficient operations at Cardinia Shire Council facilities	\$ 100,000	\$ 100,000	\$ -	1	0% In progress	The office furniture replacement is progressing through planning and engagement. Staff trials are informing procurement decisions. Delivery remains on track and within budget.
Cardinia Youth Hub	New	Building a new youth facility to provide community and youth services in the Cardinia Shire	\$ 4,000,000	\$ 4,000,000	\$ 17,561	1	In progress	Contract has been awarded to commence design and build. Project spend will be repensed across FY25/26 and FY26/27.
CCC Minor Building Works Program	Renewal	The CCC Foyer & Theatre Lighting, The Dynalite integration between the theatre space and front of house / gallery control system, theatre relay controllers and additional strip lights to the foyer	\$ -	\$ 33,041	\$ 675	1	85% In progress	Works have commenced and will be completed in October 2025.
Community Capital Works Grants Program	New		\$ -	\$ 45,895	\$ 60,095	3	100% Completed	Program is completed
Disability Access Upgrade Program	Upgrade/Expansion	Delivering a prioritised program of adjustments and improvements to buildings, facilities, infrastructure, communications, or connections to support an inclusive community where all people have an equal ability to access Cardinia Shire's facilities	\$ 240,000	\$ 240,000	\$ 7,531	4	11% In progress	Design commenced for a new accessible toilet at Mountain Road Reserve - Cockatoo Athletics. Works include accessible toilet and male and female toilets, including ambulant toilets.
EAC & MK System Upgrade Program	Upgrade/Expansion	Upgrading existing facilities to Electronic Access Control and rekeying to new Master Key system	\$ 400,000	\$ 400,000	\$ 64,324	36	7% In progress	Four CCTV upgrades have been completed, as well as electronic access upgrades at four kindergartens in September 2025.
Energy & Water Strategies Program	Upgrade/Expansion	Implementing energy saving retrofits and solar power for Council buildings and integrated water management plan to delivering water efficiency and alternative water sources upgrades to council facilities	\$ 100,000	\$ 597,573	\$ 924	6	18% In progress	Energy resilience and electrification upgrades are progressing across Bunyip, Koo Wee Rup, Beaconsfield Upper, Henry, and Toomah, with construction and implementation planned between March and May 2026.
Garfield Nth Cannibal Creek Comm Hub	Upgrade/Expansion	Community Centre comprising of large open community space, verandas all around, kitchen, office, accessible toilet and amenities and gravel car park	\$ 1,401,000	\$ 1,456,957	\$ 693,427	1	85% In progress	Building works are expected to be completed in September 2025.
HVAC renewal program	Renewal		\$ 596,688	\$ 596,688	\$ 28,408	3	20% In progress	Pakenham and Emerald projects are in procurement.
Koo Wee Rup Bowling club Pavilion	Upgrade/Expansion			\$ 18,000	\$ 16,844	1	100% Completed	The project is complete
Public Art Program	New	Commissioning and installing site-specific, community-driven artworks to enhance cultural vibrancy, foster civic engagement and promote artistic innovation.	\$ 20,000	\$ 72,300	\$ 31,379	1	50% In Progress	Artwork in Lang Lang has been installed and is now completed. Project identification to commence after the approval of the Public Art policy (due December 2025).
Public Building Major renewal	Renewal		\$ 83,625	\$ 83,625	\$ -	1	In progress	Planning is underway to inform prioritisation of future delivery of halls. Assessments will allow scope design and guide priorities for the delivery of works that need to be undertaken for the upcoming financial years.
Public Toilet renewal program	Renewal		\$ 477,500	\$ 477,500	\$ 37	3	2% In progress	Program is on track, with multiple projects in planning stages.
Universal Design (Incl Rec Pav Renewal)	Upgrade/Expansion	Upgrading facilities to be accessible and reduce barriers that might prevent members of the community from participating in sport and active recreation, particular women, girls and gender diverse people	\$ 221,000	\$ 294,217	\$ 3,553	2	5% In progress	Consultants are being engaged to carry out a structural assessment and asbestos audit at Nar Nar Goon Pavilion.
Land								
Land Acquisition	New	Strategically purchasing properties for public use, urban development, community expansion and enhancing local infrastructure and services	\$ 3,990,000	\$ 5,227,121	\$ 23,935	16	18% In progress	Council is progressing plans to acquire 14 parcels of land within the current financial year. Of these, six acquisitions are actively underway, with land valuations and negotiations in progress.
Total - Property			\$ 15,804,663	\$ 17,822,767	\$ 1,192,680	116		
Non-capital projects								
Total - Non-capital projects								
Cora Lynn Reserve Pavilion	New	Constructing new, upgraded change rooms at Cora Lynn Recreation Reserve	\$ 1,330,000	\$ 2,316,167	\$ 96,715	1	60% In progress	Modules have been delivered and are being installed.
Upper Beaconsfield Recreation Pavilion	New	Constructing new pavilion at Upper Beaconsfield Recreation	\$ 5,874,000	\$ 6,174,801	\$ 31,716	1	42% In progress	Planning permit has been issued.
Total - Non-capital projects			\$ 7,204,000	\$ 8,490,968	\$ 128,431	2		

