



Cardinia Shire Council

Annual Report 2024–25



Cardinia

Prepared by:

Cardinia Shire Council

Acknowledgment

Council wishes to acknowledge all who contributed to this annual report.

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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.

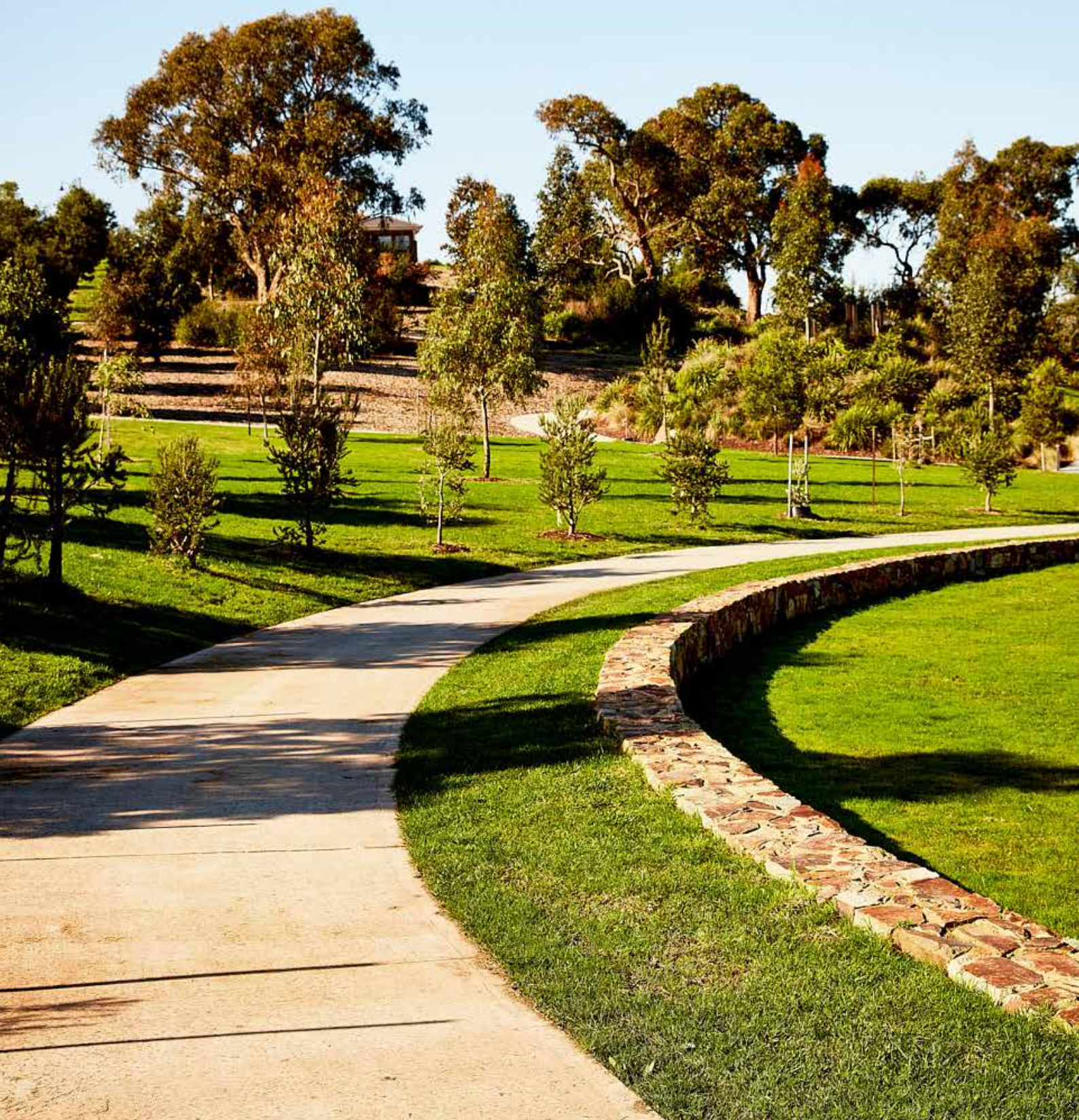
Guided by our community, we strive for a future grounded in truth, respect, equity, and cultural safety, where everyone feels connected and has the opportunity to thrive.

