

Annual Report 2019/2020



Customer Service Centres

Cranbourne Customer Service
Centre Cranbourne Park Shopping
Centre, Shop 156, South Gippsland
Highway, Cranbourne

Narre Warren Bunjil Place,
2 Patrick Northeast Drive,
Narre Warren

caseycc@casey.vic.gov.au
casey.vic.gov.au

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-  @CityOfCasey
-  @cityofcaseycouncil

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Welcome

Welcome to the City of Casey's Annual Report 2019/20.

The *Annual Report 2019/20* is the primary means of informing the community and important stakeholders about Council's performance during the financial year, assessed against the *Council Plan 2017-21* and the *Budget 2019/20*.

The City of Casey is committed to transparent reporting and being accountable to the community. This report aims to provide a balanced review of the achievements and challenges in delivering services and infrastructure that our rapidly growing community requires.

This annual report also fulfils Council's responsibilities under the *Local Government Act 1989* and other legislation and complies with the *Local Government Performance Reporting Framework*.

Our History

The City of Casey proudly acknowledges the traditional owners, Casey's Aboriginal communities and their rich culture, and pays respect to their Elders past, present and future. We acknowledge Aboriginal people as Australia's first peoples and as the traditional owners and custodians of the land on which we work and live.

Council is proud to represent a municipality with a significant Indigenous community. In fact, Casey is home to the largest Aboriginal and Torres Strait

Islander population in the south eastern metropolitan region of Melbourne, with approximately 1,940 Aboriginal and Torres Strait Islander people calling the City of Casey home.

As a municipality, the City of Casey was established in 1994 after most of the City of Berwick, much of the City of Cranbourne and a small part of the City of Knox were amalgamated. The name 'Casey' was given to the city in recognition of the area's links with Lord Richard Casey.



Our Values

Our organisation's values are to *dream big, empower each other*, and make our community proud. These values reflect the deeply held beliefs about what is important to Council's workforce and drives its behaviour.

These values reflect Council's aspirations for how staff, contractors and volunteers work together and serve the community. Our workforce believes in being bold and innovative, collaborative and has an unerring focus on service to our community.



Our Vision and Council Plan 2017-21

The City of Casey's vision is to create Australia's most liveable city.

Liveability in the context of the City of Casey is defined as the extent to which Casey is safe and inclusive, environmentally balanced with places to play and where its growing community is supported by infrastructure, affordable housing, a strong local economy and a connected transport network.

To achieve this, we are committed to creating a collaborative community with a shared intention – to fulfil the life goals of every individual within an innovative, economically independent and thriving municipality.

The *Council Plan 2017-21* sets out three strategic objectives to help us work towards creating Australia's most liveable city. These objectives are:

1. People Driven
2. A Place to Prosper
3. A High Performing Organisation

The structure of the strategic objectives in the Council Plan 2017-21 is as follows:

Strategic objective	Strategies
People Driven	› An inclusive, safe and connected community. › A council whose services and facilities are driven by community needs. › A city with an accessible and well-connected transport network.
A Place to Prosper	› The destination for arts, culture, sport and leisure that attracts visitors and brings communities together. › A thriving economy with local jobs, investment and new industries. › A city that sustainably plans and manages growth while protecting its diverse landscape.
A High Performing Organisation	› A leader in applying technology and innovation. › An efficient and effective customer focussed Council with sufficient resources to meet priorities.



A photograph of a tree-lined street with a red overlay box containing the text 'City Snapshot'. The street is paved and runs through a park-like area with many large, mature trees. The sun is shining brightly from the upper right, creating a warm, golden glow and casting long shadows on the road. In the background, a parking lot with several cars and some commercial buildings are visible.

City Snapshot

Our Location

The City of Casey is 410 square kilometres in area and located 35 kilometres southeast of Melbourne's central business district.

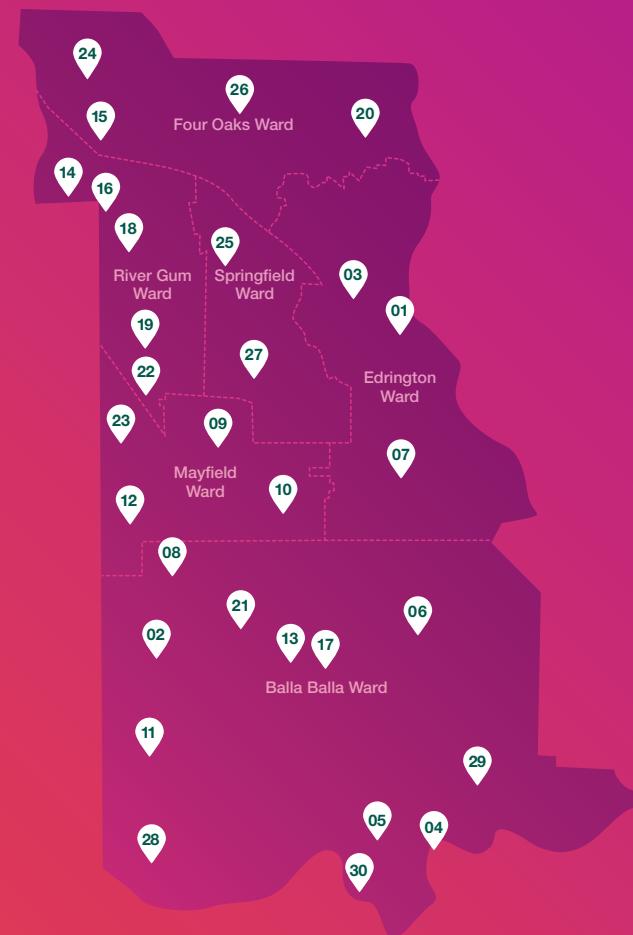
The City of Casey is one of the fastest growing Local Government Areas (LGAs) in Australia. Casey is also the second largest growing LGA in Victoria. It enjoys well-established urban areas with significant heritage value and a green peri-urban growth front making Casey a fast changing, vibrant and diverse city to live in.



Our suburbs and wards

Casey's suburbs:

- | | |
|------------------------|-----------------------|
| 01 Beaconsfield (part) | 16 Eumemmerring |
| 02 Botanic Ridge | 17 Five Ways |
| 03 Berwick | 18 Hallam |
| 04 Blind Bight | 19 Hampton Park |
| 05 Cannons Creek | 20 Harkaway |
| 06 Clyde | 21 Junction Village |
| 07 Clyde North | 22 Lynbrook |
| 08 Cranbourne | 23 Lyndhurst |
| 09 Cranbourne North | 24 Lysterfield South |
| 10 Cranbourne East | 25 Narre Warren |
| 11 Cranbourne South | 26 Narre Warren North |
| 12 Cranbourne West | 27 Narre Warren South |
| 13 Devon Meadows | 28 Pearcedale |
| 14 Doveton | 29 Tooradin |
| 15 Endeavour Hills | 30 Warneet |



Our community

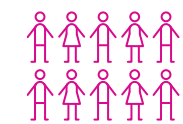
Population



369,200
2020 population



549,200
2041 population



13,700 ↑
Annual growth

The estimated population of Casey in 2020 is 369,200 and is expected to grow to 549,200 by 2041. Casey is the most populous LGA in Victoria¹.

It is estimated that between June 2018 and June 2019, Casey grew by 13,700 people, making it the second largest growing LGA in Victoria and the fourth largest growing in Australia.²

Most of Casey's future growth (56% between 2020 and 2041) will occur in Clyde and Clyde North.¹

Age



5,314
babies born in 2019/20.



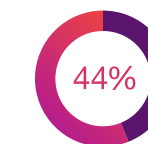
0-4 years old
Largest age cohort in Casey (31,100 people in 2020).



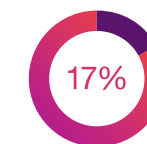
5-9 year olds
The largest age cohort by 2041 (43,300 people).

Between 2020 and 2041, the population of 10-14 year olds is expected to almost double, the population of 80-84 year olds to almost triple, and the number of people aged 85+ to triple.¹

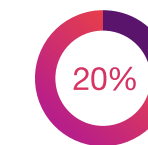
Education



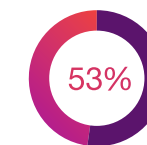
of Casey residents do not have a qualification



have a bachelor or higher degree.³



have vocational training



of Casey residents have completed year 12 (or equivalent), similar to the Victorian figure of 54%.⁴

Culture



▼ Half of Casey residents have at least one parent born overseas or were born overseas themselves from more than **150 different countries**.⁵

▼ **18%** of people born overseas arrived between **2011 and 2016**.³

▼ The top **three** ancestries in Casey are English, Australian and Indian.³

▼ Casey is one of the most diverse LGAs in Australia. The current top three countries of birth in Casey are Australia, India and Sri Lanka.⁵

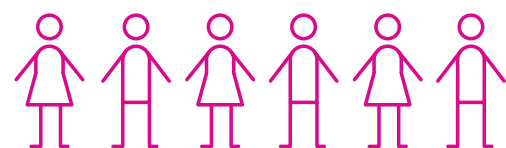
▼ There are more than **100** faiths represented in Casey and the top three are Christianity, Islam and Buddhism. **23%** of Casey residents have no religious affiliation.³

▼ **35.8%** of Casey residents speak a language other than English at home.

▼ The top **three** most spoken languages at home other than English are Persian/Dari, Sinhalese, and Punjabi, among many others.³

▼ **5.4%** of Casey residents who speak another language, also have difficulty speaking English.³

Aboriginal and Torres Strait Islander population:



▼ Casey is home to the largest Aboriginal and Torres Strait Islander population in the south east metropolitan region. Approximately **1,940** Aboriginal and Torres Strait Islander people call Casey home.⁶

▼ Casey has the **third** largest Aboriginal and Torres Strait Islander youth population (aged under 25 years) in Greater Melbourne⁵ after Wyndham and Whittlesea.

▼ **87%** of Aboriginal and Torres Strait Islander people aged over 15 years are employed.

▼ **38%** are couple families with children, **27%** are one parent families and **17%** are couples without children.

How we live

Households:



▼ There are an estimated **118,500** families and **122,400** dwellings in the City of Casey in **2020**.

▼ It is expected that there will be **183,300** families and **191,200** dwellings in the City of Casey by **2041**.¹

▼ In **2020**, **44%** of households are couple families with children, **24%** are couples without children, **11%** are one parent families and **15%** are lone person households.¹

▼ The fastest growing household type in Casey is expected to be couples without dependents growing from **27,800** in **2020** to **48,900** in **2041**, a **76%** increase.

▼ **19.0%** of households in Casey earn a high income (\$2,500 or more per week) and **13.1%** are low income households (less than \$650 per week), compared with **22.0%** and **16.8%** respectively for the south east metropolitan region.³

Employment:



▼ There are **84,442** jobs in Casey and **178,400** employed residents.⁷

▼ **92,800** people or **68%** of employed residents leave the municipality for work and **26,000** people come into Casey to work.³

▼ The top three industries bringing workers to Casey are retail (**20%** of all jobs), health care and social assistance (**14%** of all jobs), and construction (**13%** of all jobs).⁷

▼ The top **three** industries that Casey residents work in are manufacturing, health care and social assistance, and retail.⁷

▼ There was a **5.1%** decrease in the number of Casey residents working in the manufacturing industry and a slight increase (**0.4%**) in the construction industry between **2011** and **2016.5** (ABS, 2016)

▼ There are **24,279** local businesses in Casey.⁷

▼ In **2019**, Casey's local economy generated **\$9.52 billion** in net wealth

▼ Gross Regional Product or (GRP) making up **2.15%** of Victoria's GRP.⁷

Footnotes:

1. Forecast.id, 2019
2. ABS Estimated Resident Population, 2018

3. Profile .id, 2016
4. Profile .id
5. ABS, 2016

6. ABS 2016, ERP re-released in 2018
7. NIEIR, 2019

A high-angle photograph showing a vast suburban neighborhood with numerous houses and trees. A large flock of birds, likely terns, is captured in mid-flight across the sky, their dark wings and white underbellies contrasting against the blue sky and the greenery below. The birds are scattered throughout the frame, from the foreground to the horizon. In the bottom left corner, there is a dark blue rectangular overlay with a white bird silhouette and the text 'The Year in Review'.

The Year in Review

Message from the Chair of Administrators

The 2019/20 year has been one of challenges and change for the City of Casey, but also one of great opportunity and achievement.

I am very honoured to have been appointed to the role of Chair of Administrators for the City of Casey in May 2020, and along with my fellow Administrators, Mr Cameron Boardman and Mr Miguel Belmar, look forward to getting to know the local community and working towards the best outcomes for Casey residents in the time we are here.

The Independent Broad-based Anti-corruption Commission (IBAC) investigation, which began in November 2019 and is currently adjourned due to public health restrictions, the appointment of a Municipal Monitor to Casey Council, and the subsequent dismissal of Councillors by the Victorian State Government in February 2020, have made it a tumultuous time for Council staff and the community.

Addressing governance issues and rebuilding public trust in Council's decision-making in the interest of the Casey community are key priorities and we have already introduced measures to work towards this, including reviewing governance and integrity systems at the City of Casey and setting out a clear governance audit and action plan, as well as endorsing a new protocols and a policy for Councillors and their role in Land Use Planning.

Like most municipalities across Victoria, the global COVID-19 pandemic has also had a significant impact on every part of our business through most of 2020. Despite this, City of Casey staff have continued their work, albeit with some changes to the way we might normally do things, to ensure that Council's services continue to be delivered and that our most vulnerable residents are cared for.

Many Council services transitioned to online platforms (maternal child health consultations, youth

counselling) or home delivery models (syringe exchange) with strict social distancing and personal protective measures in place. Services such as Meals on Wheels and in-home care continued without pause and were further supported by regular phone calls from staff to vulnerable clients to ensure they were supported and keeping well.

In April 2020, we launched the Be Kind Casey Campaign to shine a light on the many acts of kindness that were being shared in the community and invited residents to share their positive stories on our Facebook page to bolster community spirits, encourage people to look out for one another and to share wellbeing information and advice.

Support and resources for local businesses, including mentoring and webinars, were developed through the Casey Cardinia regional partnership. Council's Quick Response Grants were fast tracked to support local community groups helping those affected by COVID-19

During this period \$100,202 was provided to 45 community organisations through the Quick Response Grants program.

Despite the challenges the organisation has faced, there is also a great deal to celebrate.

Council completed upgrades to several sporting facilities, including major work at Casey Fields that has helped securing the venue as the base for the Melbourne Football Club's AFLW team.

This year also saw the opening of several new community hubs including the Hunt Club Family and Community Centre, Botanic Ridge Family and Community Centre and Ramleigh Family and Community Centre, plus upgrades of community precincts including Endeavour Hills, where a regional skate facility opened early in 2020.

Another key role of council is to advocate on behalf of our community to other levels of Government for the delivery of important infrastructure, facilities and services. In the past year, a great deal of work has been

done to advocate to the Victorian State Government on the regional acquisition of identified land for Clyde Regional Park and Cardinia Creek Parklands. While the COVID-19 pandemic has temporarily put the project on hold, Council will continue to be part of the Park Group and consulted as a key stakeholder on land acquisition and development of the Parklands. Improved transport infrastructure, most notably Victorian State Government rail and station upgrades, bus service reviews and the Monash Freeway upgrade, has been another key area where Council's advocacy on encouragement of local involvement and feedback has resulted in improved outcomes for the local community.

Council relies on community engagement to inform the delivery of services, infrastructure and facilities and one of the key ways we do this, especially when public health measures have limited the opportunity for face to face activities, is through our dedicated

community engagement website, Casey Conversations. I would like to thank all members of the community who took the time to participate in community engagement activities this year and encourage all residents to keep an eye out for opportunities to have your say and provide feedback to Council, and in so doing, help us shape a better future for our community.



Noeline Duff PSM
Chair of Administrators

Message from the CEO

In a year of uncertainty and social and economic upheaval, Council has remained committed to maintaining a stable financial position while meeting the needs of a growing and diverse population.

At Casey, we pride ourselves on being agile, innovative and open to change – all of which have been necessary as we face the challenges presented by the COVID-19 pandemic as well as some governance and integrity issues.

Transitioning most of our workforce to remote working in response to the pandemic, and putting in place appropriate well-being, health and safety measures for all of our staff and the community, has been a significant challenge for our organisation. Achieving this and ensuring that our staff can continue to work effectively wherever they are located has also been a welcome catalyst for innovation in service delivery which has seen us embrace and accelerate the use of new technology in service of our community.

While the global pandemic has taken a toll on the local, state and indeed global economy, we have proudly continued to provide

services to our community, albeit with some adjustments to the way we deliver them, and have maintained employment for staff during this crisis.

Through strong financial management and responsible budgeting, we are committed to forging a path that will lead us through these unprecedented times. The City of Casey 2020/21 Budget and Strategic Plan, adopted on 23 June, seeks to strike a balance between financial sustainability to see us through to the other side of the pandemic, while also being responsive to the growing pressures our residents and ratepayers face each day.

As one of the fastest growing municipalities in Victoria, we are committed to meeting the needs of a growing population by providing services and infrastructure to the community, delivering on our capital works commitments and advocating on behalf of our community to other levels of government on major projects as we work to create a dynamic and thriving city.

This year we continued a strong advocacy campaign for funding of transport infrastructure in line with State and Federal Government budget priorities. Projects

include priority arterial road and intersection upgrades, bus network review and interchange and active transport connections as well as significant value-add projects to support the Cranbourne Rail Duplication Project.

As a result, the State Government has this year committed \$8 million for two new bus routes linking Clyde North to Berwick, an improvement that will provide more frequent services along Clyde Road and make it easier for residents to access the Berwick Health and Education Precinct, including Berwick Station and other bus services. The Merinda Park Railway Station will also be rebuilt as part of the Cranbourne Line Upgrade and will have dual platforms and tracks in each direction. The community will have an opportunity to contribute to the station design as the project progresses.

Council has also worked closely with Major Road Projects Victoria on the \$1.1 billion Monash Freeway Upgrade, which includes the O'Shea road upgrade, ensuring the Community's concerns and suggestions were provided to the Victorian State Government to improve outcomes in relation to traffic management, safety barriers,

shared paths, trees and noise attenuation for local residents.

As our city grows, delivering vital infrastructure as part of our annual capital works program is essential and this year, we proudly invested around \$200 million in new infrastructure as well as facility renewals. Highlights this year includes the new rugby pavilion at the Frog Hollow Reserve, outdoor Skate Park in Endeavour Hills, Integrated Community Hub in Cranbourne West, Regional Community Soccer Precinct at Casey Fields and the new family and community centre integrated with the local primary school in Botanic Ridge.

Maintaining our focus on innovation and continuous improvement, this year we have also rolled out live-chat on our website in an effort to better serve our community and provide a real-time person to person option for residents to make enquiries and get answers quickly. The early response from the community has been positive, with many customer queries able to be resolved in a single interaction.

We also continue to work collaboratively within our region to secure efficiencies and opportunities for the Casey community in everything

from small business support to establishing a collaborative tender process for the procurement of advanced waste recovery services that will have far-reaching economic and environmental benefits across many local government areas.

I look forward to working with our new panel of Administrators, employees and the Casey community in 2020/21 as we work our way through the challenges that still lie ahead, to ensure we are well placed to serve our community and meet their needs in the future.

This has been a most challenging year for the City of Casey and I would like to express a heartfelt thanks and appreciation to the employees of this Council and the community for their continued support. While there has been much public scrutiny and reports about the former Casey Councillors' shortcomings and governance, our employees were not under investigation and nor were they accused of any wrongdoing or acting with any impropriety, quite the contrary. Their dedication and continued focus on supporting and improving the lives of the City of Casey community are to be admired.