HIGHLIGHT PROJECTS

Project Name	Electronic access control and master key upgrade program	Scope	Upgrading electronic access, CCTV and master keys for existing facilities
FY Budget	\$ 400,000	Project update	CCTV systems have been upgraded to the Wisenet WAVE server at four key sites (Toomah Community Centre, My Place Youth Centre, Pakenham Regional Tennis Centre, and Pakenham Depot), restoring remote access and recording functionality.
Start date	Jul-25		
Finish date	Jun-26		
Ward	Shire-wide		

My Place Youth Hub

UPDATED CAMERAS AND CAMERA ANGLES

**Pakenham Regional Tennis Centre**

Project Name	Bergun wayfinding (delivered as part of the Princes Highway Intersection program)	Scope	Installing interpretive storyboards featuring Indigenous history and cultural narratives and directional signage to guiding users along the trail. A sculptural focal point was also installed at the trail's terminus, designed to serve as a symbolic and artistic representation of Indigenous heritage
FY Budget	\$ 135,850	Project update	The wayfinding project has been completed, with a new sculpture installed with sitting rocks. The sculpture is located on the hill at the start of the trail from O'Neil Beaconsfield Side.
Start date			
Finish date	Oct-25		
Ward	Officer, Beacon Hill		



8 Reports By Councillors

9 Presentation Of Petitions

10 Notices Of Motion

10.1 NOTICE OF MOTION 1119 - CR ROBERTS

Motion

I, Councillor Liz Roberts hereby give notice of my intention to move the following motion at the Council Meeting to be held at 7.00pm on Monday 20 October 2025:

That Council:

1. Writes to Hon. Ros Spence, Minister for Carers and Volunteers, to express Council's support for Neighbourhood Houses Victoria's advocacy appeal to the State Government for more support for staff and the sector overall through the following, requesting:
 - a. funding for Neighbourhood Houses (Neighbourhood House Coordination Program) increases by 25% ensure our community is provided with essential support and connection,
 - b. an additional 25 houses receive ongoing funding who currently do not,
 - c. in principle support regarding the development of a fund for the establishment of 5 neighbourhood houses per year over 4 years in Growth Areas subject to Council's review of its Neighbourhood House Policy.
2. Notes the importance of the eight Neighbourhood houses operating in Cardinia Shire to the social and community fabric of the Shire and thank the staff and volunteers who run them.

11 Urgent Business

12 Councillor Questions

13 Mayoral Minute

14. Confidential Business

The *Local Government Act 2020* (the Act), section 66 provides that if a council or delegated committee determines that a meeting is to be closed to the public to consider confidential information, the Council or delegated committee must record in the minutes of the meeting that are available for public inspection:

- a) the ground or grounds for determining to close the meeting to the public by reference to the grounds specified in the definition of ***confidential information*** in section 3(1); and
- b) an explanation of why the specified ground or grounds applied.

The Act defines ***confidential information*** in s.3(1)(a)-(l), and includes information that may prejudice or impact; commercial negotiations, the security of Council, land use planning, law enforcement, legal privilege, personal information, private commercial information, confidential meeting information, internal arbitration, Councillor conduct panel information and information specified under s.77 of the previous *Local Government Act 1989*.

Once confidential information has been considered and decided in a closed session of a Council Meeting, a further resolution to resume open Council is required.

Nil

15 Meeting Closure