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%



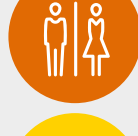
Current animal registrations
19,179



Parks and reserves maintained (ha)
1,580



Planning applications lodged
733



Public toilets managed
41



Recycling collected (tonnes)
9,696



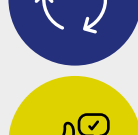
Sealed roads maintained (km)
846



Unsealed roads maintained (km)
822



Underground drains maintained (km)
1,039



Waste diverted from landfill
45.84%



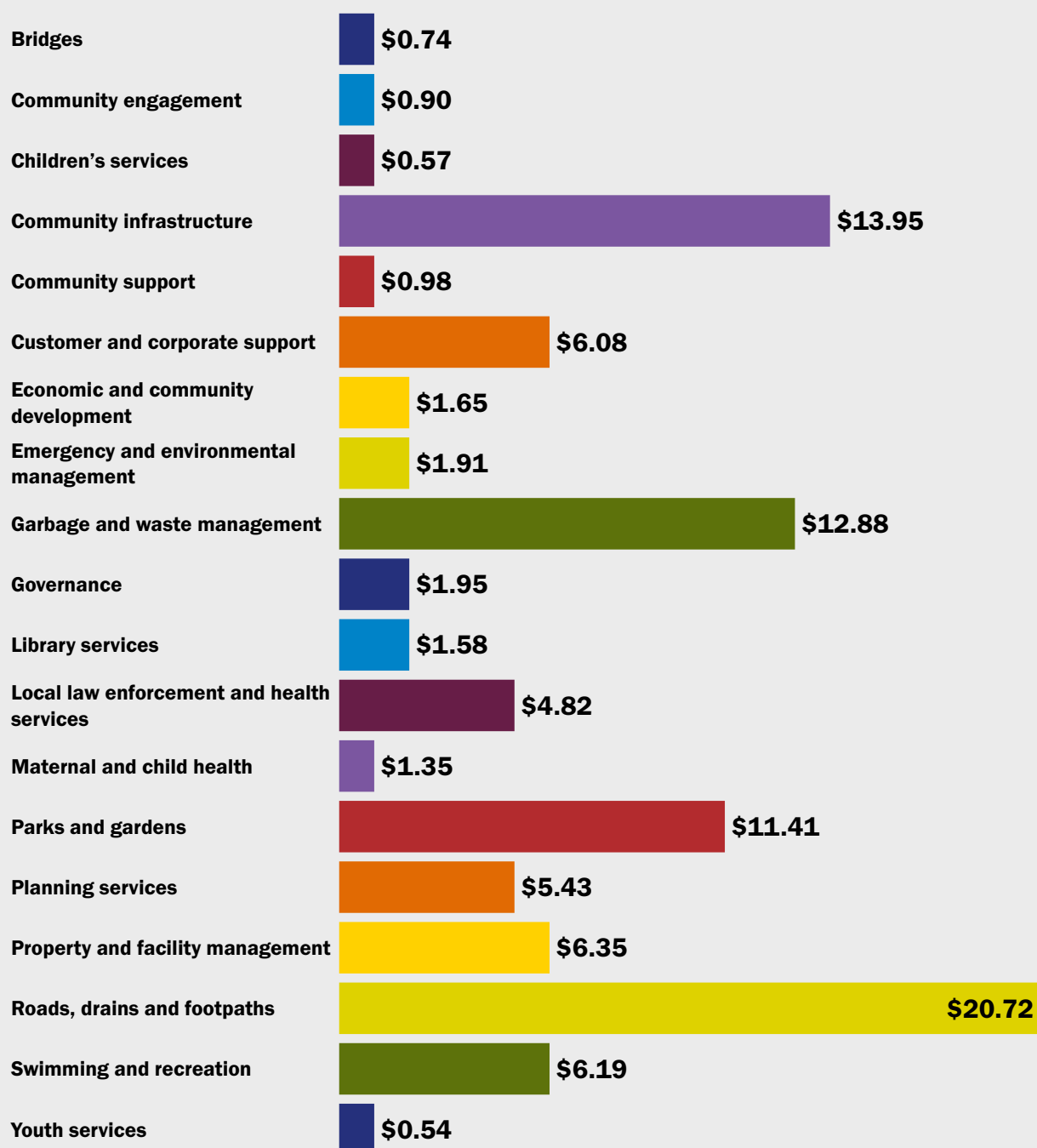
Youth contacts with Council
18,011



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.