Glenn Patterson
Chief Executive Officer,
City of Casey

What is very clear is that together we are stronger. The Executive and I look forward to continuing to work with our new Panel of Administrators as we pull together to modernise the way we do business and enhance opportunities for greater community engagement and ways of demonstrating greater transparency in decision making, while also getting on with delivering infrastructure and services to meet the needs of our growing and diverse communities.

Governance and integrity challenges and opportunities

Operation Sandon, the Independent Broad-based Anti-corruption Commission (IBAC) hearings

The IBAC is holding public hearings into allegations of serious corrupt conduct in relation to planning and property development decisions at the City of Casey.

The hearings are part of an IBAC investigation, Operation Sandon, into allegations of corrupt conduct involving former councillors (refer Municipal Monitor and dismissal of Councillors

below) and property developers in the City of Casey in Melbourne's south-east.

The IBAC's first round of the public hearings ran from 18 November to 6 December 2019. Hearings recommenced on 2 March and were adjourned on 17 March 2020 until further notice as a precautionary measure in consideration of public health due to the COVID-19 pandemic.

Municipal Monitor and dismissal of Councillors

On 27 November 2019, the Minister for Local Government appointed Ms Laurinda Gardner as Municipal Monitor for the City of Casey, to examine governance and advise the Minister:

- › if Councillors, individually or as a group, are behaving in a manner that does not accord with the role of Councillor
- › of any impact on the integrity and/or functioning of Council decision-making and the orderly governance of the City of Casey arising from the IBAC's Operation Sandon.

The Municipal Monitor's report, released in February 2020, found "clear evidence of significant governance failures at the Council" and recommended that all Councillors be dismissed.

The Local Government (Casey City Council 2020) Act dismissed all Casey Councillors on 19 February 2020, and appointed Ms Noelene Duff PSM as Interim Administrator.

It should be noted that Council employees were not under investigation by the IBAC or the Municipal Monitor and nor were they accused of any wrongdoing or acting with any impropriety.

In fact, the municipal monitor, Ms Laurinda Gardner, was very complementary of the organisation's capability and performance, making the following remarks in her final report:

- › *"The City of Casey is well served by a professional and skilled governance team within the Administration of the Council".*
- › *"The City of Casey benefits from having an experienced CEO and a strong executive team".*
- › *"My assessment is that the CEO and executive are managing the current situation professionally and calmly, the general mood is very constructive, staff are continuing to serve the Casey community and there has been no impact on service delivery to ratepayers."*

The Local Government Minister announced the appointment of Casey's Panel of Administrators on 14 May, and on 20 May Ms Noelene Duff PSM took up the position as Chair of Administrators, alongside fellow Administrators Cameron Boardman and Miguel Belmar. Under the Casey City Council Act, the Administrators constitutes the Council, and must perform all the powers, duties and functions of the Council, as if they were performed by the Council. The Panel of Administrators will remain in place as the Council until October 2024, when the Casey community will be able to vote again to elect their local representatives.

New governance and integrity systems

Council has undertaken several actions in response to the report tabled by the Municipal Monitor, Ms Laurinda Gardner in February 2020.

This includes a report tabled at the Council meeting on 7 April 2020 by Ms Noelene Duff PSM as the then interim Administrator, which focused on a review of governance and integrity systems at the City of Casey and included a governance audit and action plan.

The governance audit comprehensively covered all areas of Council including:

- › Direction and Leadership
- › Culture and Behaviour
- › Structure, systems and policies
- › Decision making
- › Communications and community engagement and
- › Capability

Fourteen actions were identified to be undertake by Council staff in response to the audit.

One of the actions was the creation of a community leadership program to develop diverse community leaders by 2024, when the Casey community will next have the opportunity to vote for who they want to be elected as their local representatives.

This action was incorporated into Council's 2020/21 Council Action Plan and will continue to be a high priority over the coming years.

Also at the Council meeting held on 7 April 2020, Council endorsed a new policy titled *Protocols for Councillors – Land Use Planning* which:

- › Reinforces Council's role as the Planning Authority in regard to the development of policy and strategy and changes to the Casey Planning Scheme, and as the Responsible Authority considering planning applications

against the policies and controls within the Casey Planning Scheme

- › Provides Council with instruction and guidance on their important roles as the Planning Authority and the Responsible Authority
- › Ensures decisions are not compromised by pre-mature or ill-informed advice provided to proponents, applicants, objectors or submitters through consistent, transparent and accountable processes
- › Creates greater certainty and transparency to the community about Council's role and decision-making processes as well as opportunity to engage with Council as part of this.

These governance and integrity systems will be further strengthened through updating Council's Instrument of Delegations and Audit and Risk Committee Charter (s5 and s6 of the Act) and the creation of several new policies – Governance Rules, Council and Expenses Policy, Public Transparency Policy, and Community Engagement Policy – early in the 2020/21 financial year in line with the requirements of the new *Local Government Act 2020*.

Panel of Administrators:

- › **Noelene Duff PSM — Chair of Administrators**
- › **Miguel Belmar**
- › **Cameron Boardman**

The panel of administrators was appointed following the passing of the Local Government (Casey City Council 2020) Bill by the Victorian Parliament on 19 February 2020 and the subsequent dismissal of Casey Councillors. The panel of administrators will remain until October 2024.

While in office, Administrators must perform all the functions, powers and duties of a Councillor of the City of Casey, as set out in the *Local Government Act 1989* and the *Local Government Act 2020*.



Noelene Duff PSM

Ms Noelene Duff PSM was appointed to the role of Interim Administrator in February 2020 and subsequently as the Chair of Administrators in May 2020.

Ms Duff is an experienced Chief Executive Officer and Board member with a history of working in the government and non-government sectors. She is skilled in:

- › governance
- › stakeholder management
- › community and stakeholder engagement
- › change management.

She received a Public Service Medal in the 2020 Australia Day Honours in recognition of her outstanding service to local government in Victoria.



Miguel Belmar

Mr Miguel Belmar is an experienced barrister and member of the Victorian Bar. He has advised on:

- › matters involving town planning and land development law.
- › applicants and objectors at VCAT hearings and planning panels.

In 2010, he became a nationally accredited mediator and has mediated in different legal areas. Mr Belmar was also a member of the Victorian Football Federation Tribunal. He oversaw matters involving infringements of soccer rules.



Cameron Boardman

Mr Cameron Boardman is a former Member of the Victorian Parliament, serving two terms following his election in 1996. He is an experienced leader, currently acting as the Director of the Oceania Cyber Security Centre. He has also held the position of:

- › Chief Executive Officer of au Domain Administration Ltd (auDA).
- › Executive Director for Investor Engagement within the Department of Economic Development, Jobs, Transport and Resources.

Councillors

From 1 July 2019 – 19 February 2020, the City of Casey was governed by locally elected Councillors.

On 18 February 2020, the Victorian State Government introduced a Bill to dismiss Casey City Council following recommendations in the City of Casey Municipal Monitor Report February 2020 that found “significant governance failures at the

council in relation to the Council’s responsibilities under *the Local Government Act 1989*”. On 19 February 2020, the Parliament of Victoria voted to dismiss the City of Casey Councillors.

The details of the Councillors and period served are as follows:

Councillors	Ward	Period served
Cr Amanda Stapledon	Mayfield Ward	1 July 2019 – 19 February 2020
Cr Gary Rowe	Mayfield Ward	1 July 2019 – 19 February 2020
Cr Geoff Ablett	Balla Balla Ward	1 July 2019 – 19 February 2020
Cr Timothy Jackson	Balla Balla Ward	1 July 2019 – 14 February 2020*
Cr Susan Serey	Edrington Ward	1 July 2019 – 19 February 2020
Cr Rosalie Crestani	Four Oaks Ward	1 July 2019 – 19 February 2020
Cr Milla Gilic	Four Oaks Ward	1 July 2019 – 19 February 2020
Cr Damien Rosario	River Gum Ward	1 July 2019 – 19 February 2020
Cr Wayne Smith BJ JP	River Gum Ward	1 July 2019 – 19 February 2020
Cr Sam Aziz	Springfield Ward	1 July 2019 – 19 February 2020
Cr Rex Flannery	Springfield Ward	1 July 2019 – 14 February 2020*

*Resignations received from Councillors effective the 14 February 2020.

COVID-19 Response

The COVID-19 disease, caused by a new form of coronavirus, was first confirmed in Australia in January 2020 and has since become a global health pandemic. Throughout 2020, COVID-19 has had a devastating impact on the lives of Australians, causing significant social and economic impacts across the country. The City of Casey has responded to the far-reaching effects of this pandemic with a range of measures to support the social and economic wellbeing of the community.

Council has adapted many of its services to enable continued operation while adhering to strict social distancing and public health

measures. Council's COVID-19 Relief and Recovery Team has worked with a range of agencies and partners to support the provision of food and care packages, assistance for businesses and assistance for community groups to help them cope during these unprecedented times.

Council will continue to support the community through the ongoing impacts of the COVID-19 pandemic. A community social impact survey, conducted in the last few months, has provided valuable insights that will help Council to direct and adapt its relief and recovery activities tailored to the needs of our diverse community.

Quick Response Grants

During this period, Council has provided \$100,202 to 45 community organisations through the Quick Response Grants program. These grants were fast-tracked to ensure organisations receive their funding as soon as possible.

This funding supported a range of organisations to purchase essential items such as:

- › Food containers, kitchen equipment and other essential supplies to support Emergency Relief food provision
- › Safety/protective equipment for volunteers involved in service delivery
- › Activity packs for children whose family have limited access to online activities and resources
- › Fuel vouchers for volunteers delivering meals to vulnerable residents

- › Food and personal items for vulnerable clients
- › Mobile phones and data to assist staff to deliver over the phone services to vulnerable clients.

In addition to community grants, Council has worked with community organisations to identify non-Council funding opportunities and assisted with the preparation of grant applications.

Council has also been advocating to the Victorian State Government for support to help alleviate the impact of urgent and ongoing needs in the city that have been exacerbated by COVID-19.

Advocacy has focused on critical service needs, vital projects and outcome driven initiatives that can be rapidly executed to improve Council's capacity to respond and strengthen our recovery effort to maximise community benefit.



Community support and response:

- › The Relief and Recovery Team has worked with other Councils, the Victorian State Government, not for profit agencies and private enterprise to facilitate food relief programs and the delivery of emergency care packages for those in need. The programs have helped local businesses to maintain jobs and resulted in hundreds of meals being delivered each week to residents in acute need or facing destitution.
- › Information resources have been developed by Council, including translated resources for our culturally and linguistically diverse (CALD) communities, to help residents access the services relevant to them.
- › Staff across Council have worked to support isolated elderly residents through the Digital Activation program, connecting them with the resources needed to do online shopping, maintain social connection and access vital

support during public health restrictions.

- › Council's Youth team have continued to provide online information and events, in addition to youth counselling and support services via Telehealth services.
- › Kindergarten services have continued via virtual and face to face programming and learning packs were distributed to families. Family Day Care playgroups are being delivered online.
- › The Maternal and Child Health and lactation support team have amended their services to offer a combination of short face to face consultations in centres, telephone calls and limited home visits for vulnerable families.
- › Council's Community Care team, support by staff redeployed from across the organisation, undertook regular phone check-ins of more than 4000 clients who regularly receive our

services. The team have also continued to provide regular activities and exercise for clients. The Public Health Team are also delivering the Syringe Container exchange program directly to homes that need them.

- › The Aboriginal Engagement unit has continued to work with other networks to provide services and information to the local community, including the delivery of 100 meals to the community every Friday in partnership with L'Arte Cafe.
- › The Leisure Facilities Team, working with our contract provider (YMCA), have provided free access for members to online fitness platforms and an activity workbook for Learn to Swim families to maintain aquatic education.



Relief for rates and other charges:

- › Where possible, Council has provided flexibility for payment of rates to affected customers and anyone experiencing difficult was encouraged to contact Council to discuss their options. Penalty interest on overdue accounts was suspended until 30 September 2020.
- › Sportsgrounds and building maintenance charges were waived for clubs for the duration of the winter 2020 season and credit has been provided to clubs to assist with the cost of electricity associated with the continued running of security lights, alarms and security cameras.

- › Casey Kindergarten Services passed on the Victorian State Government contribution which provided free education for kindergarten children in Term 2 of 2020. Fees were waived for 2021 kindergarten registrations.
- › The due date for animal registration renewals was extended until 30 June 2020.

Supporting our Business Community:

- › Registration fees and Local Laws permits were refunded for businesses that temporarily suspended trading.
- › A new Casey Business Helpline was established to enable Council's Economic Development staff to guide businesses through the available Federal and State

Government information and relief packages available on a case-by-case basis. Programs and events offered through the Casey Cardinia Region were modified to respond to current business needs.

- › New streamlined payment terms were introduced to support Council's suppliers and a commitment given to pay invoices within ten business days of receipt of goods and services.
- › Council launched a business support package of \$510,000 to continue to support local businesses impacted by the pandemic and boost long term business recovery. \$200,000 of this will be provided via Road to Recovery Business Grants.

Major achievements

Strategic Objective 1: > People Driven

L2P Learner Driver Mentor Program celebrates 10 years

Representatives from government, business and the community came together in December to celebrate 10 years of the Transport Accident Commission's (TACs) L2P Learner Driver Mentor Program in Casey.

The L2P program helps learners aged between 16 and 21 years of age, who do not have access to a supervising driver or vehicle,

to gain the driving experience required to apply for a probationary licence. This in turn helps young people to seize work and study opportunities that they might otherwise struggle to access.

The Casey L2P program has grown from one car, 25 learners and a handful of enthusiastic volunteers, to having 55 learner places, making it one of the biggest in the State. It has supported over 300 learners, including 10 enhanced learner places for young people with

higher needs. Two new cars were also donated to the L2P program by Berwick Motor Group, which has supported the program for the past five years.

The L2P Program is a joint partnership between VicRoads and the TAC, supported by the Victorian State Government and delivered locally by the City of Casey.



Connecting new parents

Last financial year more than 5,300 new babies were born in Casey, with approximately 2,140 of these born to first time parents.

With the arrival of the COVID-19 pandemic and the social distancing measures that followed, Council's Maternal Child Health (MCH) services were moved online and over the phone in order to keep staff and the community safe while still ensuring families received the vital support they needed.

In addition to the health services provided by MCH nurses, Council also facilitated around 160 First Time Parent's Groups, which offered a valuable opportunity for parents to develop social networks, gain self-confidence and provide lasting benefits to parents and society.

By taking advantage of available technology, MCH staff successfully moved the groups to an online platform that parents could easily access on either mobile phones, laptops or tablets.

The feedback was overwhelmingly positive from parents who welcomed the opportunity to engage with other new families in the local area, particularly during this time of increased stress and social isolation.

Community safety a priority for Casey

The City of Casey, in partnership with the Victorian State Government of Victoria, completed four community safety projects worth more than \$440,000 in October 2019.

The projects at Camms Road Shopping Centre in Cranbourne, Buchanan Park in Berwick, Charles Green Reserve in Endeavour Hills and Casey RACE and Casey Stadium in Cranbourne East were managed by the City of Casey and funded by the Victorian State Government's Community Crime Prevention Program.

Victoria Police undertook safety audits before the projects started, to help pinpoint safety risks and make recommendations on how to improve them. Shop owners, their employees and residents also played a big part in contributing to the projects by sharing their knowledge of the local area and main safety concerns.

The project at Camms Road Shopping Centre included the installation of a new footpath and kerb, upgrades to seating, improved signage, new tactile makers for vision-impaired users, new fencing, new bike racks, landscaping and the replacement of rubbish bins.

New solar-powered lights were installed in Buchanan Park, Charles Green Reserve, and Casey Stadium to increase night-time safety and deter anti-social behaviour. Additional bollards were also installed at Casey Stadium and Casey RACE to minimise the risk of vehicle-related incidents.

Strategic Objective 2:



A Place to Prosper

City of Casey works towards becoming carbon neutral

The City of Casey took an important step towards improving its environmental performance with all streetlights in the municipality to be powered by renewable energy from January 2021.

As part of Council's *Emissions Management Plan*, which seeks to reduce greenhouse gas emissions and work towards achieving carbon neutrality, Council signed a ten-year power purchase agreement (PPA) with Procurement Australia to purchase renewable energy from Victorian wind farms.

The renewable energy will be sourced from Bald Hills Wind Farm in Wonthaggi from 1 January 2021 until the end of 2027, and then sourced from another Victorian Renewable project until 30 June 2030. Throughout the life of the agreement, Casey's streetlights will produce no greenhouse gas emissions.

The PPA will also provide a long-term sustainable solution for Council to better manage and forecast utility costs by reducing Council's vulnerability to rising energy costs and support future budget planning. In addition, the delivery of solar projects at three childcare centres saw the reduction of approximately 130-150 tonnes

of greenhouse gases and a \$40,000 per annum reduction of electrical charges.

Bayview Park (1001 Steps) Officially Opened

Casey's newest open space project, Bayview Park in Narre Warren North, was opened in August 2019 featuring the 1001 steps fitness and walking track.

Council invested over \$800,000 to transform this former landfill site, which has sweeping views across Casey, Western Port and Port Phillip Bay and has elements suitable for most fitness levels and abilities.

Council is also working on a master plan for the site to guide additional improvements and developments with input from the local community.

Vibrant plans for the Casey Complex adopted

Following extensive engagement with the local community, the Urban Design Framework (UDF) for the Casey Complex was adopted to guide the future development of the site and create a vibrant community destination.

Outlining a 20-year vision and direction for the Casey Complex located in Cranbourne East, the UDF provides guidance for the development of buildings, public areas, and open space within the Casey Complex site which will attract investment, job opportunities and community events.

The framework also aims to improve traffic flow in and around the precinct and access to public transport options with a key priority of the project to connect Main Street to the future Cranbourne East train station. The Main Street concept design is set to commence in 2022.

Council calls for Berwick 'rail under road' crossing and new train station

The City of Casey has been advocating to the Victorian State Government for an upgrade of the Berwick rail precinct, including a new Berwick train station, as part of the Clyde Level Crossing Removal Project. Council worked closely with the State and Federal Government to minimise disruptions, support local business and advocate for better transport infrastructure and services in Berwick.

The State Government is proceeding with a 'rail under road' option, in place of Council's preferred 'road under rail' solution for Clyde Road. However, a number of Council's design recommendations have been incorporated to improve the outcomes for the community. Design improvements to the project include safety elements such as open sightlines and public lighting; a Kangan Drive pedestrian link and aesthetics including public art and

landscaping. In addition, Council has advocated for connectivity improvements in the design of the new bus interchange and decked parking and for pedestrian and cycling paths along Clyde Road.

Council will continue to advocate to State and Federal Governments to replace the old Berwick train station and for the Clyde Road intersection upgrades needed to create a vibrant, well-integrated and connected precinct for the growing Berwick community.

Win for women's football at Casey Fields

An \$8 million refurbishment of the Australian Football League Women's Competition (AFLW)

pavilion was completed in December 2019, delivering a range of improvements to support elite women's football.

The project included:

- › A new, dedicated AFLW/VFLW (Victorian Football League Women's Competition) unisex changeroom with improved coaches and medical facilities
- › A state-of-the-art strength and conditioning facility and indoor training space with synthetic grass to cater for high-performance training
- › A new canteen and kiosk
- › Upgrades to the oval drainage system

The upgrades will further secure Casey Fields as Melbourne Football Club's AFLW base for the long-term.

This project is aimed at supporting women at the professional level while also further creating local pathway opportunities for talented young footballers. The Victorian State Government, through Sport and Recreation Victoria, contributed \$5 million in funding towards the project. Council contributed \$2.5 million and the Australian Football League (AFL), \$500,000.



Multimillion-dollar upgrades unveiled in Cranbourne East

Two major projects were unveiled for the Cranbourne East community, with the Hunt Club Recreation Reserve and Hunt Club Family and Community Centre officially opened on 7 October 2019.

The opening of the new recreation reserve and upgrades to the existing family and community centre will ensure the City of Casey can continue to cater to the rapidly growing community of Cranbourne East.

The \$2 million redevelopment of the family and community centre included:

- › The refurbishment of an existing kindergarten room and maternal and child health consultation room

- › A fourth kindergarten playroom
- › A multi-purpose room
- › A family changeroom
- › Two secure outdoor courtyards for the community.

The newly constructed recreation reserve next door, which will be the future home of the Casey Thunder Football Club, Carlisle Park Viking Cricket Club and Melbourne Crickeroos Cricket Club, consists of:

- › A pavilion that includes female friendly changerooms, public amenities (including female, male, unisex and accessible toilets), a community room with a kitchen and canteen facilities
- › A public art project from artist Johnathon Leahy titled 'Move'
- › One full sized AFL oval and cricket pitch with floodlighting and electronic scoreboard

- › Cricket practice nets
- › Car park, walking paths, a playground and seating.

These projects were delivered by the City of Casey in partnership with the Victorian State Government, with funding through the Department of Environment, Land, Water and Planning's Growing Suburbs Fund.

The total cost of the recreation reserve was \$4.7 million, with a \$2.4 million contribution from the Victorian State Government. The upgrades to the family and community centre totalled just over \$2 million, with a \$1 million contribution from the Victorian State Government, matching \$1 million from the City of Casey.



Strategic Objective 3:

A High Performing Organisation

Victoria's first solar-powered BBQ a smart choice for residents

Victoria's first solar-powered public-use barbecue has been installed at the Berwick Springs Wetland Reserve in Narre Warren South.

This robust technology detects maintenance or repair needs and alerts staff before any breakdowns, thereby reducing the number of routine maintenance checks that staff need to make to the site in person. The barbecue will also function day and night, no matter the weather, as the solar panels store battery power for evening cooking.

This project is part of the City of Casey's *Smart City Strategy* to leverage technology, innovation and data to provide innovative solutions across the municipality.

New lights and virtual fence protecting cars and wildlife

New electronic bollards installed in Lysterfield South have created a virtual fence helping to improve safety for local wildlife and road users.

Coupled with vehicle-activated warning signs along sections of Churchill Park Drive and Power Road, they are part of an innovative road safety initiative aimed at reducing collisions between motorists and kangaroos in the area, particularly between dusk and dawn.

The bollards are activated at night by approaching vehicles and emit a flashing light and sound to repel wildlife from approaching the road – effectively creating a virtual fence, and early results have already shown a reduction in the number of collisions in the area.

The project was funded as part of the Federal Government's Black Spot program.

Win for the INNOvation Crowd

The INNOvation Crowd, an initiative to support local start-up businesses and provide valuable collaboration opportunities, won the Special Projects Initiative category at this year's LGPro Awards.

Developed by the City of Casey Economic Development staff, the program supports budding entrepreneurs in the region by providing regular networking events and opportunities for collaboration, education and professional mentoring in the local area.

The program has more than 300 members, made up of local start-ups, small businesses, mentors and partners, which is in turn helping to create jobs and attract investment into the region.

Live chat supports improved online contact

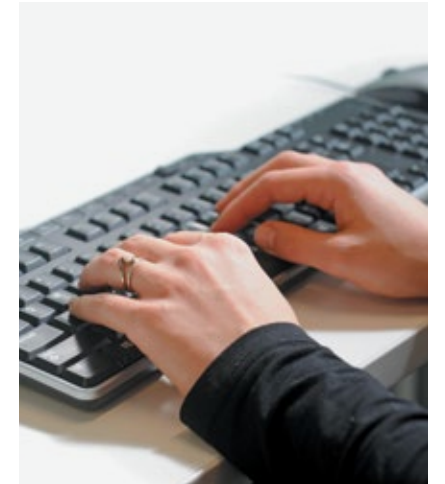
While the COVID-19 pandemic resulted in the temporary closure of Council's customer service centres, the launch of our new live webchat has allowed us to provide a real-time person to person option for residents to make enquiries and get answers quickly.

As soon as the customer lands on Council's home page, the webchat bubble appears on their screen and remains on each page they visit, allowing them to

initiate a chat, as well as send attachments such as photos or forms.

Council also launched a proactive chat, which enables customer service staff to reach out to customers if they need help while browsing the website.

The early response from the community was positive, with many customer queries able to be resolved in a single interaction.



Casey wins big at the Victorian Sport Awards

The City of Casey won two awards at the Victorian Sport Awards held on 26 February, recognising Council's outstanding contribution to sport in Victoria.

The Bunnings Local Government Initiative of the Year award was presented to Council for the Casey Stadium redevelopment.

The project transformed the stadium into a world-class multi-sport venue catering for gymnastics, indoor cricket, indoor soccer and wheelchair sports.

Casey also won the award for 'My Sport Live Community Sporting Event of the Year' for the 32nd Australian Sikh Games,

a joint project between the Victorian Sikh Games Organising Committee and the City of Casey. The event involved 14 sports open to people of all skills and abilities and backgrounds and was held across three days with over 3,000 athletes and 100,000 spectators attending.



Major capital works highlights

Casey Fields Regional Soccer Facility, Cranbourne East

Construction on the Casey Fields Regional Community Soccer Precinct commenced in early February 2019 and was completed in June 2020. The \$18 million project was jointly funded with a \$5 million contribution from the Victorian State Government's Growth Areas Infrastructure Contribution Fund, and \$13 million from Council.

The facility includes paths, landscaping, and about 200 additional car park spaces.

The facility includes:

- › four soccer pitches (three synthetic and one natural turf)
- › associated infrastructure including floodlighting, fencing, coaches boxes and goals
- › a regional pavilion with a community room, unisex change rooms, public toilets, a kitchen and canteen
- › paths, landscaping, and about 200 additional car park spaces.



Endeavour Hills Skate Park

A new \$4 million Endeavour Hills Regional Skate Park, located in the Endeavour Hills town centre, was completed in January 2020.

This project was jointly funded by the City of Casey (\$2.31 million) and the Victorian State Government through the Growing Suburbs Fund (\$1.68 million).

It consists of a new and improved skate park, a playground, terraced landscaping, a lawn area for events, and gymnastics and parkour equipment.

The Skate Park caters for beginners through to experienced skaters and scooter riders with a street course and various bowls and has attracted skaters from the local area and across Melbourne.



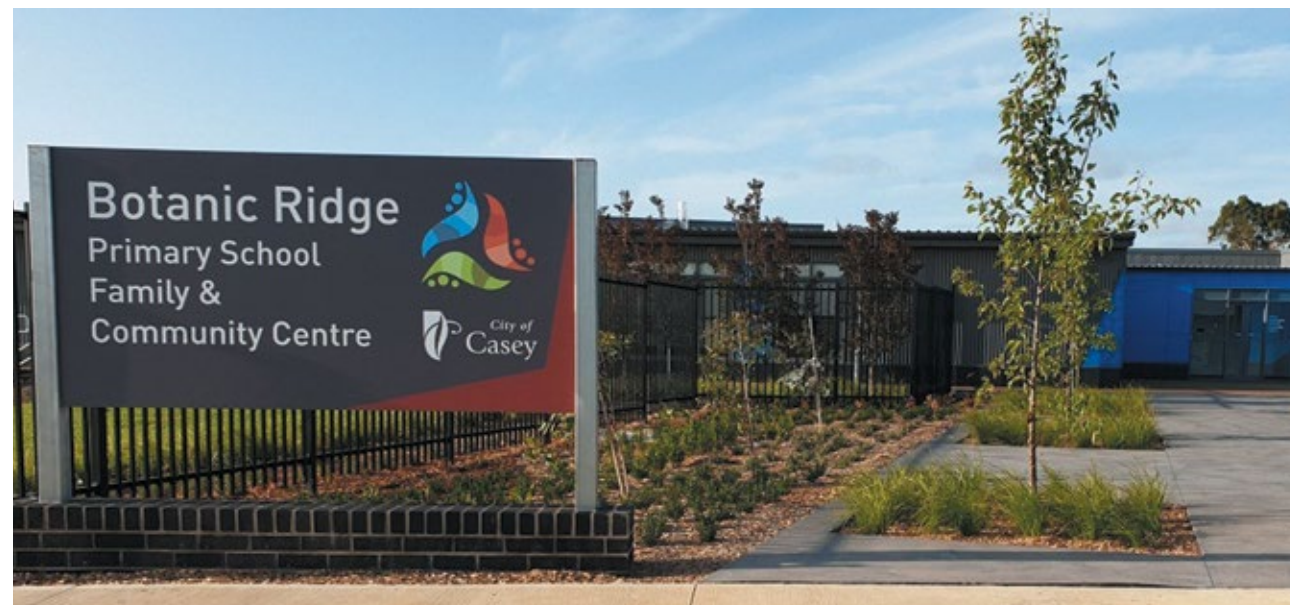
Jack Thomas Reserve Pavilion, Narre Warren North

The Jack Thomas Soccer Reserve Pavilion was officially opened in October 2019 delivering vital facilities to cater for increased participation in sport at the venue, including approximately 900 players of the Berwick City Soccer Club.

The project includes accessible unisex facilities, a community space, public toilets, a kitchen, changeroom/first aid room and a viewing area.

This project was delivered by the City of Casey in partnership with the Victorian State Government, with funding through the Growing Suburbs Fund of \$1.78 million and \$100,00 through the Community Sports Infrastructure Fund (Female Friendly Facilities).





Botanic Ridge Family and Community Centre, Botanic Ridge

The \$5.9 million Botanic Ridge Family and Community Centre, built on the grounds of the new Botanic Ridge Primary School, was opened in January 2020.

The project was jointly funded by the City of Casey and the Victorian State Government, with Council working closely with the Victorian School Building Authority and Department of Education to deliver a facility that met the needs of the local community.

The integrated family and community centre includes two playrooms for four-year-old kindergarten, two Maternal and Child Health consultation rooms, and a large multi-purpose community room available for hire, which will enable the delivery of a range of community programs, activities and services.

Co-locating these buildings on the same site means that local children can make a smooth transition from kindergarten to school. Parents have a single drop-off point for their school-aged children, as well as those attending preschool or accessing the family and community centre.

Lawson Poole Recreation Reserve Upgrade, Cranbourne

The \$3.25 million upgrade to the existing pavilion at Lawson Poole Recreation Reserve was completed in August 2019. The venue caters for soccer, football, cricket and Auskick.

The pavilion now includes:

- › Six change rooms with unisex toilets
- › A multipurpose community space
- › An office and storerooms
- › A commercial kitchen
- › A security system
- › Undercover shade canopies

The project was delivered by the City of Casey in partnership with the Victorian State Government, with Council providing \$1.65 million and the Department of Environment, Land, Water and Planning providing \$1.59 million through the Growing Suburbs Fund.

Hallam Recreation Reserve Hall Refurbishment, Hallam

The \$1.8 million Hallam Recreation Reserve hall refurbishment was completed in May 2020, ensuring the historic hall meets current user needs and accessibility standards.

The project includes a new entrance to the front of the hall, new flooring, an upgraded kitchen, demolishing of the stand-alone toilet block and installation a new toilet area that has been incorporated into the building, light-emitting diode (LED) lighting to reduce operating costs, and acoustic panelling.

The original hall, built in the 1930s, is one of the largest community halls in the City of Casey. It is used regularly by a range of groups and can also be booked for events.

This project was jointly funded by the City of Casey (\$915,000) and the Victorian State Government through the Growing Suburbs Fund (\$885,000).



Sweeney Reserve Softball Pavilion upgrade

A new \$2 million pavilion at Sweeney Reserve was opened in March 2020, providing improved facilities for existing users of the reserve and paving the way for increased participation in sports at the venue.

The upgrade included new change rooms, community spaces, public toilets canteen, undercover spectator area and carparking.

This project was jointly funded by the Victorian State Government Growing Suburbs fund (\$1.73 million) and the City of Casey (\$1.6 million).

Other capital projects

Other important capital works projects that were delivered in 2019/20 include:

- ▼ **Casey ARC Building Renewal - \$735,738**
- ▼ **Orchard Park Drive road construction - extension (adjacent to Community Facility) - \$300,524**
- ▼ **Loch Street from Narre Warren Cranbourne Road to South Gippsland Service Road - road rehabilitation - \$673,315**
- ▼ **Ramleigh Springs-Tuckers Road – road widening - \$555,293**
- ▼ **Olive Reserve Stage 2 Outdoor Netball renewal - \$442,232**
- ▼ **Smiths Lane – unsealed road construction – design Works for final stage construction - \$264,147**

Moving Forward

Challenges and factors impacting performance

- › Responding to the unprecedented events and impacts of the COVID-19 pandemic within our community and more broadly.
- › Supporting our most vulnerable community members experiencing homelessness, family violence and mental health issues.
- › Managing landfill requirements and working with councils across Melbourne to undertake a collaborative procurement process for household waste disposal.
- › Conclusion and recommendations from the Independent Broad-based Anti-corruption Commission's (IBAC) Operation Sandon hearings which were postponed in February 2020 due to COVID-19.

Future outlook

- › Implementing the requirements of the new *Local Government Act 2020*.
- › Embedding good governance practices, increased transparency and accountability throughout Council's four-year term under a Panel of Administrators.
- › Building civic leadership and our community's voice through deliberative community engagement.
- › Reviewing our services and exploring opportunities to deliver services more efficiently.
- › Implementing a Financial Sustainability Plan that guides resourcing and decision making to meet the needs of the growing community across a constrained budget.

- › Continuing to work with and advocate to the State and Federal Government to ensure major rail and transport upgrades deliver an integrated and reliable network to Casey residents.
- › Implementing a comprehensive program in response to the COVID-19 pandemic to support our community to rebuild and thrive in both the social and economic environments.

What your rates provided in 2019/20

For every \$100 of rates and charges revenue that Council receives, we delivered the following services:



Aged and Disability
\$7.24



Arts
\$2.58



Building and Planning
\$6.32



Community Facilities and Participation
\$11.89



Child, Youth and Family
\$13.80



Drainage and Stormwater
\$2.11



Economic Development
\$1.51



Environment and Conservation
\$1.43



Health and Safety
\$4.75



Parks and Open Space
\$6.61



Roads and Footpaths
\$16.90



Sport and Leisure
\$7.87



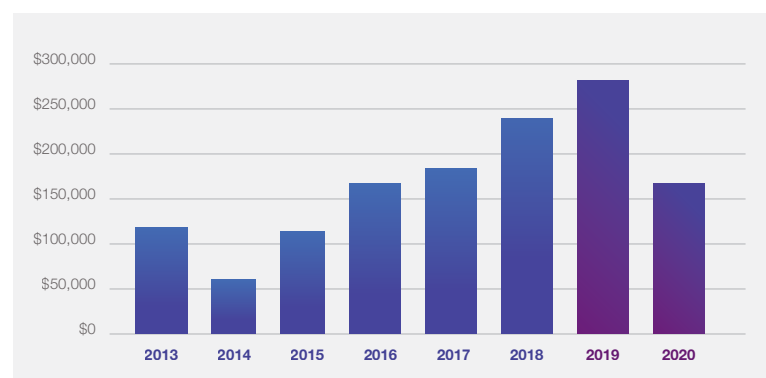
Waste Management
\$16.99

Financial summary

Operating Position

Council achieved a surplus of \$169.3 million in 2019/20. This surplus is lower than the prior year surplus of \$277.4 million, primarily due to lower levels of contributed assets from new estates transferring to Council due to reduction in the level of development activity across Casey.

The 2019/20 surplus is underpinned by contributed assets from new estates and subdivision (\$124 million), developer contributions from Development Contribution Plans that are used to fund

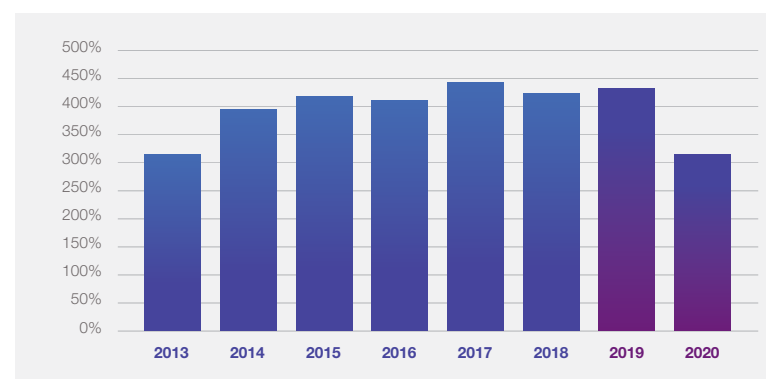


future approved projects (\$42.9 million), capital grants for some projects (\$18.5 million) and supplementary rates in line with development activity. The operating surplus

underpins the continued delivery of services and necessary community infrastructure.

Liquidity

Short-term cash and other current financial assets at 30 June 2020 of \$303.4 million decreased from \$358.7 million over the year and was affected by the profile of the capital works program. This led to a slight reduction in the working capital ratio (current assets as a percentage of current liabilities) with 312 per cent providing a satisfactory financial position above the target band of 112 per cent to 200 per cent. This reflects Council's management of financial reserves associated with Developer Contributions

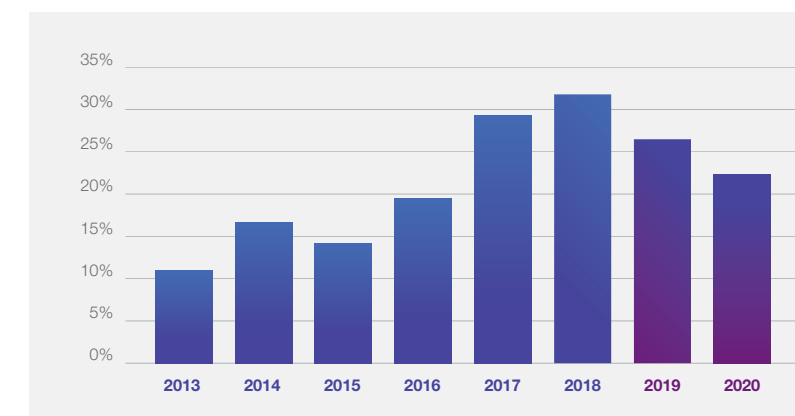


and Statutory requirements (\$155.7 million), approved but incomplete capital works (\$68.4 million), grants received in advance (\$9.1 million), cash-backed liabilities such as trusts

and deposits (\$31.1 million), creditors and payables (\$35.1 million), and employee entitlements (\$28 million).