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.



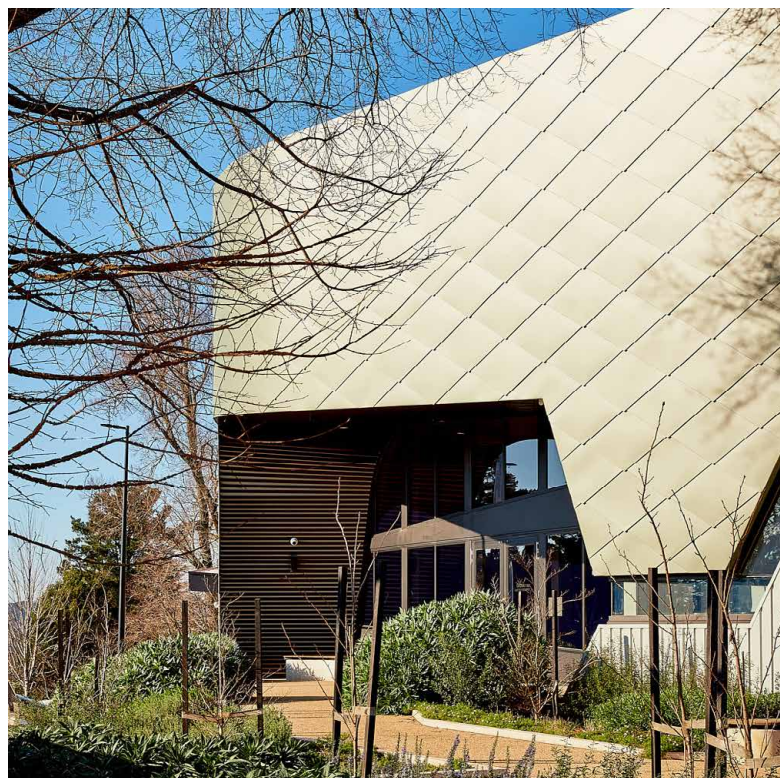


Strategic objective: Liveable places

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.

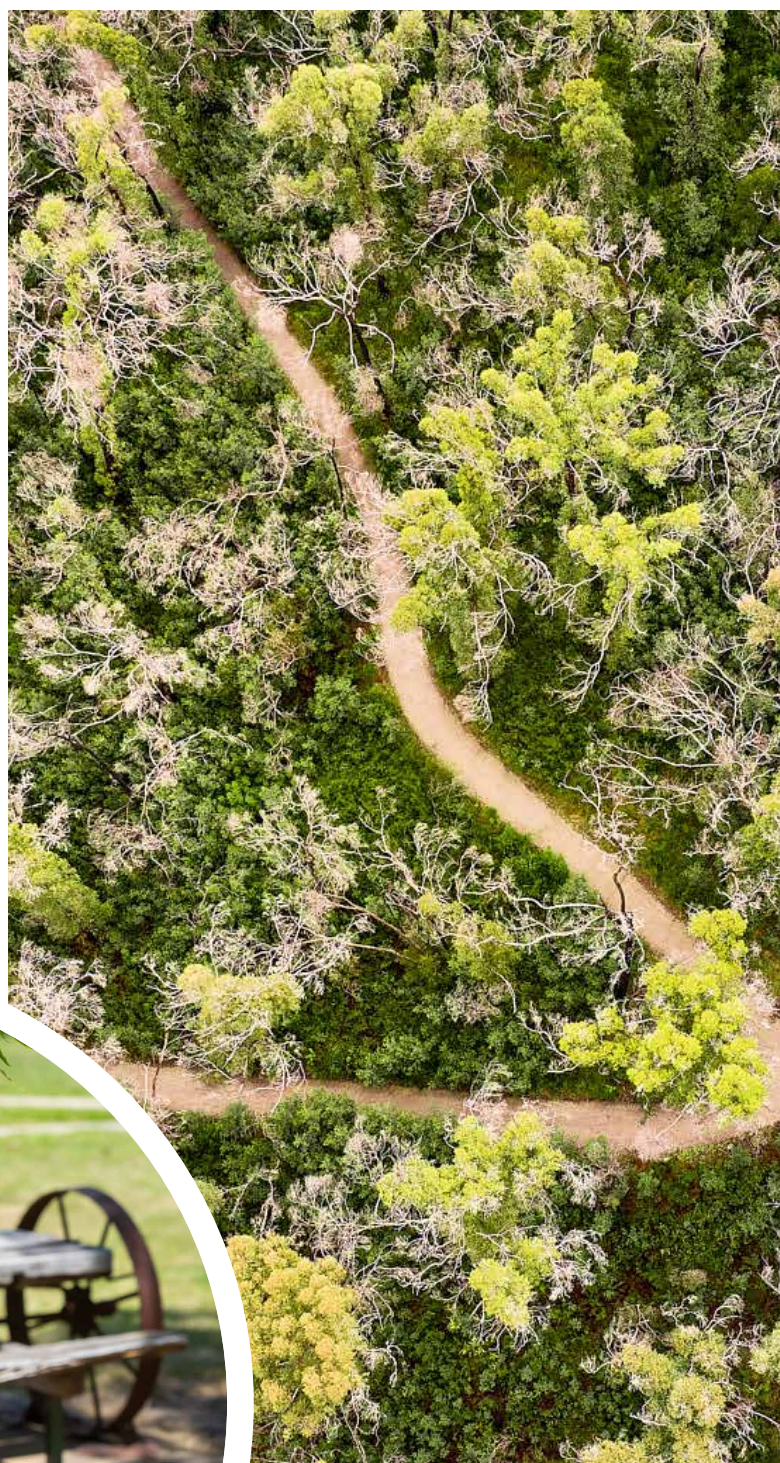
Achievements:

- 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.

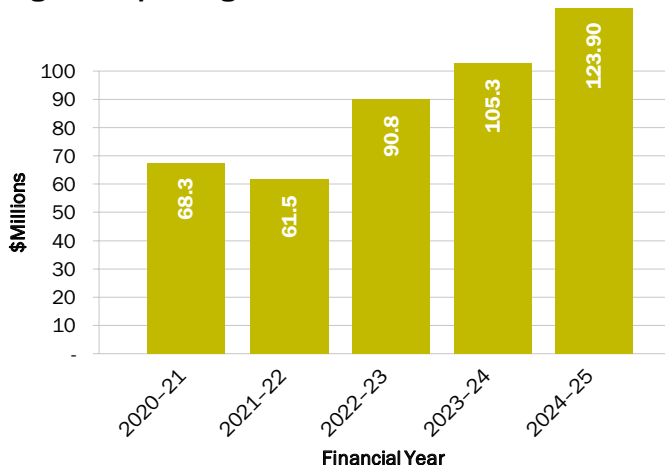
The main reasons for this favourable variance are:

- 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 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).

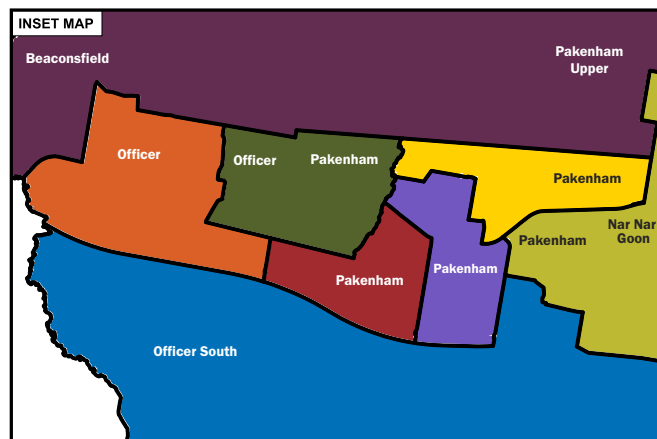


Councillors and Council wards

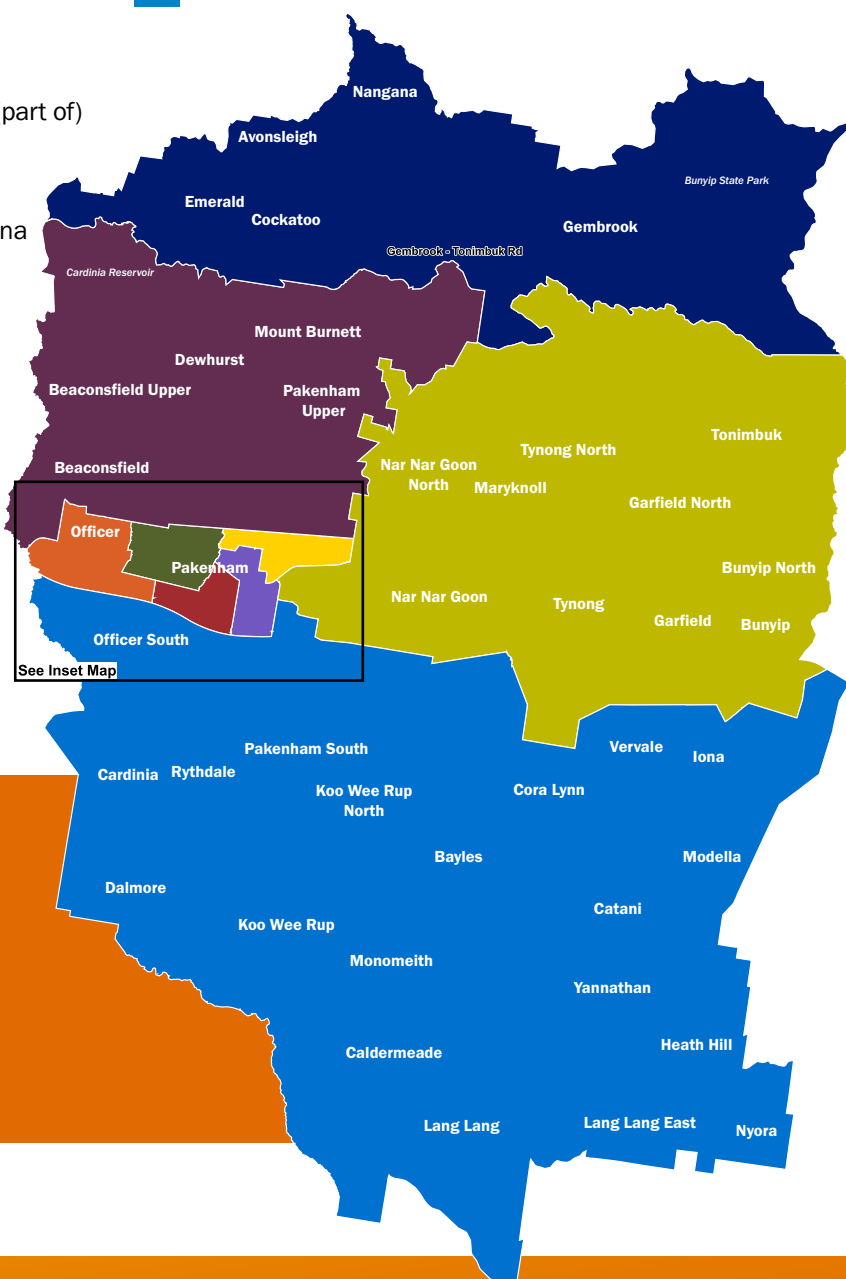
2024–28 Council term

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

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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

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

Councillors

Nine councillors were elected in October 2020 to serve a four-year period until October 2024.

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

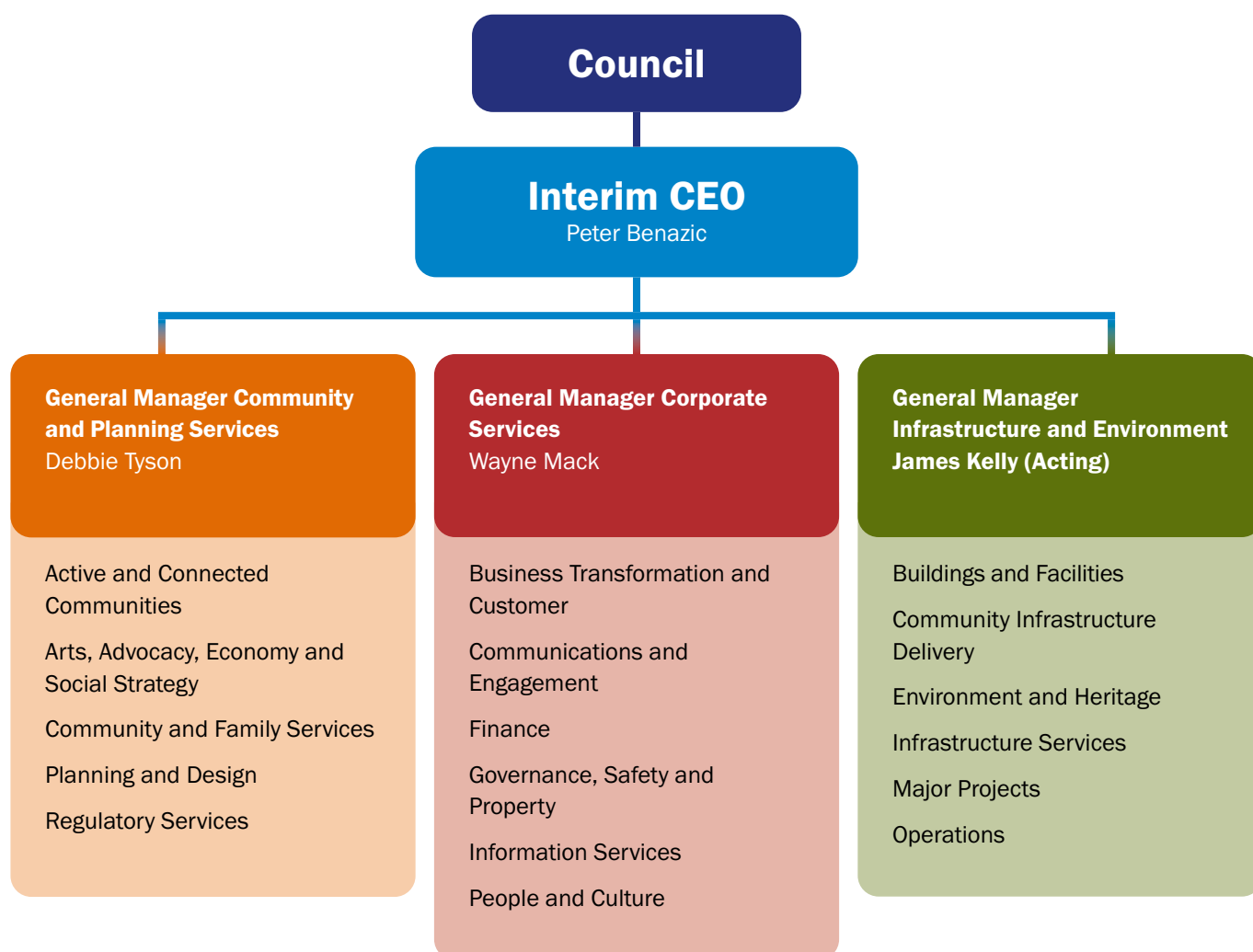
Our people



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



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 Combte, 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.

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.

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

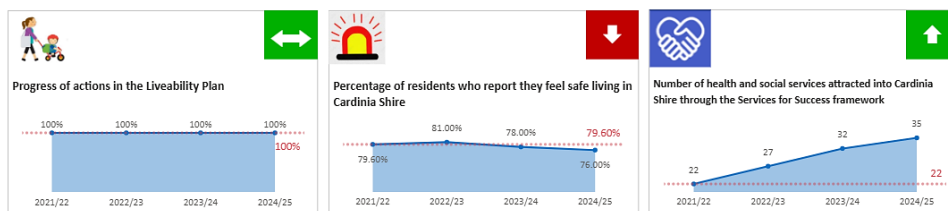
In the following pages, our performance is reported against the five key strategic objectives of the Council Plan. Performance is measured as follows:

- 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.