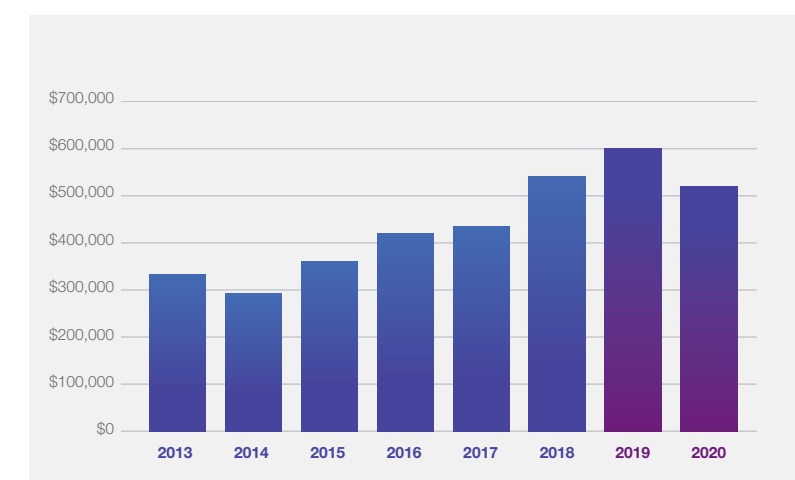
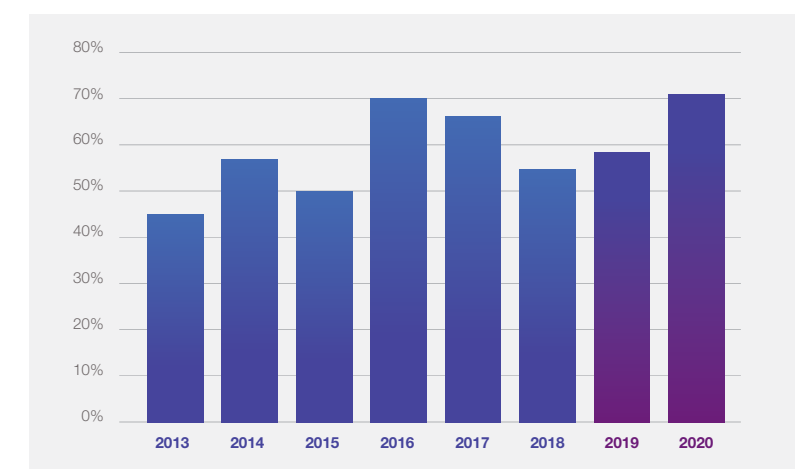
Obligations

Council's debt ratio is measured by comparing interest bearing loans and borrowings to rate revenue. At the end of the 2019/20, this ratio was 22 per cent, which was within the target band of up to 60 per cent, and below Council's preferred maximum of 40 per cent. Council will progressively repay all existing loans over the following long-term financial plan period.



Stability and Efficiency

Council revenues include rates, user fees, fines, grants and contributions. Despite this, Council's rates concentration, which compares revenue from rates and waste charges to total revenue, was 71 per cent for the 2019/20 year, which has increased from 58 per cent in 2018/19 and affected by the levels of contributed assets received. Rates concentration is above the expected target band of between 40-65 per cent. Council focused on broadening its revenue base in recent budgets. Average rate per property assessment of \$1,567.21 in 2019/20 compares favourably to similar councils in the outer metropolitan area.





Our
Performance

Planning and Accountability Framework

The City of Casey is governed by the *Local Government Act 1989 (the Act)*. Part 6 of the Act is associated with planning and accountability reporting. In addition, the Local Government (Planning and Reporting) Regulations 2014 (the Regulations) prescribe further requirements.

To comply with the Act and the Regulations, Councils must prepare a Council Plan, a Strategic Resource Plan, a Budget (and where appropriate, a revised

Budget) and an Annual Report which includes a Report of Operations, Performance Statement and Financial Statements.

In addition to these statutory obligations, the City of Casey prepares a quarterly report designed to provide the community with an update of Council's progress against the Council Plan and Budget.

Effective strategic planning and reporting allows Council to demonstrate what the future of the City of Casey should look

like while medium-term (Council Plan) to short-term planning (Annual Plan/Budget) tell Council how to get there in partnership with the community.

All aspects of the framework contribute to succinct strategic decision making, and clarity regarding the municipalities' priorities and long-term sustainable services.

Council Plan 2017-21

The *Annual Report 2019/20* details Council's performance against what the organisation planned to do in the *Council Plan 2017-21*.

The *Council Plan 2017-21* is a statement of how the City of Casey will work towards creating Australia's most liveable city. The Council Plan has three Strategic Objectives: *People Driven*, *A Place to Prosper* and *A High Performing Organisation*.

How we report on performance

Council's performance for the 2019/20 year is reported against each Strategic Objective of the *Council Plan 2017-21* to demonstrate what Council accomplished. Each Strategic Objective includes the following performance measures:

Annual Plan Major Initiatives

Details of the achievements in 2019/20 against major initiatives included in the annual *City of Casey Budget 2019/20*.

Council Plan Strategic Indicators

Progress results for the four-year Council Plan strategic indicators.

Services

The services funded in the budget and provided to the community, that contribute to each Strategic Objective.

Service Performance Indicators

Performance results against prescribed service indicators.

Strategic Objective 1: People Driven

The City of Casey strives to deliver services and infrastructure that meet the needs of its growing community. A well-connected transport network is vital to support rapid growth in the municipality, and ensure that people can access

employment, education and recreation opportunities as needed. We want to create a place where people feel safe, included within their community and socially connected.

Strategies:

▼
An inclusive, safe and connected community facilities are driven by community

▼
A Council whose services and facilities are driven by community needs

▼
A city with an accessible and well-connected transport network

Major Initiatives

Establish an additional carers hub within the City of Casey and actively promote support available to carers.

A pilot Carers Hub was established and began running programs in July 2019 at the Lynbrook Community Centre in partnership with Uniting Vic Tas. Throughout the year, Council has continued to support the Carers Hub, by helping to promote it to the community, and providing resources and information.

Support the planning and development of key Casey-wide transport projects including Monash Freeway Stage 2 and O'Shea Road (Berwick), Hallam South Road (Hallam) Upgrades and the Evans Road (Lyndhurst) Level Crossing Removal

In 2019/20 Council worked closely with transport agencies to support and plan for the

development of key Casey-wide transport infrastructure and service projects in-line with the *Integrated Transport Strategy - StreetsAhead*. Progress on the key big build projects included the following:

- › Support provided to Major Road Projects Victoria on the \$1.1 billion project that includes the O'Shea Road upgrade. Advocacy to the Victorian State Government and delivery agencies on behalf of Casey residents to deliver an improved design response on issues of traffic management, safety barriers, shared paths and trees for local residents.
- › As a result of Council's advocacy, commuters in Casey now have safer, smoother journeys with major construction on the Hallam Road Upgrade completed and the nearby Evans Road level crossing to be removed by the end of 2020. The project is the

culmination of Council and community advocacy and working with the Major Road Projects Victoria toward the best outcome for the City. The project delivers better safety, connectivity, pedestrian and bus infrastructure to give buses priority, improved landscape amenity and access to the South East's key resource recovery precinct.

- › The level crossing at Evans Road, Lyndhurst is being removed and replaced with a road bridge. Removing this last level crossing on the Cranbourne line, in addition to duplicating the line between Cranbourne and Dandenong, and delivering a new Merinda Park Station, will improve safety and travel times and reconnect community spaces. Evans Road has been closed at the level crossing since 2005 for community safety.

Strategic Indicators

Increase in the number of programs delivered by council services

- › Library
- › Maternal and Child Health
- › Neighbourhood houses & community centres
- › Sporting clubs

The number of active library members (those who borrowed a library resource) during 2019/20 was 27,304 down from 31,285 last year representing a 12.7 per cent decrease in active members. This decrease can be attributed to the closures of library services due to COVID-19.

There were 130 Maternal and Child Health (MCH) Programs conducted during the year. The proportion of

children who participated in the MCH service during 2019/20 was 68.8 per cent representing a decrease from 70.3 per cent in 2018-19.

Neighbourhood houses and community centres delivered 11,828 programs during the year. Community Sport was allocated one new recreation reserve for the first time and began taking casual bookings for two new synthetic surfaces.

Proportion of new Council facilities designed to improve community safety outcomes.

The design of new buildings, open space and infrastructure is checked to ensure positive community safety outcomes. An audit tool prepared with Community Safety regarding the safety of women in public areas.

Number of policies and procedures reviewed for Child Safe Compliance.

The stakeholders of key policies and procedures were engaged and work is being undertaken to reflect the Child Safe Standards in these policies. The new organisational approach to the creation of policies at council is continuing to have an impact on how quickly changes can be made to these policy and procedures.

Proportion of Casey Staff that have completed Child Safe Training online modules.

During the financial year, 556 out of 633 staff (not including agency staff and volunteers) completed the required training module, resulting in an 88 per cent completion rate.



Community Satisfaction Survey results for community engagement and consultation.

The 2020 Annual Community Satisfaction Survey returned an index score of 52 compared to 56 the previous year. This was one index point lower than the average for the Interface group of Councils at 53, which Casey is part of. While Casey's results is 4 index points lower compared to its 2019 result, it should be noted that external influences at that time, such as the independent Monitor's Report; the subsequent dismissal of all former Councillors; and the continuing Independent Broad-based Anti-corruption Commission's hearing into allegations of corruption and misconduct by former councillors, no doubt impacted this result as well as the community's overall perception of and trust in the organisation.

Satisfaction rate of the Community Taskforce with monitoring the delivery of the Council Plan and vision.

The Community Taskforce was formed to monitor the implementation of the Community Vision and Council Plan. The taskforce met once during 2019/20, in September 2019.

The introduction of the Local Government Act (LGA) in March 2020, requires Casey to undertake representative engagement for key strategic documents. In response to this, the City of Casey undertook broad community engagement on its 2020/21 Council Action Plan and Budget which saw 2,900 people engaged and 300 surveys completed.

As the current Community Taskforce structure no longer aligns to the LGA, this will now be superseded by a larger representative Casey Community Panel (approximately 500 people) with a broader remit, with a focus beyond just the Council Plan and Community Vision.

Community satisfaction with Council facilities and services.

The majority of people surveyed stated they were satisfied with Council facilities and services. Over 80 per cent of respondents said they found facilities to be clean, safe, accessible and easy to find; over 91 per cent said they were satisfied with the staff service experienced at the facility; 68 per cent said that activities and services met their family's needs; and 60 per cent said they felt more connected to the community as a result of attending the facility.

Increase the number of bookings at council managed facilities.

Utilisation figures of council managed facilities from July 2019 – March 2020 were 60,073 however no bookings were made from April to June 2020 due to their closure as a result of COVID-19 restrictions.

The level of State/Federal commitments toward transport infrastructure and services that aligns with Council's advocacy on transport improvement.

Council has advocated to local MPs for funding towards transport infrastructure in line with its 2020/21 State and Federal Government budget submissions. Projects include priority arterial road and intersection upgrades, bus network review and interchange and active transport connections as well as significant value-add projects to support the Cranbourne Rail Duplication Project.

Council has also continued its advocacy efforts for design improvement to the scheduled Level Crossing Removal at Berwick Station, and for the construction of a new Premium Railway Station for Berwick and has promoted engagement opportunities to the community.

The Victorian State Government announced a contractor to deliver the level crossing removal and is in discussions with Council about design improvements.

In response to the pandemic environment Council developed its COVID-19 Response and Recovery Advocacy approach which sought \$8 million to fast track significant local road projects to boost local jobs as well as \$125 million to facilitate the extension of Thompsons Road to Cardinia Road (Stage 1). Council received a \$1.6 million commitment towards local road and community infrastructure in June.

The level of access in residential estates to a shared path and trail network that provides links to the broader Casey area.

During 2019/20, 21 kilometres of shared path and trail networks were constructed. A 3.4 per cent increase was achieved bringing the total to 640 kilometres of path greater than 1.5 metres in width.

Casualty Accident Rates for local roads in Casey compared to Melbourne Metropolitan area and similar Interface Councils

Over a five-year period, the City of Casey's local roads recorded 36.9 injuries per 100,000 people compared to 49.2 injuries across comparable Interface Councils. Casey's local roads also recorded lower serious injuries and fatal accidents compared to Interface Councils.

Similarly, over a five-year period, Casey recorded fewer injuries than Metropolitan Councils (with 46.8 injuries per 100,000 people), however a comparable number of serious injuries and fatal accidents.

Services

The services that contribute to this strategic objective are:

Service	Description of services provided
Aboriginal Engagement	Enhances the cultural wellbeing, social connection and overall prosperity of the Aboriginal Community. This is achieved by embedding inclusive practices to build partnerships and increase community engagement and participation. Embracing respect for culture and heritage also allows the development of strong families and individuals.
Aged and Disability Assessment Service	Establishes eligibility and pathways to accessing appropriate entry-level support that a client would need to enhance their independence at home and within their community, it also identifies the needs and expectations of their carer.
Aged Care	Provides a broad range of support to assist older people aged 65 years and over (50 years and over for Aboriginal and Torres Strait islander peoples) who have functional limitations, to live independently at home and within their community. These include, in-home support, personal and home care, respite services, home maintenance, meals, mental health support, capacity building and improving social and community connections.
Asset Design and Delivery	Ensures capital works are planned and delivered in accordance with current standards and specifications and meet future community needs.
Business Regulation	Coordinates the registration, education, inspection and enforcement of businesses who are required to be licenced/registered under various Acts. Furthermore, reviews and comments on precinct structure plans, statutory planning and business applications and Public Health community engagement projects and service improvement initiatives are delivered.
Community Facilities	Provides educational, lifelong learning, recreational, leisure, cultural, skills development and social activities for residents of all ages and backgrounds. Working in partnership with community groups and organisations to provide access to programs, activities and services through Council community facilities.
Community Participation	Works with Casey's most vulnerable populations to empower them to participate in community life and to be connected, included and have positive wellbeing outcomes. Building active, vibrant and inclusive communities through various deliverables including capacity building of not-for-profit groups and Community Service Organisations, promoting and facilitating community volunteering, networking events for the community sector, and civic awards.

Service	Description of services provided
Community Safety	Provides a range of services and programs which contribute to the safety, health and wellbeing of the community with a focus on amenity protection, crime and anti-social behaviour, injury prevention, family violence prevention, child safety and road safety. Casey Community Safety Strategy underpins the work and commitment of Council.
Disability Services	Provides a broad range of entry-level support to assist people with a disability who are under the age 65 (50 years and under for Aboriginal and Torres Strait islander peoples). This service is delivered with a focus on activities that support independence and social connectedness, considering each person's individual goals, preferences and choices.
Disease Prevention	Delivers services of public health protection and prevention. This is provided through immunisation services, vaccine programs, infection complaints investigation and sampling of food and water contamination, disease prevention programs, Emergency Management support and response to disease related emergencies and systems data collection and maintenance of various health registers.
Early Years and Family Support	Provides proactive support to children and families in the early years and promotes the safety, stability and development of vulnerable children by providing early learning programs, events and parenting support for children aged 0-12 and their families.
Emergency Management	Delivers a 24-hour, seven day a week coordination of relief and recovery activities and resources following emergencies in the City of Casey. It coordinates arrangements for the utilisation and implementation of municipal resources and identifies hazards and risks that may impact the community. Additionally, implementing measures to prevent or reduce the causes or effects, including education and awareness raising to develop capacity and build resilience.
Family Day Care	Provide the community with high quality, flexible and affordable Family Day Care childcare options, which supports the education, health, wellbeing and connectedness of children and their families.
Footpath Network	Advocate to other authorities for the connection, enhancement and linkages of the Path and Trail Network across the City.

Service	Description of services provided
Governance and Risk	Risk Management Services includes the development of Security Strategy, Business Continuity Planning, management of insurance portfolio (including corporate occupational health and safety systems, injury management and return to work program), coordination of Council Meetings and the management of statutory requirements in relation to the Local Government Act, Infringement Act, Privacy and Data Protection Act.
Kindergartens	Coordinates and delivers funded programs to support and strengthen children, young people and families, maximising their potential as they participate and grow in the Casey community.
Local Law Enforcement	Ensures peace, order, standards of behaviour, safety and protection of Council and its communities, residents and community assets.
Maternal and Child Health	Aims to improve health and wellbeing outcomes for families with children aged between 0-6 years, building an inclusive, safe and connected community. This includes the delivery of a universal Maternal and Child Health service including key age and stage consultations, allied programs and community engagement.
Parks and Playgrounds	Maintains, renews and delivers neighbourhood parks, parks infrastructure, playgrounds and open space, by managing the collections planning, plant sourcing and capital works projects in parks. Additionally, design advice in accordance with council's policies and strategies and the approval of construction of new open space trees and landscaping.
Pet Registration and Animal Management	Ensures compliance with legislative requirements and facilitate an environment where residents and visitors can work, travel, live and play in a safe and secure environment free from risk to health and wellbeing. This includes investigation of breaches of the Domestic Animal Act 1994, management of councils Animal Pound Service and the delivery of events to promote responsible pet ownership.
Project Delivery Support	Coordinate the budget preparation of a Capital Works Program and the standards of project management are maintained across Council so that funded projects deliver maximum benefits for the community and meet the objectives of the Council Plan.
Recreation Paths and Trails	Ensures paths and trails are provided to support resident's health and wellbeing (through walking, running, cycling, equestrian, non-vehicle modes) and active transport opportunities.
Service Planning	Provides the evidence that supports the organisation in delivering services to meet community needs and expectations. This includes assisting in the planning, analysis and review of services and developing and providing input into strategic documents.

Service	Description of services provided
Sport and Leisure Community Support	Strengthens the sustainability of local sporting and recreational clubs and organisations, activates local sporting/recreational facilities and supports optimal utilisation. Additionally, aims to increase physical activity to enhance the health and wellbeing of the local community.
Sport and Recreation Planning	Ensures the provision of high quality, diverse open spaces, sport and recreation facilities to support the physical activity, health and wellbeing of the community. This includes planning for new or existing recreation and sporting infrastructure.
School Crossings	Provides and facilitates safe crossing points for school children and accompanying pedestrians to cross the road before and after school. This is via education and information, assessing, design and consultation of new crossing sites.
Transport	Advocates to other levels of Government and relevant bodies to further investigate and/or deliver required transport related infrastructure and services - arterial road connections, public transport infrastructure, and services provisions to benefit the Casey community.
Youth	Delivers a range of services and initiatives that provide opportunities for access and participation, whilst strengthening the health and wellbeing of young people, 10-25 years.

Service Performance Outcome Indicators

Service Performance Indicators	Results 2016-17	Results 2017-18	Results 2018-19	Results 2019-20	Material Variations and Comments
Animal management					
Timeliness					
<i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests/ Number of animal management requests]	4.33	6.02	4.69	1.34	Improvements made to this service throughout the last few years continue to have an impact on Council's responsiveness to requests for this service, resulting in a safer environment for our residents and visitors. Last year an improvement in the process to pick animals up from vets was reported and this year focussed on supervision, procedure changes and workflow changes which have resulted in a significant improvement in our response times. Cat trap requests are now treated as a nuisance rather than a request, which allows for faster responses and work was done with our customer service team to ensure requests were recorded properly from the beginning.
Service Standard					
<i>Animals reclaimed</i> [Number of animals reclaimed/ Number of animals collected]	40.81%	43.55%	43.56%	43.96%	
Food Safety					
Timeliness					
<i>Time taken to action food Complaints</i> [Number of days between receipt and first response action for all food complaints/ Number of food complaints]	1.60	1.64	1.53	1.62	

Service Performance Indicators	Results 2016-17	Results 2017-18	Results 2018-19	Results 2019-20	Material Variations and Comments
Maternal and Child Health					
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]	72.32%	72.93%	70.33%	68.82%	Due to COVID-19, Council was quickly able to pivot to online consultations with no major community disruptions, allowing the community to still access this vital service.
<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]	59.12%	66.46%	67.49%	68.67%	Due to COVID-19, Council was quickly able to pivot to online consultations with no major community disruptions, allowing the community to still access this vital service.
Roads					
Satisfaction					
<i>Sealed local road Requests</i> [Number of sealed local road requests/ Kilometres of sealed local roads (x100)]	29.37	17.49	28.78	25.66	An internal review changed the way roads was reported on this year. Despite this, the result is generally consistent with last year.
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]	98.97%	97.23%	69.10%	96.62%	

Strategic Objective 2: A Place to Prosper

The City of Casey aims to be a place in which our residents and visitors can thrive, with a local economy that fosters innovation and supports local jobs. Casey aspires to be a leading local authority, that leverages the strength of the region in advocacy, regional planning and investment.

We want to enhance our natural environment and provide access to cultural experiences and events that celebrate the diversity of our community and foster connection and wellbeing.