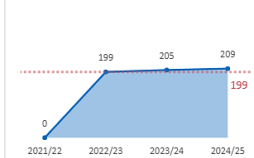


Thriving environments

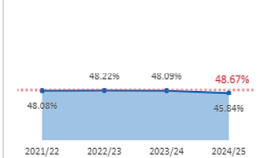
We value our natural assets and support our biodiversity to thrive. We place a high value on our natural assets and biodiversity. We take action to help our natural assets and biodiversity thrive and build their resilience to climate change and natural hazards. We enhance green spaces and habitat links,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



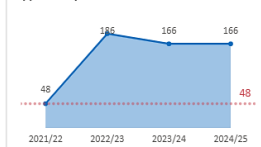
Number of Council buildings operating on renewable energy



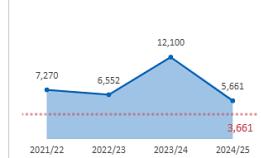
Percentage of kerbside waste diverted from landfill



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



Number of indigenous plantings on Council owned or managed land

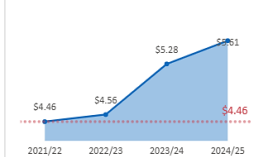


Prosperous economies

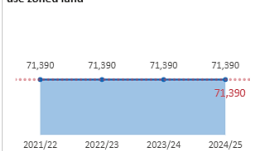
We support our productive land and employment land to grow local industries. Our rich supply of productive land, employment land, distance to markets, and education opportunities enhance Cardinia Shire as south east Melbourne's jobs capital. We work closely with farmers, businesses and industry to enhance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



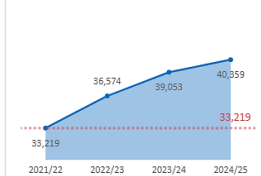
Gross regional product (GRP) of Cardinia Shire (Billion \$)



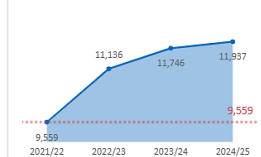
Retention of the area (hectares) of green wedge zoned land and significant agricultural special use zoned land



Number of local jobs



Number of GST registered businesses in Cardinia Shire

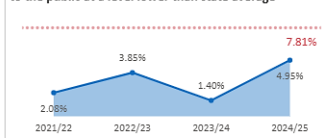


Responsible leaders

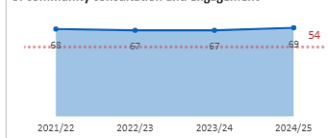
We practise responsible leadership and good governance, meeting recognised standards of excellence and ensuring future generations benefit from our decisions. We are accountable and make informed and responsive decisions that balance our current and future community's needs.



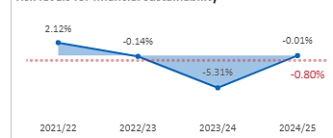
Percentage of Council decisions made at meetings closed to the public at a level lower than state average



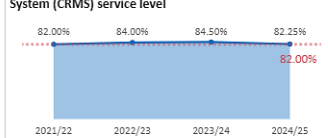
Community satisfaction index score for the performance of community consultation and engagement



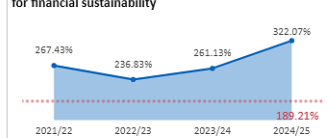
Adjusted underlying financial results, within appropriate risk levels for financial sustainability



Whole organisation Customer Relationship Management System (CRMS) service level



Adequate financial liquidity, within appropriate risk levels for financial sustainability



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.						

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.						

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.						

2.1 We support the creation of liveable spaces and places.

Progress Comments: Several recreation and community facilities have been, or are being, delivered with a focus on ensuring accessibility and inclusivity. Projects include:

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 Treloar 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.						

- Supporting club-led projects that will deliver accessible and inclusive recreation and community facilities:

- 
- GREEN

Completed

30-06-2025

01-07-2024

Community Infrastructure Delivery

2.1.1.24 CPI - Advocate to the State and Federal Governments for increased investment for all transport modes, including road safety treatments

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:

- Council is working through design and applying for further funding for:

- Council also received Blackspot Funding for treatments in:

- ### 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

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.						

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.						

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.						

3.1 We value our natural assets and support our biodiversity to thrive.

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.						

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 interpretative 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.						

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.						

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 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 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.						

5.1 We practise responsible leadership.

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.	Communications and Engagement	01-07-2024	30-06-2025	Completed	100	GREEN
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.						

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	Finance	01-07-2024	30-06-2025	Completed	100	GREEN
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.						

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	Business Transformation and Customer	01-07-2024	30-06-2025	Completed	100	GREEN

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.

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 of 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

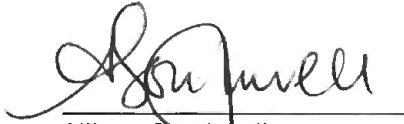


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Certification of the Performance Statement

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 *Audit Act 1994*, 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.