Strategies:



The destination for arts, culture, sport and leisure that attracts visitors and brings communities together



A thriving economy with local jobs, investment and new industries



A city that sustainably plans and manages growth with protecting its diverse landscape

Major Initiatives

Complete the development of Casey Fields Regional Soccer Facility and redevelopment of the AFL pavilion to meet AFLW requirements.

Project works this financial year saw four new soccer fields completed and the refurbishment of the existing AFLW pavilion completed in December 2019. In addition, construction of the pavilion at the Casey Fields Regional Soccer Facility was completed in July 2020. The second stage of AFLW works was completed at the end of July 2020.

Progress the regional procurement of an Advanced Waste Processing facility to secure the long-term waste needs of south east Melbourne by 2026.

The Advanced Waste Processing project progressed as scheduled. In December 2019, the Australian Competition & Consumer Commission (ACCC) issued its final determination granting authorisation to the Metropolitan Waste and Resource Recovery Group and 16 participating Councils, to conduct a collaborative tender process for advanced waste processing services. Progress on five work packages were reported to the working group

in December 2019, including an alternative tender process should the delays caused by Victorian State Government continue. The draft evaluation criteria were developed for review by the appointed evaluation panel. The expressions of interest were evaluated and preferred tenders for the next stage of the procurement process have been selected and notified.

Undertake strategic planning of key sites within Casey's major activity centres to attract private sector investment.

Work continued on the Strategic Utilisation of Council Owned Land Work Plan. However, due to COVID-19,

market facing components of these projects were put on hold while market conditions are unfavourable. A report was provided to Council on 17 March 2020 with a status update of each site on the work plan, noting the work plan would be updated and expanded next financial year. Discussions with the Victorian State Government regarding the Cranbourne Community Hospital are ongoing. The progress of the ongoing work plan items will be reported in the Quarterly Community Report in 2020/21.

Advocate to the Victorian State Government on the acquisition of identified land for Clyde Regional Park and Cardinia Creek Parklands and work collaboratively towards their future development for recreation purposes.

The Department of Environment, Land, Water and Planning (DELWP) placed the *Cardinia Creek Parklands Park Management Plan* on hold in March due to COVID-19. The project is expected to recommence in August 2020 and will progress agreements to the terms of reference, scheduling and staffing. Casey representatives will continue to be part of the Park Group engaged to contribute as key stakeholders. This also ensures Council will have an ongoing role in advocating for land acquisition and development of the Parklands.

Strategic Indicators

Attraction of sporting events of regional, state and national significance.

Casey Stadium was expected to host the National under-14's Basketball Championships for 2020, however this did not occur due to COVID-19. No other sporting events were held due to the COVID-19 pandemic.

Casey was also chosen by Special Olympics Victoria to host their 2020 Summer Games in April 2020 and Winter Games in July. The games attract competitors from across the Victoria and interstate to compete, however due to COVID-19, the games did not occur.

In February, Cricket Australia also announced that the 2020 Indoor Cricket World Cup was to be played at Casey Stadium in October 2020, however due to COVID-19 this competition will not occur this year.

Attraction of events of regional, state, national and international significance held in Casey.

Bunjil Place continued to attract significant events to provide arts and cultural experiences to residents and visitors. The Bunjil Place Theatre hosted 23 internationally significant theatre shows, 28 nationally significant shows and 27 state significant shows. Due to the impact of COVID-19 no programs were delivered from March – June 2020. Some significant events that took place between July 2019 – March 2020:

- › Architects of Air
- › The First China-Australia Cultural Commercial Real Estate International Symposium - The Melbourne Summit
- › Sikh Guru Nanek's 550th Birthday
- › Open House Melbourne
- › Asia TOPA – SAMSARA – Residency & Preview before World Premiere at the Arts Centre
- › Victoria Calisthenics – This is Calisthenics filmed and shown on 7TWO The New Black Vanguard Exhibition (Virtually)
- › Leisure/Sport: Architects of Air, Movies, School Holiday Programs, Yoga/Boot Camp/ Tai Chi, Weekly Hula Hooping Fitness, Movies (Summer Romance Festival, World Movies Festival), Dance O Mat, Summer Sounds, School Holiday Programs, Juggling, screening of the Australian Open
- › Indigenous: NAIDOC Week Exhibition, DRMSVRGN, Black Box Series
- › Cultural: Diwali Festival, Indian Festival, 4Cs - Pasifika School Showcase, Pathways, Home/Land Project Another Country – Isabel & Alfredo Aquilizan Exhibition
- › Youth: Possum Magic, Spot, Schools on Stage, Battle of Sounds, 4Cs - Pasifika School Showcase, Fired Up! Hip Hop Competition, Weekly Hula Hooping Fitness, School Holiday Programs, Dance O Mat, Operation Ouch, Windmill – Lights, Camera, Action, School Holiday Program, NGV Kids on Tour, Harry Potter Night, Emergent

The facilities and programs which we provide deliver opportunities for community participation in arts, cultural events, sport and leisure.

Council delivered many opportunities for the community to participate in arts, cultural events, sport and leisure. Whilst the March-June 2020 period was significantly impacted due to COVID-19, and planned events could not be held, the following programs took place between July 2019 – March 2020:



Increase in the number of participants involved in business development programs.

A total of 1,409 participants were involved in business development programs in 2019/20. There were a number of cancelled events as a result of COVID-19 however eight events with 430 participants were delivered as webinars instead.

Satisfaction of participants of the business development programs.

An average satisfaction rating of 94 per cent was recorded from participants of business development programs throughout 2019-20.

Attraction of international investors to drive new and existing industries.

Significant disruption to the economy by COVID-19 crippled Council's ability to attract international investment. Council moved to address shortfalls in its strategic approach. Council

resolved on 7 April 2020, that the China Engagement Strategy come to an end and a new investment attraction approach be created. The new approach will be holistic, covering investment generation, facilitation, policy advocacy, and place branding and includes, but is not limited to, international engagement. As such, the China Engagement Program in its previous form has ended and any plans for further international travel have been ruled out. This approach will form part of a new municipal Economic Development Strategy that is eager to address the changing conditions of our economy to maximize future investment.

Increase the number of local jobs.

The number of local jobs estimated as at 30 June 2020 was 76,966 compared to 83,164 at 30 June 2019, representing an estimated decrease of 7.5 per cent. This estimate has taken into consideration COVID-19 impacts

for the April-June 2020 quarter. As this data is collected and updated annually by the Australian Bureau of Statistics, a more accurate number of local jobs as at 30 June 2020 will be available in November 2020.

Increase the number of businesses in Casey.

The number of businesses in the City of Casey at 30 June 2020 was 24,839 which was an 11.14 per cent growth from the 22,349 registered businesses at 1 July 2019, far exceeding the target of 5 per cent growth.

Increase in membership on Casey Cardinia Jobs Portal.

The membership of the Casey Cardinia Jobs Portal was 5,799 members at 30 June 2020, which grew by 8.92 per cent from 1 July 2019, where there were 5,324 members.



Number of programs delivered that are designed to educate and promote access and inclusion in employment.

One programme, Successful Migrants, was scheduled during the January-March 2020 quarter, however was cancelled due to COVID-19 restrictions. This programme is currently postponed until after COVID-19 restrictions are lifted.

Use of the Employment Land Capacity statement to inform planning decisions.

Council Officers have coordinated with the Victorian Planning Authority (VPA) in the preparation of the South East Economic Context (SEEC) study throughout the financial year. Preparation of the SEEC study was led by the VPA, in conjunction with council partners – Dandenong, Casey and Cardinia. The SEEC will outline a vision and a number of strategic imperatives proposed to support economic and employment growth in the South East subregion and seeks to define

the strategic role of future employment precincts (e-PSPs). Once finalised, it is envisaged to inform PSP preparation, the employment and economic component for Department of Environment, Land, Water Planning SE Land Use Framework Plan and the South East Melbourne Councils Vision and Action Plan. The final document will be uploaded to the VPA website when concluded, which is targeted for September 2020.

An increase in diversity, health and resilience in Casey's urban forest.

The total trees planted for 2019-20 was 24,646 which exceeded the target of 15,000 trees planted per year. Council planted 8,646 advanced trees and 18,000 indigenous plants and trees, in addition to the trees planted within streetscapes and reserves through the creation of new estates and subdivisions. A list of trees that will be resilient to climatic changes in the future was used to inform tree

planting in Casey. This list will be developed further with the development of the Urban Forest Strategy in 2020/21.

Residents have access to high quality nature reserves

During the year, key actions of the *Re-vegetation Strategy* were delivered including community and contractor planting of 18,000 indigenous plants and the opening of a new nature reserve for the community to access.

Level of local community participation in biodiversity and sustainability services and programs

During the year, approximately 1,320 members of the local community participated in biodiversity and sustainability services and programs.

Services

The services that contribute to this strategic objective are:

Service	Description of services provided
Activity Centres and Place Based Planning	Delivers and supports a range of activities, services and programs that support the sustainability, development and growth of local businesses.
Art Facilities	Provides facility operations to ensure that Casey community has access to varied, quality opportunities for arts and cultural activity and social connectedness. This is through the programming and management of Bunjil Place Theatre, Gallery and Place Studio and facilitating activities to engage the community.
Building and Planning Regulation	Maintains the built environments through the administration and enforcement of relevant regulatory/legislative requirements. This includes technical advice to the public, investigating and responding to breaches and dangerous structures and assessing building works and Report and Consent Applications.
Bushland Reserves	Develops awareness and encourages involvement of the community in the preservation and improvement of the natural environment. Advocating for the protection, enhancement and conservation of biodiversity across Casey is also included.
Community Arts	Supports, encourages and delivers arts activity across Casey, including capacity building, fostering participation and encouraging local people and groups to design, develop and deliver their own arts and cultural programs and events.
Community Engagement and Advocacy	Engages stakeholder to inform and promote Council's programs and services, to encourage community participation and to ensure the views of the community are sought and used to inform Council's decision making, service planning and resource allocation. Furthermore, advocacy on behalf of the community for improvements, services and funding, which are beyond the responsibility of local government to fund.
Drainage and Stormwater Management	Management, maintenance and cleansing of Council's drainage assets, urban and rural drainage, flood plain management and stormwater environmental management.
Environmental Education	Raises community awareness and appreciation for environmental values through education and information opportunities that create behaviour change and reduces waste to landfill and increase the quality of kerbside recycling.

Service	Description of services provided
Events	Develops and delivers a suite of large and small-scale community and mayoral events in collaboration with internal staff, community groups and organisations. The provision of advice, support and training to community groups in the delivery of community events including the management of an event approval process is also included.
Foreshores	Works with local Committees of Management to support the preservation and amenity of Casey's foreshores and the facilitation of capital works.
Hard Waste	Ensures ongoing access to cost effective disposal and recovery facilities, whilst ensuring compliance with relevant legislation. This includes the collection of household items, which are too large to be collected as part of the regular waste collection service and the collection of dumped rubbish.
Investment and Innovation	Ensures the Casey Cardinia region is positioned as a favourable location for business investment, with a culture of innovation and entrepreneurship and providing skilled labour force, ready for employment. Investment and Innovation also supports visitation, tourism and events.
Landfill Management	Ensures compliance with legislative requirements. Identifies, manages and remediate council owned potentially contaminated land. Providing expertise for procurement, disposal of Land and planning matters.
Leisure Facilities	Works in partnership with commercial partners, community groups and organisations to provide access to educational and leisure programs, activities and services through Council owned and managed leisure facilities. This includes the management and maintenance of associated landscaped areas, as well as the building maintenance and inspections, renewal and programmed maintenance.
Libraries	Provides a safe, welcoming and inspiring space where everyone is free to discover possibilities. To help build happier, healthier and more resilient communities by promoting literacy, encouraging lifelong learning, supporting local communities to access information and deliver free events to inspire creativity and bring people together.

Service	Description of services provided
Litter Collection	Maintains the environment and minimise the impact of litter, including, prevention activities, investigations, education, enforcement and infrastructure.
Public Art	Oversee the ongoing maintenance of public art and the commission of public art projects, this includes strategically planning of public art.
Residential and Commercial Waste Collection	Provision of waste collection services to the community including residential garbage, recycling, garden waste and commercial waste collection. All services include provision of bins, collection, transport, sorting and/or disposal, customer interface and environmental education.
Sports Grounds and Facilities	Provide quality sport and recreation facilities that encourage the community to come together and participate in an active, social, supportive and learning environment. This is through overseeing the management of sporting grounds and recreational facilities through the appropriate support of volunteer committees.
Statutory Planning	Administers and enforces relevant legislation and the Casey Planning Scheme.
Strategic Land Use Planning	Sets the framework for Casey to ensure it is developed in a socially, environmentally and economically sustainable way, to create a liveable city and ensure developer funding is collected to facilitate the delivery of infrastructure for new communities.
Street and Roadside Landscaping	Manages and maintains Casey's urban forest, streets and roadside landscaping. Approves construction of new open space trees and landscaping, oversee planning referral advice for new subdivisions and preparing and implementing Councils Electric Line Clearance Management Plan.
Subdivisions	Administers and processes subdivisions including engineering approvals, landscape approvals, street naming and numbering, certification and statement of compliance for plans of subdivision.

Service Performance Outcome Indicators

Service Performance Indicators	Results 2016-17	Results 2017-18	Results 2018-19	Results 2019-20	Material Variations and Comments
Aquatic Facilities					
Service standard					
<i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities/ Number of Council aquatic facilities]	3	3	3.67	3.33	Council is committed to ensuring the health and safety of its facilities and their visitors. Only one pool inspection was able to be completed in the quarter four as public swimming pools were only open for a brief period due to COVID-19 restrictions.
Utilisation					
<i>Utilisation of aquatic Facilities</i> [Number of visits to aquatic facilities/ Municipal population]	6.40	6.04	6.14	4.16	Due to instructions from the Victorian State Government, Casey's pools were closed for a portion of quarter 3 and a majority of quarter 4. As such a lower number of visits occurred in this financial year in comparison to previous. The ARC 50m pool and program pool were again re-opened in June 2020 under restrictions. Casey RACE Aquatics was closed for a longer period due to COVID-19 closures and retiling works.

Indicators	Results 2016-17	Results 2017-18	Results 2018-19	Results 2019-20	Material Variations and Comments
Libraries					
Utilisation					
<i>Physical library collection usage</i> [Number of physical library collection item loans/ Number of physical library collection items]	6.93	7.04	7.25	5.44	In prior years, e-loans were included in the number of loans, whereas for 2019/20 the indicator changed to only include physical loans. During March-June 2020, loans were affected by COVID-19 due to the closure of libraries to the public, limiting access to collections. To offset this, Council implemented home deliveries which enabled lending to continue, although to a reduced capacity.
Participation					
<i>Active library borrowers</i> [Number of active library members (reported on a rolling 3-year period/ Average Municipal population over the last 3 years)]	9.70%	9.25%	9.19%	8.85%	

Service Performance Indicators	Results 2016-17	Results 2017-18	Results 2018-19	Results 2019-20	Material Variations and Comments
Statutory Planning					
Service cost					
<i>Cost of statutory planning Service</i> [Direct cost of the statutory planning service/ Number of planning applications received]	\$2,779.68	\$3,003.08	\$3,416.18	\$3433.67	
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]	55.56%	57.69%	51.85%	58.82%	Casey continues to have a very low number of applications go to VCAT on appeal. In the 2019/20 period, out of the 1,017 planning decisions made, only 17 (less than 2%) went to VCAT, demonstrating a high level of acceptance of planning decisions.
Waste Collection					
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]	\$102.16	\$104.30	\$109.37	\$111.28	

Service Performance Indicators	Results 2016-17	Results 2017-18	Results 2018-19	Results 2019-20	Material Variations and Comments
<i>Cost of kerbside recyclables bin collection service</i> [Direct cost of the kerbside recyclables bin collection service/ Number of kerbside recyclables collection bins]	\$16.54	\$23.12	\$46.95	\$60.40	In 2017/18, the cost of the kerbside recycling service was offset by revenue received from the sale of recyclable material. Following the recent recycling crisis where material was no longer accepted by other countries, the service cost was renegotiated with Council's contractor, and the cost shifted to Council. When the SKM waste facility closed in July 2019, recycling was temporarily diverted to landfill. In an agreement with the Victorian State Government, the additional cost was covered by them up until 1 November 2019. Post November 2019, 2 new contracts were negotiated with Cleanaway adding further costs. Cleanaway began operating assets following SKMs bankruptcy.

Service Performance Indicators	Results 2016-17	Results 2017-18	Results 2018-19	Results 2019-20	Material Variations and Comments
Waste Diversion					
Service cost					
<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]	52.28%	50.85%	47.26%	49.81%	

Strategic Objective 3: A High Performing Organisation

The City of Casey strives to be an efficient and effective organisation. Council is focussed on innovation and continuous improvement to transform the way we deliver services to our

community. We aim to optimise the use of technology and digital solutions and will focus on our customers to create a seamless customer experience.

Strategies:



A leader in applying technology and innovation



An efficient and effective, customer focussed Council with sufficient resources to meet priorities

Major Initiatives

Establish a single view of our customers across all services and contact channels, and achieve a more consistent and seamless customer experience through process improvement, technological enhancement and greater collaboration.

Council launched the live chat function on the website, which allows customers to chat with a Customer Service Officer online. This has resulted in

4,866 live-chat conversations and the new service has been widely accepted by the community with a high level of satisfaction.

Training on the Customer 360 initiative has been completed. This initiative provides our Customer Service Officers with a central view of customer details, which will progressively reduce our call handling time and improve the customer experience.

Improve our digital services so that City of Casey customers can access greater choice and more consistent ways of doing business with Council.

The digital roadmap has been completed, which has informed business plan actions for 2020/21. Projects included enhancing the Live Chat capability to include a virtual assistance feature. The user experience of online infringements portal was also enhanced to provide a more consistent experience online.

Strategic Indicators

Data analytics and visualisations used across critical services.

There have been multiple projects that have seen data analytics and visualisations applied. These projects have enabled staff to make evidence-based decisions while also creating operational efficiencies as a result.

Use of open standards and common platforms.

An open standard is a standard that is publicly available and free of commercial restrictions and licensing and the standard has been agreed upon by a number of peak bodies. The use of open standards and common government platforms enables proven technology solutions to be built; the user experience of these

systems and processes to be more consistent, and also allows for the reuse of technology solutions already available and the sharing of data where appropriate.

The Customer 360 project made use of open standards and common platforms in the following ways:

- › The front-end application uses React, an open source JavaScript library for building user interfaces
- › Management of the process of building, automated testing and deployment on Azure – Microsoft's cloud platform (the first provider awarded Protected Certification by the Australian Signals Directorate)

Increase in Council transactions available through digital channels.

The City of Casey continued to focus on increasing services and transactions available through digital channels. Digitising these services means our customers can apply for these services online at a time that suits them. Seven new transactions were added, including cloth nappy rebates; pool registration forms; immunisation catch-up schedules; online entries for Victorian Youth week; a virtual assistant for waste, rates, pets and animals; inspire leadership forum and animal infringements. Due to COVID-19 resources were redeployed to support Casey staff working remotely and allow them to continue to serve the community.



The technology that is delivered supports our staff to deliver efficient and effective services.

Technology Governance has been clearly defined to ensure that Technology change meets the needs of our customers. A Technology governance structure and process has been put in place to support the initiation and delivery of technology changes that create value for our business, leading to better community outcomes.

Ease of customer interaction with Council measured through the Net Easy Score.

Weekly customer satisfaction surveys were used to calculate an annual score of +34, which is an improvement from the score of +22 in 2019.

Community Satisfaction Survey results for Customer Service.

In the 2020 Community Satisfaction Survey, the score for the City of Casey’s customer service was 73 (out of 100). Whilst this is one point lower than 2019, Council has maintained performance in this area for a number of years. Customer service is rated in line with the State-wide group average and significantly higher than the Interface group average.

Improved staff Culture and Engagement Scores.

The City of Casey measure staff engagement scores through a pulse survey. This was conducted in April-May 2020, with these results compared to the Local Government benchmark. While the response rate (46 per cent) was down from the last survey, it should be noted that this lower response rate was during COVID-19. The engagement result was 76.3 per cent, 2.5 per cent higher than previous results.

Expenses per head of municipal population.

The City of Casey spent \$998.43 per head of municipal population in 2019/20 compared to \$944.40 in 2018/19.

Employees are empowered to initiate and contribute ideas and are supported by leaders to deliver on community outcomes.

An internal roll out of Council’s Shared Leadership philosophy commenced with key organisational leaders. An employee survey was conducted with staff asked to measure the satisfaction in the following categories: ‘sharing ideas’ and ‘working independently’ which saw results of 78 per cent and 79.8 per cent respectively.

Employees are change agile and committed to living our values.

An employee survey was conducted with staff asked to measure their satisfaction in the following categories ‘need to change’ and ‘implements change well’ which saw results of 80.5 per cent (2.7 per cent increase) and 67.8 per cent (4.8 per cent increase) respectively.

Employees are treated fairly, have equal access to opportunities and resources and can contribute fully to the City of Casey’s success.

A disability recruitment pilot was delivered, with our disability recruitment partner Outlook, which resulted in employees who were hired through the program successfully completing their probationary period. Work will continue to refine this process and move towards embedding into everyday recruitment processes.

Council launched a staff wellbeing programme, which was developed and enhanced to assist staff with their emotional and physical wellbeing during COVID-19.



Services

The services that contribute to this strategic objective are:

Service	Description of services provided
Asset Management	Ensures that asset requirements are aligned to documented levels of service and can provide the service at the lowest long-term cost. Also ensures that Council understands what it owns and will acquire in terms of physical assets, long-term costs, risks, legislative requirements and benefits associated with those assets.
Civic Facilities	Coordinated, supports and facilitates the operations and use of civic facilities including the civic components of Bunjil Place, Community Centres, Old Shire Office and Vibe.
Customer Service	Coordinates and provides direction to fostering a customer focused culture across multiple contact channels throughout Council.
Digital Services	Seeks to derive value from technologies including implementing Council’s Smart City Strategy, applying technology, data and innovation and providing Casey’s customers with contemporary services that are available 24/7.
Financial Services	Develops and provides systems, processes and organisational support for the raising and collection of rates and other revenue, payment of suppliers and employees and the development of the annual budget and audited financial statement. Furthermore, leads the development and implementation of the long-term financial plan and strategy.
Fleet and Plant Management	Supports a fit for purpose fleet and plant, which is maintained, safe and efficient to use.
Human Resources	Provides employment advice and support, recruitment, learning & development and Industrial/employee relations for the City of Casey.
Information Management	Manages corporate records from creation to disposal to meet statutory requirements and coordinate freedom of information.
Legal Support	Legal Support manage legal issues and legal matters for both Councillors to minimise legal risk.
Organisational Performance	Organisation Performance identifies, explores and implements opportunities for the improvement of services, business processes and the experience of customers and staff. Additionally monitoring, measuring and reporting on the organisation’s performance to drive accountability and identify opportunities for improvement.
Procurement	Provide a fair and complete process that results in best practice procurement, legislative and legal compliance and maximises value for the City of Casey. This includes overseeing the quotation and tendering process for procurement requirements, providing support on purchasing and contract requirements and ensuring all publicly tendered contract suppliers remain compliant.

Service	Description of services provided
Property	Provide the strategy and advice on property matters in the areas of land and leases to the business and manage the acquisition, leasing, use, leased property maintenance, naming and disposal of Council's property assets.
Rates and Valuations	Maintains Council's core property, name and address records, public open space valuations, rating and land tax.
Supporting Asset Maintenance	Supporting Asset Maintenance, plan, support and coordinate the business operations of City Presentation. This is through scheduled and programmed maintenance and renewal, supporting the delivery of the capital and minor capital works program and managing Casey Fields.
Technology	Provision of corporate business applications for internal use as well as applications used by the community to transact and exchange information with Council. Furthermore, the provision of IT infrastructure and services.

Service Performance Outcome Indicators

Service Performance Indicators	Results 2016-17	Results 2017-18	Results 2018-19	Results 2019-20	Material Variations and Comments
Efficiency					
Workforce turnover					
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year]	9.30%	11.29%	14.82%	10.07%	Lower staff turnover due to restructure recruitments during the first half of the year and slower levels of resignations in the second part of the year.
Stability					
Rates effort					
<i>Rates compared to property values</i> [Rate revenue/ Capital improved value of rateable properties in the municipality]	0.36%	0.37%	0.29%	0.31%	Movement from 2019/20 relates to the annual valuation cycle and the estimated application of the rate cap each year.





Our Organisation

Organisational structure

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day to day management of operations in accordance with the strategic directions of the Council Plan.

The CEO and four directors form the Executive Leadership Team lead the organisation.

Details of the CEO, directors and managers reporting to the directors, as at 30 June 2020 are set out below.



Council Staff

A summary of the number of Council staff, represented as both full-time equivalent (FTE) and headcount, by employment type, division and gender as at 30 June 2020 is set out below.

Employment Type	Division	Male		Female		Total FTE	Total Headcount
		FTE	Headcount	FTE	Headcount		
Full-Time Employees							
	CEO's Office	1.0	1.0	0.0	0.0	1.0	1.0
	City Planning and Infrastructure	179.4	185.0	93.3	104.0	272.7	289.0
	Community Life	68.4	73.0	213.0	227.0	281.4	300.0
	Corporate Services	18.0	18.0	49.6	54.0	67.6	72.0
	Customer and Business Transformation	41.2	41.0	64.1	68.0	105.3	109.0
	Total	308.0	318.0	420.0	453.0	728.0	771.0
Part-Time Employees							
	City Planning and Infrastructure	4.9	7.0	34.1	52.0	39.0	59.0
	Community Life	20.9	57.0	325.5	573.0	346.4	630.0
	Corporate Services	3.4	4.0	11.8	18.0	15.2	22.0
	Customer and Business Transformation	0.0	0.0	22.4	34.0	22.4	34.0
	Total	29.2	68.0	393.8	677.0	423.0	745.0
Casual Employees							
	City Planning and Infrastructure	1.1	1.0	0.0	0.0	1.1	1.0
	Community Life	13.6	116.0	18.3	176.0	31.9	292.0
	Customer and Business Transformation	0.0	1.0	2.6	8.0	2.6	9.0
	Total	14.7	118.0	20.9	184.0	35.6	302.0
Grand Total		351.9	504.0	834.7	1314.0	1186.6	1818.0

A summary of the number of Council staff represented as both full-time equivalent (FTE) and headcount, by employment classification and gender as at 30 June 2020 is set out below:

Employment Type Division	Male		Female		Total FTE	Total Headcount
	FTE	Headcount	FTE	Headcount		
Band 1	17.9	115.0	21.1	146.0	39.0	261.0
Band 2	5.5	10.0	71.6	135.0	77.1	145.0
Band 3	38.3	55.0	9.0	42.0	47.3	97.0
Band 4	31.9	54.0	99.0	148.0	130.9	202.0
Band 5	71.4	76.0	158.1	217.0	229.5	293.0
Band 6	100.0	105.0	149.1	188.0	249.1	293.0
Band 7	53.8	54.0	78.7	85.0	132.5	139.0
Band 8	16.0	17.0	17.0	18.0	33.0	35.0
Senior Officer	14.0	14.0	12.7	13.0	26.7	27.0
Maternal & Child Health	0.0	0.0	49.1	72.0	49.1	72.0
Kindergarten Assistant	0.8	1.0	85.1	136.0	85.9	137.0
Kindergarten Teacher	2.3	3.0	84.2	114.0	86.5	117.0
Grand Total	351.9	504.0	834.7	1,314.0	1,186.6	1,818.0

Note: Senior Officer is defined in S.3(1) of the *Local Government Act 1989* as:

- a) The Chief Executive Officer; or
- b) A member of Council staff who has management responsibilities and reports directly to the Chief Executive Officer; or

c) Any other member of Council staff whose total remuneration exceeds \$151,000 or a higher threshold amount specified by the Minister in accordance with section 97B

Note: The FTE calculations are based on “actuals”, whereas, in previous annual reports were based on averages.

Enterprise Agreement

The Casey City Council Enterprise Agreement 2017 (EA) expired on 30 June 2020. In February 2020, Council began discussions with the major unions on a new EA, for a period of up to four years. An offer was made to the unions in April 2020, based on an assessment of our position given the unknown impact of COVID-19 on our longer-term financial sustainability and uncertainty around managing and protecting services to the community. Council instead proposed a 12 month roll over of the existing EA. During the EA negotiations, Council has undertaken good faith bargaining and listened to its employees around their perceptions of the fairness of the proposed offer. Council staff will have the opportunity to vote on the proposed agreement in July 2020.

Gender Equality

The recently passed *Gender Equality Act 2020* resulted in a review and refresh of Council's current *Gender Equality Action Plan*. The three priority areas remain the same:

- › Diverse women are actively engaged in Council leadership and decision-making
- › Council has a workplace culture and structures that promote gender equality and challenge discrimination
- › Gender equality is integrated in existing Council policies, plans, programs, services and infrastructure

The approach brings a strengthened focus on equality of outcomes, cultural and systemic change and shared leadership.

Key actions for Council to deliver include a workplace gender audit (that will form the basis of the refreshed four-year *Gender Equality Action Plan*) and data collection

for baselining against workplace gender equality indicators.

Employee Performance and Development

Council continued its commitment to developing and maintaining a high performing workforce through the introduction of a performance and development program. The new program aims to set Council up for success by supporting staff to recognise how they contribute to the City of Casey and support and enable everyone to do their best work. The program takes a people centered approach that aims to provide clarity and certainty on expectations, recognition of wins/successes and support for employee's growth and development by identifying opportunities for learning, experience and building stronger connections. The focus is on quality conversations and building quality relationships and connections. There is also an emphasis on wellbeing, which is timely as COVID-19 has given us a strong reminder of the importance of giving focused attention to activities that enhance wellbeing.

Our Shared Leadership Philosophy

Our Shared Leadership Philosophy aims to shift us from a transactional to a transformational organisation through engaging our formal leaders, as well as all staff, to act together. This will allow us to harness all our wisdom, support for one another to grow and develop to build our collective capability. By people leaders coaching and empowering our people, we are seeing an environment that supports innovative thinking, continuous improvement in order to deliver better outcomes for the community.

Council created the Cultural Change Collective which is made up of 100 of our people leaders. This group will help progress Council's journey of shared leadership and create the right environment for positive change across the organisation. The Cultural Change Collective has been carefully considered with a clear purpose around driving cultural change as the organisation refocuses on creating the right environment for positive change across the organisation. Our Cultural Change Collective has come together a number of times to workshop Shared Leadership along with valuable conversations around the future of our workplace. We have run a number of leadership development workshops with the cultural change collective, that has focused on the way we lead in our workplace environment, continuing to build a culture of collaboration and connectedness and how we can better support one other through change. The development work continues to drive curiosity and accountability and generates a positive level of employee engagement.

Health and Safety

The City of Casey is committed to providing a safe working environment for employees, contractors, volunteers and others, so that they may return home safe every day. Council's documented Annual Action Plan aims to continuously improve Council's health and safety management systems. With support from occupational health and safety representatives within its various workplaces, Council continues to identify hazards, assess risks and implement suitable controls as far as reasonably practicable.

The following outlines Council's activities and performance in relation to key health and safety objectives:

Initiatives	Performance
Implement the workplace inspection program	92% of workplace inspections were completed in line with the workplace inspection schedule
Task Based Risk Assessments	Work teams with a significant claims history and/or risk profile completed a program of reviewing and updating task based risk assessments to ensure all reasonable controls had been identified
Conduct Site Specific risk assessments at all School Crossings locations	Completion of site specific risk assessments of all of Council's School Crossings were conducted throughout the year
Workstation ergonomics training program	Successful implementation of an online training package was implemented to support office-based staff within an activity-based work environment
Biannual Contractor Information sessions	Throughout 2019/20, OHS information sessions were developed and delivered to Council contractors. The aim of the sessions were to increase OHS awareness, advise of new technologies and to reinforce Council's expectations regarding the management of OHS. Sessions included: › Asbestos awareness program - the session included legislative requirements, identifying asbestos and Councils asbestos management register. The building services team presented new technology where contractors scan a QR code which then displays the asbestos assessment plan for a particular building. › Noise regulations – the session included legislative requirements, assessing hazardous noise, control measures, PPE and audiology testing

Health promotion

The City of Casey's commitment to providing staff with a healthy workplace is evident by the ongoing assistance and benefits available to staff. In 2019/20 these included:

- › Employee assistance program
- › Provision of health and wellbeing programs
- › Providing free influenza vaccinations to staff
- › Negotiated membership rates at Casey ARC/RACE
- › Subsidised Social Club
- › Early Intervention Program – providing support to allow employees to remain at work if injured

COVID-19 response staff implications

In order to manage the impact of COVID-19 on our workforce, Council endeavoured to be flexible and adaptable. In response, a number of processes were developed including:

- › a COVID-19 leave policy
- › a revised approach to on-boarding and off-boarding staff
- › development of Family Violence support materials
- › wellness sessions delivered to 160 staff
- › a move to online recruitment.

A key focus of Council's response has been on health and wellbeing. Through the introduction of our THRIVE program, the aim is to bring practical Wellbeing and Learning opportunities to staff digitally. This is an ongoing program that will be refined and updated with relevant materials, to ensure our continued commitment to supporting our staff through COVID-19.



A photograph of a white egret standing in shallow, rippling water. The bird is facing left, with its long neck curved upwards and its long, pointed beak visible. The background is a dense, lush green grassy bank. The water reflects the light, creating a shimmering effect. A teal-colored rectangular box is overlaid on the right side of the image, containing the text 'Governance, Management and Other Information' in white.

Governance, Management and Other Information

Governance

The City of Casey is constituted under the *Local Government Act 1989* to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

▼ **Taking into account the diverse needs of the local community in decision-making**

▼ **Ensuring that resources are managed in a responsible and accountable manner**

▼ **Fostering community cohesion and encouraging active participation in civic life.**

▼ **Providing leadership by establishing strategic objectives and monitoring achievements**

▼ **Advocating the interests of the local community to other communities and governments**

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community

consultation, working groups and advisory committees. Council's formal decision-making processes are conducted through Council meetings. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

In February 2020, the elected Councillors were dismissed by an act of Parliament. Three Administrators, appointed by the Minister for Local Government now fulfil the role of the Council until October 2024.

Meetings of Council

Council conducts open public meetings on the first and third Tuesday of each month. Members of the community are welcome to attend these meetings and observe from the

gallery. A total of 25 Council meetings, and two Special Council meetings were held during 2019/20 and live streamed, with a total community reach of over

103,000 viewers. Council meetings also provide the opportunity for community members to submit a question to the Council or make a submission.

Meeting attendance:

These figures include instances where a Councillor was physically present, however Councillors that were granted an approved leave of absence are counted as attending for the purposes of reporting under the Local Government

Performance Reporting Framework. Councillor attendance was recorded for the 15 Council meetings held from 1 July 2019-19 February 2020.

Councillor	Ordinary Council Meetings (15 total)	Special Council Meetings (2 total)	Total Meetings attended
Ablett	9	1	10
Aziz	4	0	4
Crestani	15	2	17
Flannery	14	2	16
Gilic	6	0	6
Jackson	10	2	12
Rosario	7	2	9
Rowe	14	2	16
Serey	14	2	16
Smith	13	2	15
Stapledon	14	1	15

Noelene Duff PSM commenced as interim-Administrator at the City of Casey on 20 February 2020. As of 20 May 2020, Ms Duff became the Chair of Administrators and was joined by Mr Miguel Belmar and Mr Cameron Boardman.

The below table details Council meeting attendance by the panel of Administrators from their respective commencement dates, until 30 June 2020.

Administrator	Ordinary Council Meetings (10 total)	Special Council Meetings	Total Meetings attended
Duff	10	0	10
Administrator	Ordinary Council Meetings (4 total)	Special Council Meetings	Total Meetings attended
Belmar	4	0	4
Boardman	4	0	4

Special Committees

The *Local Government Act 1989* allows Councils to establish one or more special committees consisting of:

- › Councillors
- › Council staff
- › Other persons
- › Any combination of the above.

The Council established one Special Committee during 2019/20. This was the Planning Committee established by resolution of Council on 21 January 2020. The Planning Committee did not meet and was disbanded by resolution of Council on 3 March 2020.

Allowances and expenses

Administrator Allowances

The Administrator allowances are set by the Minister of Local Government.

The table below contains details of current allowances paid to the Administrator during 2019/20, from 20 February 2020 until 30 June 2020 (for Ms Duff) and from 20 May 2020 until 30 June 2020 (for Mr Belmar and Mr Boardman):

Administrator	Allowance
Ms Duff	\$94,776.45
Mr Belmar	\$12,411.41
Mr Boardman	\$12,411.41



Councillor Allowances

In accordance with Section 74 of the Act, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance.

The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories

based on income and population of each Council. In this instance, the City of Casey is recognised as a category two Council.

The following table contains details of allowances that were paid to the Mayor and Councillors during the year 2019/20, for the period from 1 July 2019 to 19 February 2020:

Councillor	Allowance
Cr Ablett	\$18,870.38
Cr Aziz	\$18,870.38
Cr Crestani	\$18,870.38
Cr Flannery	\$18,375.68
Cr Gilic	\$18,870.38
Cr Jackson	\$18,375.68
Cr Rowe	\$18,870.38
Cr Rosario	\$18,870.38
Cr Serey	\$42,155.68
Cr Smith	\$18,870.38
Cr Stapledon	\$36,987.89

Ministerial determination under s.73B of the *Local Government Act 1989* increased Councillor allowances by 2.0 per cent, effective 1 December 2019.

- › From July – November 2019, monthly payments of \$2,813 totalling \$33,756 per annum (pro rata).
- › From December 2019 – February 2020, monthly payments of \$2,869, totalling \$34,428 per annum (pro rata)

Mayor Allowance

- › From July – November 2019, \$8,985 monthly payments; \$107,819 per annum (pro rata).
- › From December 2019 – February 2020, \$9,164 monthly payments; \$109,975 per annum (pro rata)

Administrator Expenses

In accordance with Section 75 of the Act, Council is required to reimburse an Administrator for expenses incurred while performing his or her duties as an Administrator.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Administrators. The policy provides guidance for the payment of reimbursements of expenses and

the provision of resources, facilities and other support to the Administrators to enable them to discharge their duties.

The table below outlines Administrator expenses for 2019/20, incurred from 20 February 2020 until 30 June 2020 (for Ms Duff) and from 20 May 2020 until 30 June 2020 (for Mr Belmar and Mr Boardman):

Administrator	Travel/Car	Carer	IT and Communications	Training and Education	Total
Ms Duff	-	-	-	-	-
Mr Belmar	-	-	\$2	-	-
Mr Boardman	-	-	\$2	-	-

Councillor expenses

In accordance with Section 75 of the Act, Council is required to reimburse a Councillor for expenses incurred while performing his or her duties as a Councillor.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the

payment of reimbursements of expenses and the provision of resources, facilities and other support to Councillors to enable them to discharge their duties.