MELBOURNE
23 September 2025



Travis Derricott
as delegate for the Auditor-General of Victoria

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.

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> [Number of visits to aquatic facilities / Municipal population]	3.29	5.50	5.13	Not applicable	5.56	
Animal management	Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Total number of animal management prosecutions] x100	100.00%	100.00%	100.00%	Not applicable	100.00%	

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>	100.00%	100.00%	100.00%	Not applicable	100.00%	
	[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						
Governance	Satisfaction <i>Satisfaction with community consultation and engagement</i>	68.00	67.00	67.00	60.00	69.00	
	[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]						

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%	

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.

Service	Indicator	2022	2023	2024	2025		Material variation
		Actual	Actual	Actual	Target as per budget	Actual	
Waste management	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%	49.30%	45.84%	

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	
Efficiency										
Expenditure level <i>Expenses per property assessment</i> [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 <i>Average rate per property assessment</i> [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	

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										

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 <i>Loans and borrowings compared to rates</i> [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 <i>Loans and borrowings repayments compared to rates</i> [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 <i>Non-current liabilities compared to own source revenue</i> [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.

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 <i>Asset renewal and upgrade compared to depreciation</i> [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 <i>Adjusted underlying surplus (or deficit)</i> [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.

Indicator	2022	2023	2024	2025		2026	2027	2028	2029	Material variation
	Actual	Actual	Actual	Target As per budget	Actual	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.
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%	

Sustainable capacity indicators

For the year ended 30 June 2025

	Indicator	2022	2023	2024	2025	Material variation
		Actual	Actual	Actual	Actual	
Population	Expenses per head of municipal population [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.
	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$9,987.48	\$11,434.66	\$16,273.68	\$17,541.24	
	Population density per length of road [Municipal population / kilometres of local roads]	73.44	75.39	77.13	78.21	

	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.

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.

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

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

A close-up photograph of a plant with clusters of small, white, star-shaped flowers and green, lance-shaped leaves. The flowers are in various stages of bloom, with some showing prominent stamens. The background is blurred, showing more of the same plant.

Financial statements

Cardinia Shire Council

ANNUAL FINANCIAL REPORT
for the year ended 30 June 2025



Annual Financial Report

for the year ended 30 June 2025

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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

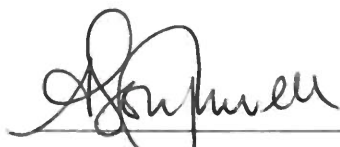
All figures presented in these financial statements are presented in Australian Currency.

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.

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 *Audit Act 1994*, 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.



MELBOURNE
23 September 2025

Travis Derricott
as delegate for the Auditor-General of Victoria

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.

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.

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.

Statement of Cash Flows

for the year ended 30 June 2025

		2025 Inflows/ (Outflows) \$ '000	2024 Inflows/ (Outflows) \$ '000
	Note		
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.

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.

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

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.

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%	

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	Expanation
1.	Statutory fees and fines	Favourable variance is due to a conservative budget in statutory fees across multiiple specific fees but predomanetly 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 Infrastrucutre (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

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.

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)%	

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.

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.

Notes to the Financial Statements

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

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.

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

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

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.

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.

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.

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
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

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

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

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.

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.

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.

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

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

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

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
	<u>4,966</u>	<u>3,817</u>

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.

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 exisiting 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

Notes to the Financial Statements

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

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>

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

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

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 \$'000
	in years	in years	
<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>			
Non Componentised Buildings	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
Leasehold improvements	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

Notes to the Financial Statements

for the year ended 30 June 2025

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 Acces & 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.

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		

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

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 \$ '000	2024 \$ '000
Reconciliation of specialised land		
Land under roads	182,057	178,398
Parks and reserves	785,337	761,444
Total specialised land	967,394	939,842

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.

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)

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)

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

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

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.

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.

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.

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.

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	Comrehensive Revaluation frequency
Land	Every 2 years
Buildings	Every 3 years
Roads	Every 4 years
Bridges	Every 4 years
Footpaths and cycleways	Every 4 years

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.

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.

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

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.

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.

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

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.

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) \$m	2023 (Triennial) \$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

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).

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.

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