The table below outlines Councillor expenses for 2019/20, incurred from 1 July 2019 until 19 February 2020:

Councillor	Travel/Car	Carer	IT and Communications	Training and Education	Total
Cr Ablett	-	-	\$879	-	\$879
Cr Aziz	\$8,199	-	\$3,513	\$411	\$12,123
Cr Crestani	\$4,495	-	\$716	-	\$5,211
Cr Flannery	-	-	\$1,323	-	\$1,323
Cr Gilic	-	-	\$270	-	\$270
Cr Jackson	-	-	\$324	\$550	\$874
Cr Rosario	\$6,052	-	-	-	\$6,052
Cr Rowe	\$2,112	-	\$1,148	-	\$3,260
Cr Serey	\$4,882	-	\$487	\$3,443	\$8,812
Cr Smith	\$11,236	-	\$1,103	-	\$12,339
Cr Stapledon	\$7,371	\$11,999	\$2,348	\$804	\$22,522
Total	\$44,347	\$11,999	\$12,111	\$5,208	\$73,665

Conflict of interest

Councillors and Administrators are required by legislation to act in the best interests of the community. This is a position of trust that requires them to act in the public interest. When a Council delegates its powers to a Council employee or a special committee, the committee or employee also needs to act in the public interest. A conflict of interest occurs when personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no

improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings. While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making

process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests. During 2019/20, 9 conflicts of interest were declared at Council and Special Committee meetings.

Audit and Risk Committee

The Audit and Risk Committee's role is to monitor, review and advise Council on the standard of its financial control, risk management and corporate governance. The Committee assists 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 environment. The Audit and Risk Committee consists of

three independent members, Mr Robert Bennet (Chair), Mr Simon Mahony, Mr Vincent Philpott, and two Administrators. Independent members are appointed for a three-year term.

The Audit and Risk Committee meet five times a year, with one meeting dedicated to the end-of-year financial and performance statements. The Internal Auditor, Chief Executive Officer, Chief Financial Officer and Team Leader Integrity and

Legal Support attend all Audit and Risk Committee meetings. Other management representatives attend as required to present reports. The external auditors attend twice a year to present the financial and performance statements and audit strategy. Minutes from each Audit and Risk Committee meeting are subsequently reported to and considered by Council.

Internal audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. Internal audit services are provided by an external provider with extensive local government experience. A risk based three-year Internal Audit Plan is revised annually to ensure the audit resources remain focused on the appropriate areas.

The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes, and management input. The three-year and

annual Audit Plans are reviewed and approved by the Audit and Risk Committee annually. The Internal Auditor attends each Audit and Risk Committee meeting to report on the status of the annual Audit Plan, to provide an update on the implementation of audit recommendations and to present findings of completed reviews. The responsible managers for each area reviewed are required to attend the Audit and Risk Committee meeting to respond to questions in relation to the reviews. All audit issues identified are risk rated. Recommendations are assigned to the responsible manager and tracked by

Council in an appropriate management system. Managers provide regular status updates that are reviewed and reported to the Executive Leadership Team and the Audit and Risk Committee. Quality assurance is measured through the annual Audit and Risk Committee self-assessment and completion of the Internal Audit Plan.

External Audit

Council is externally audited by the Victorian Auditor-General. For 2019/20, the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's Audit Service provider, RSM Australia Pty Ltd.

The external auditors attend the March and June 2020 Audit and Risk Committee meetings to present the Financial Audit Strategy and Interim Management letter, along with managements responses.

The Annual Financial and Performance Statements are presented to the Committee at its August meeting.

Risk Management

Effective risk management, as a corner stone of good corporate governance, results in better service delivery, more efficient use of resources, and better project management.

Risk management continues to be an integral part of service planning and day to day operations at the City of Casey. Council has a comprehensive and mature enterprise risk management framework in place and consistently monitors all areas of the organisation to improve the management of risk to achieve best practice.

The purpose of all this is to ensure that the organisation has the best available information to inform sound business decisions. To do this well, requires all the various departments and functions to work together so that the organisation can have a holistic view of its risk environment. Council is known for its strong risk management culture.

Risk appetite is the type and amount of risk that an organisation is prepared to accept or avoid. A revised risk appetite statement was adopted in August 2019 which sets and communicates risk appetite within the organisation and also supports effective governance, strategy, culture, and reporting. Clear risk appetite guidelines allow staff to confidently make decisions within agreed risk boundaries, encouraging flexibility and accountability.

The purpose of Council's Business Continuity Plan is to build organisational capability to support the critical functions of Council in the event we have an interruption affecting our buildings, technology or resources. The Plan is an internal-facing document and focuses on Council's operations and its ability to continue to provide services or outcomes which affect the community.

The pandemic offered us the opportunity for a live activation where our plans successfully assisted the organisation in the management of the crisis. We are also making use of the information on critical services from the Business Continuity Plan for a transition back to the workplace.

A comprehensive prevention of fraud and corruption program has been in place since 2008 with Council staff trained on how to recognise and report fraud and corruption.

Council's Audit and Risk Committee, through the internal audit process, audits the risk management framework, prevention of fraud program and business continuity plan in each three year internal audit cycle. In addition, the development of the three year internal audit plan links to the operational and strategic risk registers.

Governance and Management Checklist

Governance and Management Item	Requirement	Yes/No	Date
Community Engagement Policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation	Yes	17/10/2017
Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	Yes	17/10/2017
Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Plan adopted in accordance with section 126 of the Act	Yes	23/06/2020
Annual Budget (plan under section 130 of the Act 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 130 of the Act	Yes	23/06/2020
Asset Management Plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation	Yes	04/12/2019 05/10/2016 20/05/2014
Rating Strategy (strategy setting out the rating structure of Council to levy rates and charges)	Current strategy in operation	Yes	28/06/2017
Risk Policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation	Yes	19/03/2018

Governance and Management Item	Requirement	Yes/No	Date
Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	Yes	17/10/2017
Municipal Emergency Management Plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986	Yes	27/05/2020
Procurement Policy (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act	Yes	16/06/2020
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	Yes	21/01/2020
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	Yes	16/04/2020
Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	Yes	29/01/2020
Audit and Risk Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with section 139 of the Act	Yes	17/09/1996

Governance and Management Item	Requirement	Yes/No	Date
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	Yes	17/07/2015
Performance Reporting Framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Current framework in operation	Yes	12/12/2017
Council Plan reporting (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	Yes	20/08/2019 19/11/2019 18/02/2020 19/05/2020
Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly statements presented to Council in accordance with section 138(1) of the Act	Yes	17/10/2019 19/11/2019 18/02/2020 19/05/2020
Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented	Yes	01/09/2020
Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports prepared and presented	Yes	11/02/2020 12/02/2019
Annual Report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	Annual report considered at a meeting of Council in accordance with section 134 of the Act	Yes	22/10/2019

Governance and Management Item	Requirement	Yes/No	Date
Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Code of conduct reviewed in accordance with section 76C of the Act	Yes	19/02/2017
Delegations (a 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 98(6) of the Act	Yes	S5: 17/04/2020 S6: 17/04/2020 S7: 06/01/2020 S13: 28/03/2019 S14: 04/12/2019
Meeting Procedures (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act	Yes	22/09/2016

I certify that this information presents fairly the status of Council's governance and management arrangements.



Glenn Patterson
Chief Executive Officer
Dated: 1 September 2020



Noelene Duff PSM
Chair of Administrators
Dated: 1 September 2020



Statutory Information

Documents available by public inspection

In accordance with section 57 and 58 of the *Local Government Act 2020*, documents and information available to the public will be managed in accordance with Council's *Public Transparency Policy*.

A list of documents available for inspection under the various Acts 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 year, Council entered into zero contracts valued at \$150,000 or more for works or services of a specific kind as specified in section 186(5)(a) and (c) of the Act.

Council did not enter into any contracts valued at \$150,000 or more for goods, services or works without engaging in a competitive process.

Accessibility Action Plan

On 19 June 2018, Council endorsed the *City of Casey Accessibility Action Plan 2017-2021* (the Plan). This Plan provides a strategic approach in response to Council meeting its obligation to legislative requirements, including the *Disability Discrimination Act 1992* and the *Charter of Human Rights and Responsibilities Act 2006*. It also ensures compliance with the *Disability Act 2006* Vic section 38.

Many areas across Council have taken responsibility to implement actions pertaining to the Plan to create a whole of Council approach to accessibility. Updates on the plan actions have been summarised below:

Ensure information and publications about services and programs are available in a range of accessible formats

- › Support provided to build the capacity of Council staff and community to ensure accessible formats, including translation of COVID-19 welfare resources into an easy English format.
- › Resources and information on accessible formatting have been promoted to a variety of internal and external networking meetings. Including internal networks such as, Engagement Experts, Customer Service Officer Networks and the Culturally and Linguistically Diverse (CALD) National Disability Insurance Scheme (NDIS) Network.

Increase awareness and understanding to promote inclusion of people with a disability

- › Support provided to Council staff to register City of Casey Accessible toilets and adult change facilities on the National Toilet Map, to ensure people with disabilities and carers are informed on the locations and can plan their journeys within the community.

Increasing the awareness of disability access and inclusion

Promotion has taken place via a variety of platforms including:

- › Information - dissemination of resources via email to contacts (250 emails) including information about COVID-19 and welfare resources available.
- › Supporting staff and providing access and inclusion advice to community services, individuals with disability and carers, including topics such as inclusive playgrounds, universal housing, service delivery, program initiatives, NDIS, Carer capacity building, Lynbrook Carers Hub,
- City of Casey Community grant submissions, Special Olympics Games preparation, the development of the Casey Leisure Centre Disability Hub and Casey Cardinia Library in supporting participant behaviour concerns.
- › Updating the Building Inclusive Communities (BIC) Practitioner Guide to preserve the learnings and strategies of the Metro/Rural/Deaf Access work and provide a framework for the access and inclusion of people with disability. This was presented to the Victorian Local Government Disability Planners Network (VLGDPN) with positive feedback being received.
- › Advocacy: Advocacy has been provided to support community concerns in areas such as access to buildings, infrastructure, transport, community programs, accessible communication, community participation, the NDIS and the State Disability Plan review.
- › Networking: External opportunities have included attendance to Victorian Local Government

Disability Planners Network (VLGDPN) and the NDIS CALD Network. Internals has included the City of Casey CSO Network and the Community Engagement Experts.

- › Initiatives have included the Development of the Southern Region Disability Alliance, in partnership with the City of Greater Dandenong Cardinia Shire, NDIS, Local Area Co-Ordinator (LAC) and Early Childhood, Early Intervention (ECEI) partners to ensure consistent approaches to Disability Access and Inclusion across the Region and support the progression of the NDIS.

Number of leadership/training opportunities for people with a disability

- › COVID-19 has prevented the delivery of many leadership programs for people with disability in 2020, however information about online leadership programs have been promoted via networks and email distribution.



Carers recognition

In accordance with the *Carers Recognition Act 2012*, Council is required to report annually on its care measurement obligations under Section 11 of that Act. Council took all practical measures to comply with its responsibilities

outlined in the *Carers Recognition Act 2012*. Council has promoted the principles of the Act to people in care relationships who receive Council services and the wider community by:

▼ **Distribution of capacity building information to Carers, including information on building resilience, improving health and wellbeing and general information to support the caring role, as well as support for the Lynbrook Carers Hub.**

▼ **Support provided for the next steps and sustainability of the Lynbrook Carers Hub, through strengthening collaboration with external organisations and strategic planning. This will ensure the Hub reaches its full potential to improve social connection and support for unpaid Carers.**

▼ **The 2019 Carers Day Out which was held on 11 September 2019 at the Lynbrook Community Centre was delivered to acknowledge the important role Carers play and to support the Carers role. The Mayor of Casey acknowledged approximately 120 Carers from across the southern region who were in attendance and 10 community**

services provided social cohesion, wellbeing and pamper activities, information, resources, and brief health checks. Feedback from carers included: 95 per cent stating the event met their expectation and 100 per cent stated the event supported their caring role.

Domestic Animal Management Plan

During 2019/20, the City of Casey continued to implement its *2017-2021 Domestic Animal Management Plan*, whereby Council focused on responsible pet ownership education and the value of animal registration within our municipality.

A total of 975 dogs and 1,050 cats were collected and impounded, with 36,484

pets registered, and 35 dogs were seized pending court outcomes. A total of 19 matters were prepared, which resulted in 15 successful prosecutions and 4 cases ongoing before the Magistrates Court, which included minor and serious dog attacks, dog wandering at large, and fail to register charges. The ongoing cases

have been adjourned until after September 2020 due to the COVID-19 pandemic and social distancing requirements.

Due to the COVID-19 pandemic, Council was unable to host several events including the annual Pet Expo in Wilson Botanic Park in May 2020 and a cat desexing clinic in April 2020.

The cat desexing clinic held from Myuna Farm in October 2019, resulted in 50 cats desexed over a two-day period. Free microchipping, discounted desexing and registration were offered to those owners. Positive feedback was received from cat owners who could not afford to desex and microchip their cats and were now able to register their cats to be compliant with the Act.

Animal pickups saw a 26 per cent reduction over the Christmas 2019 period. Council utilised social media and media releases over the peak periods including Christmas and New Year to inform residents about events and about Casey's reunification services. Regular park patrols and the use of social media were also used to encourage registration compliance in the municipality. Social media, predominantly Facebook has been used to provide information on responsible pet ownership, registration, and community events held within the municipality.

During 2019/2020 several projects were run to achieve our objectives in encouraging Casey residents in being a responsible pet owner. This included:

- › Registration compliance door knocks to over 650 residential properties, which resulted in over 230 infringements for failure to apply renew registration.

- › A registration education project conducted in primary schools within the municipality to prep and grade 1 students. Presentations on pet registration were held and students were able to participate in a colouring competition which resulted in 240 entries across 24 primary schools in the municipality.

- › Registration promotion within the municipality

Investigations into smart registration tags, an associated app and specification have been developed to go to tender. The system will alert pet owners when their pet is missing, provide location tracking, and also report wandering dogs to Council Officers, all to be linked to Councils pet registration systems.

A complete review of the 17 dedicated 'dog on lead' parks and reserves in the municipality was conducted. This process included auditing, patrolling, a review of complaint statistics and community consultation to determine if those parks were still required as dedicated dog on lead reserves. Community feedback provided reiterated the need for these reserves to remain unchanged.

A new standard operating procedure was introduced for cat nuisance investigations and guard dogs on non-residential properties.

Procedures will ensure Council officers complete requests consistently, efficiently and apply Casey's customer first principles into investigations.

Approximately 99 per cent of property inspections were undertaken for declared dogs (dogs considered dangerous/menacing or a restricted breed) to ensure all housing and legislative requirements under the Act were compliant. Only one property was not inspected, due to an ongoing investigation and pending case at VCAT. Declared dog owners are given information on requirements of owning such an animal. Domestic Animal Business registration permits have been renewed for a number of businesses in the municipality including pet shops, boarding kennels, pounds and shelters, training establishments, breeding and rearing businesses.

Due to the COVID-19 pandemic, new processes for the renewal of Domestic Animal Businesses were introduced. Auditing of these businesses has only been conducted on premises that had workplans in place or issues detected through public complaints.



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 in the Annual Report. No such Ministerial Directions were received by Council during the 2019/20 financial year.

Freedom of Information

In accordance with section 7(4AA) (a) and 7(4AA) (b) of the *Freedom of Information Act 1982*, Council is required to publish certain statements in their annual report or separately such as on its website, concerning its functions and information available.

Council has chosen to publish the statements separately in a document called a Part II Statement which can be found on the Freedom of Information section of our website; however Council provides the following summary of the application and operation of the *Freedom of Information Act 1982*.

The *Freedom of Information Act 1982* provides members of the community with a legally enforceable right of access to documents held by Council, unless exemptions apply.

Common exemptions include documents containing material obtained in confidence (such as the details of complaints about neighbourhood nuisances such as barking dogs), personal information where release would be unreasonable (including the details of an individual's health or financial position) and material of a commercially sensitive nature. Reasons are provided if requests are refused and the applicant is advised of the appeal rights that apply.

Requests under the *Freedom of Information Act 1982* should be directed to:

Freedom of Information Officer
City of Casey
PO Box 1000
Narre Warren 3805
Tel: 9705 5200
Email:
caseycc@casey.vic.gov.au

All requests must be in writing giving sufficient information to enable Council to identify the document sought. An application form is available from the Freedom of Information Officer who can also provide advice on the wording of the request or downloaded from Council's website. The application fee is \$29.60 from 1 July 2019 and the charge for searching is \$22.20 per hour.

There were 60 Freedom of Information requests lodged in 2019/20. For more information contact the Freedom of Information Officer.

Privacy Report

Council is required to comply with the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*. Under these Acts, Council is required to be as open as possible in regard to how Council collects, uses, stores and protects the personal and health information it holds.

Council is committed to protecting people's right to privacy and the responsible and fair handling of personal information, consistent with the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*. These Acts outline several privacy

principles the Council must adhere to when undertaking its statutory functions and activities, so the privacy of individuals can be protected.

Council's Privacy Policy is available from all Council offices and can be viewed on Council's website at casey.vic.gov.au/privacy.

Council has established a process for receiving, logging, actioning and management reporting of requests for information to ensure it meets the requirements of the *Privacy and Data Protection Act 2014* or other legislation.

The Request for Information document can also be found and downloaded from Council's website at casey.vic.gov.au. Further queries regarding privacy matters and the handling of personal information should be directed to:

Privacy Officer
City of Casey
PO Box 1000
Narre Warren 3805
Tel: 9705 5200
Email:
caseycc@casey.vic.gov.au

Public Interest Disclosure Procedures

Public Interest Disclosures Act 2012

The *Public Interest Disclosures 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.

In accordance with section 70 of the *Protected Disclosure Act 2012*,

Council must include in their Annual Report information about how to access the procedures established by the Council under Part 9 of that Act.

Procedures on how to make a disclosure were reviewed in September 2019 and are publicly available on Council's website.

Council is also required to provide certain information about the number and types of public interest disclosure complaints during the financial year. During the 2019/20 financial year, no disclosures were notified to IBAC under section 21(2) of the *Public Interest Disclosures Act 2012*.

Road Management Act Ministerial Directions

In accordance with Section 22 of the *Road Management Act 2004*, Council must publish a copy of summary of any Ministerial Direction in its Annual Report.

No such Ministerial Directions were received by Council during the 2019/20 financial year.



LIVINGSTON FAMILY AND COMMUNITY CENTRE

Development
Contributions Plan

Table 1: Total DCP Levies Financial year ending 30 June 2020

City of Casey	Year Approved	DCP	Levies Received \$
Lyndhurst	2002	DCP003	53,699
Cranbourne East LSP3	2008	DCP004	877,277
Cranbourne LSP6	1993	DCP005	41,400
Narre Warren South (Cell Q)	1997	DCP006	2,309
Fountain Gate / Narre Warren	2006	DCP007	0
Berwick South	1998	DCP008	94,139
Ti-Tree Creek	1998	DCP009	0
Cranbourne East	2010	DCP010	1,621,904
Cranbourne North	2011	DCP011	774,510
Cranbourne West	2010	DCP012	1,767,617
Clyde North	2011	DCP013	1,555,758
Botanic Ridge	2012	DCP014	968,479
Clyde	2014	DCP015	17,687,600
Berwick Waterways	2014	DCP018	1,522,874
Brompton Lodge	2016	DCP019	231,953
		Total	27,199,520

Table 2 - DCP land, works, services or facilities accepted as works-in-kind in 2019/20 financial year

Name of DCP	Year App	Project ID	Project Description	Item Purpose	Project Value (\$)
Clyde	2014	15IN-53-02 C	Thompsons Rd North-South connector West Bells Rd & Pound Rd	Road Network	807,860
Clyde	2014	15IN-53-01 C	Thompsons Road / Berwick-Cranbourne Road	Road Network	805,101
Clyde	2014	15IN-53-01 L	Thompsons Road / Berwick-Cranbourne Road	Road Network	91,500
Clyde	2014	15IN-53-07 C	Berwick-Cranbourne Road east-west industrial connector	Road Network	3,375,559
Clyde	2014	15IN-53-07 L	Berwick-Cranbourne Road east-west industrial connector	Road Network	149,250
Clyde	2014	15IN-53-13 L	Hardys Rd / North South connector east of Berwick-Cranbourne Rd	Road Network	87,893
Clyde	2014	15LS-53-01A L	Local sports reserves NorthWest	Active Open Space Reserve	3,074,965
Clyde	2014	15RD-54-03A C	Tuckers Road (Ballarto Road to Hardys Road)	Road Network	1,393,183
Clyde	2014	15IN-54-02 C	Tuckers Road / Heather Grove	Road Network	1,426,615
Clyde	2014	15BR-54-07 C	Tuckers Road crossing of drainage area	Road Network	51,961
Clyde	2014	15RD-54-03A C	Tuckers Road (Ballarto Road to Hardys Road)	Road Network	224,713

Name of DCP	Year App	Project ID	Project Description	Item Purpose	Project Value (\$)
Clyde	2014	15IN-54-11 C	Tuckers Rd / South connector (active open space LS-54-04)	Road Network	356,126
Clyde	2014	15RD-54-02A C	Pattersons Rd Berwick-Cranbourne Rd Bells Rd/east boundary PSP1054	Road Network	95,303
Clyde	2014	15IN-54-07 C	Patterson Road / North-south (East of Tuckers Road)	Road Network	284,277
Clyde	2014	15RD-57.1-02 L	Casey Fields Boulevard	Road Network	610,699
Clyde	2014	15IN-57.1-3 L	Casey fields / east-south connector	Road Network	147,492
Clyde	2014	15RD-53-01B L	Thompsons Road (Berwick-Cranbourne Rd - Smiths Lane) – Employ	Road Network	1,537,978
Berwick Waterways	2014	DCP18-IN02	Ward Road / Greaves Road roundabout and culvert	Road Network	3,289,516
Berwick Waterways	2014	DCP18-RD02A	Homestead Road	Road Network	2,182,704
Brompton Lodge	2016	DCP19-RD01-C	Ballarto Road construction	Road Network	2,031,327
Brompton Lodge	2016	DCP19-IN01-C	Ballarto Road / Woodlands Road Construction	Road Network	339,110
			Total		22,363,133

Table 3 - Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

Name of DCP	Year Approved	Total Levies Received (\$)	Total Levies Expended (\$)	Total Work-in-kind accepted (\$)	Total DCP Contributions received (Levies and Work in Kind)
Brompton Lodge	2016	231,953	1,038,796	2,370,437	2,602,390

Table 4 – Land, works, services or facilities delivered in 2019/20 financial year from DCP levies collected

DCP Name	Year Approved	Project ID	Project Description	DCP Fund Expended (\$)	Works-in-kind accepted (\$)	Councils Contributions (\$)	Other Contributions (\$)	Total Project Expenditure (\$)	Percentage of Item delivered
Cranbourne LSP6	1993	DCP05 - PJ01	Glasscocks Rd Link SGH to NW Cran Rd	53,379	0	2,146,357	0	2,199,736	2.00%
Fountain Gate	2006	DCP07 - PJ03	Landscape Wks NW Business Pk MW Wetland	12,307	0	0	0	12,307	2.00%
Berwick South	1998	DCP08 - PJ03	Recreation Projects	161,310	0	0	0	161,310	5.00%
Cranbourne East	2010	DCP10- RD09	21 metre carriageway between Sth Gipps Hwy & UGB	15,219	0	0	0	15,219	2.00%
Cranbourne East	2010	DCP10 - RD14	Sth Gipps Hwy & Ballarto Rd roundabout & ped signals	303,406	0	0	0	303,406	5.00%
Cranbourne East	2010	DCP10 - AR03	Western Active Playing Field (football/cricket/netball)	5,847,940	0	1,035,000	0	6,882,940	75.00%
Cranbourne East	2010	DCP10 - AR01	Eastern Active Playing Fields (football/soccer/cricket)	1,535,651	0	1,485,190	2,300,000	5,320,841	25.00%
Cranbourne East	2010	DCP10 - RD09	21 metre carriageway between Sth Gipps Hwy & UGB	314,412	0	0	0	314,412	5.00%
Cranbourne North	2011	DCP11-OS04	Land for White Recreation Reserve 6.88 h/a	19,264,000	0	3,790,567	0	23,054,567	100.00%

DCP Name	Year Approved	Project ID	Project Description	DCP Fund Expended (\$)	Works-in-kind accepted (\$)	Councils Contributions (\$)	Other Contributions (\$)	Total Project Expenditure (\$)	Percentage of Item delivered
Cranbourne North	2011	DCP11-AR03	Construction of White Recreation Fields	76,284	0	0	0	76,284	2.00%
Cranbourne West	2010	DCP12-OS01a	Active Playing Field 1 Fball/Cricket/Nball	225,701	0	0	0	225,701	2.00%
Cranbourne West	2010	DCP12-RD13	Construction of Missens Road	106,341	0	0	0	106,341	2.00%
Cranbourne West	2010	DCP10-RD10	Volk Road	2,625,000	0	52,755	0	2,677,755	100.00%
Cranbourne West	2010	DCP12-RD12	Land for Missens Road widening	1,677,020	0	73,919	0	1,750,939	50.00%
Cranbourne West	2010	DCP12-OS01a	Active Playing Field 1 Fball/Cricket/Nball	145,605	0	0	0	145,605	2.00%
Cranbourne West	2010	DCP12-OS15A	Recreation facilities in southern residential area	442,444	0	0	0	442,444	15.00%
Cranbourne West	2010	DCP12-DI01a	Integrated Community Facility	3,389,606	0	0	2,533,000	5,922,606	100.00%
Cranbourne West	2010	DCP12-RD06	Hall Road Bridge & Culvert	2,225,610	0	0	0	2,225,610	75.00%
Clyde North	2011	DCP13-RD16	Nth-Sth Collector Rd Hillcrest Christian College	1,168,382	0	8,656	0	1,177,038	100.00%
Clyde North	2011	DCP13-AR08	Active Playing Fields 4 South-western	134,313	0	0	0	134,313	2.00%
Clyde North	2011	DCP13-CI06	Community Centre 3 Eastern	2,400,023	0	0	1,600,000	4,000,023	100.00%
Clyde North	2011	DCP13-AR01	Active Playing fields 1 North-eastern	1,302,598	0	3,595,990	90,000	4,988,588	80.00%

DCP Name	Year Approved	Project ID	Project Description	DCP Fund Expended (\$)	Works-in-kind accepted (\$)	Councils Contributions (\$)	Other Contributions (\$)	Total Project Expenditure (\$)	Percentage of Item delivered
Clyde North	2011	DCP13-RD02A	Grices Road (West)	1,401,346	0	0	0	1,401,346	20.00%
Clyde North	2011	DCP13-RD17	Nth-Sth Collector Rd Hillcrest Christian College	719,518	0	0	0	719,518	100.00%
Botanic Ridge	2012	DCP14-AR06	Active Recreation East	8,638,000	0	111,328	0	8,749,328	50.00%
Botanic Ridge	2012	DCP14-RD01	Casey Fields Bld ext Sth Gippsland hwy to Craig Rd	5,161	0	0	0	5,161	1.00%
Clyde	2014	15RD-54-01 L	Hardys Road (Berwick-Cranbourne Road Road to Bells Road	3,800	0	0	0	3,800	1.00%
Clyde	2014	15CO-54-04 C	Family and Children's Centre (Level 1) SouthCentral	991	0	0	0	991	1.00%
Clyde	2014	15CO-54-03 C	Family and Children's Centre (Level 1) SouthWest	243,925	0	0	0	243,925	2.00%
Clyde	2014	15LS-54-03 C	Local sports reserves SouthWest	195,748	0	0	0	195,748	2.00%
Clyde	2014	15IN-53-12 C	Berwick-Cranbourne Road / Hardys Road	502,167	0	0	0	502,167	2.00%
Clyde	2014	15CO-54-01 C	Family and Children's Centre (Level 1) WestCentral	1,799,610	0	276,913	1,185,059	3,261,582	50.00%
Clyde	2014	15LS-54-01 C	Local sports reserves WestCentral	5,744,157	0	258,982	0	6,003,139	80.00%

DCP Name	Year Approved	Project ID	Project Description	DCP Fund Expended (\$)	Works-in-kind accepted (\$)	Councils Contributions (\$)	Other Contributions (\$)	Total Project Expenditure (\$)	Percentage of Item delivered
Clyde	2014	15RD-54-01 L	Hardys Road (Berwick-Cranbourne Road Road to Bells Road	807,161	0	15,412	0	822,573	10.00%
Clyde	2014	15CO-54-03 L	Family and Children's Centre (Level 1) SouthWest	20,828	0	5,910	0	26,738	2.00%
Clyde	2014	15RD-54-07 C	Railway Road (Clyde township)	268,281	0	0	0	268,281	2.00%
Clyde	2014	15RD-53-01B L	Thompsons Road (Berw-Cranb Rd - Smiths Lane) - Employ	2,000,000	1,537,978	300	0	3,538,278	25.00%
Clyde	2014	15RD-54-03A C	Tuckers Road (Ballarto Road to Hardys Road)	554,993	0	300	0	555,293	15.00%
Clyde	2014	15CO-54-04 L	Family and Children's Centre (Level 1) SouthCentral	2,158,152	0	729,885	0	2,888,037	100.00%
Clyde	2014	15RD-53-02 L	Tuckers Road (Hardys Road to Bells Road)	9,104,400	0	0	0	9,104,400	40.00%
Clyde	2014	15RD-54-02 L	Pattersons Rd Berw-Cranb Rd Bells Rd/east bndry PSP1053	1,587,000	0	0	0	1,587,000	20.00%
Clyde	2014	15LS-53-01A L	Local sports reserves NorthWest	3,545,094	3,074,965	0	0	6,620,059	100.00%

DCP Name	Year Approved	Project ID	Project Description	DCP Fund Expended (\$)	Works-in-kind accepted (\$)	Councils Contributions (\$)	Other Contributions (\$)	Total Project Expenditure (\$)	Percentage of Item delivered
Brompton Lodge	2016	DCP19 - LS01	Advanced Designs-B'land Greens AFLCrTen	233,796	0	0	0	233,796	2.00%
Brompton Lodge	2016	DCP19-IN05-L	Ballarto Road/Cranbourne-Frankston Road/Pearcedale Road	746,345	0	167,385	0	913,731	15.00%
Brompton Lodge	2016	DCP19-RD02-C	Chevron Avenue upgrade	58,655	0	0	0	58,655	2.00%
Cranbourne West Lo	2016	DCP90-RD21	Volk Road Flaring	526,473	0	0	0	526,473	100.00%
Cranbourne West Lo	2016	DCP90-RD22	Volk Road construction	29,003	0	0	0	29,003	2.00%
			Totals	\$84,321,152	\$4,612,943	\$13,754,849	\$7,708,059	\$110,397,003	

Infrastructure Contributions Plan

Table 1 – Total ICP monetary component received in 2019/20 financial year

Name of Collecting Agency	Name of ICP	Monetary component in levies received in 2019/20 financial year (\$)	Value of works in kind received in satisfaction of monetary component in 2019/20 financial year (\$)	Total monetary contribution received in 2019/20 financial year (\$)
City of Casey	Cardinia Creek South	117,349.77	0	117,349.77
City of Casey	Minta Farm	4,810,055.80	0	4,810,055.80
Total		4,927,405.57	0	4,927,405.57

Table 2 – Inner public purpose land received in 2019/20 financial year

Name of Collecting Agency	Name of ICP	Land (or Project ID)	Land (or project) description
			NIL

Table 3 – Total Land Equalisation Amount (LEA) received and Land Credit Amount (LCA) paid in 2019/20 financial year

Name of Collecting Agency	Name of ICP	Total of any LEAs received in 2020 financial year (\$)	Total of any LCAs paid in 2020 financial year (\$)
City of Casey	Cardinia Creek South	7,381.93	NIL
City of Casey	Minta Farm	-	NIL
Total		7,381.93	NIL

Table 4 - ICP works, services or facilities accepted as works-in-kind in 2019/20 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Item purpose	Project value (\$)
					NIL

Table 5 – Total ICP monetary contributions expended by development agency in 2019/20 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	ICP money expended (\$)	Percentage of project delivered
				NIL	NIL

Table 6 – Use and development of inner public purpose land or outer public purpose land which has vested in, been acquired by or been transferred to, the development agency in 2019/20 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Use and development of land
				NIL

Table 7 – Use of works, services or facilities accepted as works-in-kind in 2019/20 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Use and development of land
				NIL
				-

Table 8 – Expenditure of ICP land equalisation amounts in 2019/20 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Land equalisation amounts expended (\$)
				NIL



Grants to Community Groups & Organisations

A total of \$1,212,918 of grants were provided to community groups and organisations in 2019/20 compared to \$822,854 in 2018/19.

The grants below are comprised of quick response grants, community, environment, equipment and

training grants as well arts development, event and community service organisation funding.

During 2019-20, Council provided grants to over 260 community groups and organisations, listed below:

Community group/organisation	Total grant (\$)
1st Berwick Scout Group	\$300.00
1st Cranbourne Scout Group	\$910.00
2nd Chance Cat Rescue	\$1,913.00
ACE Foundation - Aiding Casey Education	\$7,000.00
Action on Disability Within Ethnic Communities (ADEC)	\$3,290.00
Afghan Australian Philanthropic Association	\$4,500.00
African Women's & Families Network	\$1,000.00
African Youth Alliance (auspiced by South East Community Links)	\$2,000.00
Al-Emaan Women's Organisation	\$7,000.00
Arts Access Society	\$10,250.00
Aspire Church	\$8,000.00
Australian Animal Rescue	\$1,000.00
Australian Breastfeeding Association (ABA) Casey-Cardinia Group	\$5,000.00
Australian Foundation for Disability	\$1,000.00
Australian-Filipino Community Services	\$1,000.00
BAC Playgroup (auspiced by Berwick Anglican Church)	\$785.00
Backpacks 4 VIC Kids	\$4,387.00
Bakhtar Cultural & Publishing Association	\$4,075.00
Balla Balla Community Centre	\$4,950.00
Baran Club (auspiced by South East Community Links)	\$2,986.00
BATS Theatre Company	\$9,687.50
Bayside Orchid Society	\$2,987.00
Baysiders Netball Club	\$756.00
Bellview Resident's Group (auspiced by Doveton Neighbourhood Learning Centre)	\$5,000.00

Community group/organisation	Total grant (\$)
Berwick & District Agricultural & Horticultural Society	\$25,000.00
Berwick & District Folk Club	\$5,125.00
Berwick Anglican Church	\$3,500.00
Berwick Ayalkoottam	\$5,000.00
Berwick Bridge Club	\$900.00
Berwick Business Group	\$990.00
Berwick Central Scout Group	\$4,800.00
Berwick Church of Christ	\$8,000.00
Berwick City Cougars Baseball Club	\$1,000.00
Berwick City Soccer Club	\$5,000.00
Berwick Football Club	\$1,000.00
Berwick Little Athletics	\$5,500.00
Berwick Lodge Primary School	\$4,000.00
Berwick Mechanics Institute & Free Library	\$184.00
Berwick Neighbourhood Centre	\$8,454.00
Berwick RSL Sub-Branch	\$6,500.00
Berwick Toy Library	\$6,209.00
Beyond Disability	\$1,500.00
Bipolar Life Victoria	\$3,825.00
Bk 2 Basics Melbourne	\$7,550.00
Blairlogie Living & Learning	\$5,000.00
Blind Bight Community Centre	\$8,782.00
Blindside Artist Run Space	\$3,330.00
Brentwood Park Neighbourhood House	\$6,500.00
Buddhist Vihara Victoria	\$5,000.00
Cascades on Clyde parkrun (auspiced by parkrun Australia)	\$2,000.00
Casey & District Multiple Birth Association	\$3,979.50
Casey ADRA Café (auspiced by Adventist Development & Relief Agency)	\$4,000.00

Community group/organisation	Total grant (\$)
Casey Basketball Association	\$4,420.00
Casey BMX Club	\$5,000.00
Casey Cardinia HPV & Cycling Club	\$894.00
Casey Choir	\$6,150.00
Casey City Church	\$16,000.00
Casey Cobras Football Club	\$1,000.00
Casey Concert Band	\$8,374.25
Casey Crusaders Rugby Club	\$1,000.00
Casey Friendship Association	\$1,000.00
Casey Malayalee	\$5,200.00
Casey Netball Association	\$3,500.00
Casey North Community Information & Support Service	\$4,000.00
Casey Panthers Soccer Club	\$1,200.00
Casey Philharmonic Orchestra	\$1,920.00
Casey Seventh Day Adventist Church	\$3,000.00
Casey Tamil Manram	\$6,000.00
Casey U3A	\$1,000.00
Casey-Cardinia Life Activities Club	\$1,000.00
Chinese Xinjiang Senior Citizens Association of Australia	\$6,000.00
Christians Helping In Primary Schools (CHIPS)	\$2,870.00
Civil Celebrations Network	\$50.00
Clyde Auskick	\$5,000.00
Clyde Football Club	\$2,957.00
Clyde Scout Group	\$845.00
Clyde Tennis Club	\$1,000.00
Community Cinema Under The Stars	\$5,000.00
Congregational Christian Church Samoa Casey Parish	\$1,000.00
Connect Health & Community - Gambler's Help Southern	\$1,000.00

Community group/organisation	Total grant (\$)
Corona Italian Seniors Club of Casey	\$5,000.00
Country Women's Association West Gippsland Group	\$2,000.00
Cranbourne Casey Men's Shed	\$993.00
Cranbourne Christian Fellowship Centre - Turningpoint Support Centre	\$5,800.00
Cranbourne Community House	\$2,100.00
Cranbourne Information & Support Service	\$12,858.00
Cranbourne Italian Senior Citizens Club	\$3,760.00
Cranbourne Junior Football Club	\$1,000.00
Cranbourne Lawn Bowls	\$3,200.00
Cranbourne Lions Choir - Cranbourne Chorale	\$8,175.00
Cranbourne Lions Concert Band	\$8,145.00
Cranbourne Little Athletics Centre	\$471.00
Cranbourne Meadows Cricket Club	\$1,000.00
Cranbourne Presbyterian Church	\$3,800.00
Cranbourne Regional Uniting Church Food Truck	\$1,500.00
Cranbourne South Riding Club	\$1,000.00
Cranbourne Stroke Support Group	\$700.00
Cranbourne Turf Club	\$15,000.00
Cranbourne-Narre Relay for Life (auspiced by Cancer Council Victoria)	\$4,000.00
Cross Purpose Church	\$1,000.00
Devon Meadows Cricket Club	\$1,000.00
Devon Meadows Football Club	\$1,000.00
Devon Meadows Junior Football Club	\$855.00
Divine Family Care	\$5,985.00
Doveton Football Netball Club	\$1,000.00
Doveton Neighbourhood Learning Centre	\$8,500.00
Doveton Show	\$10,000.00
Doveton Tennis Club	\$893.00

Community group/organisation	Total grant (\$)
EACH	\$2,000.00
El Hokamma Senior Citizens (auspiced by St Mina & St Marina Coptic Church Hallam)	\$6,000.00
Endeavour Hills Men's Shed	\$5,977.00
Endeavour Hills Neighbourhood Centre	\$7,750.00
Endeavour Ministries	\$9,752.00
ERMHA	\$5,800.00
Foundation Learning Centre	\$2,800.00
Fountain Gate Cricket Club	\$2,704.00
Freedom Christian Church	\$2,000.00
Future Starts Now	\$1,800.00
Gethsemane Church Charity	\$7,000.00
Giggles Cooking Group (auspiced by Vision Australia)	\$1,620.00
Gippsland Indian Association	\$3,000.00
Halibur Melbourne (auspiced by Timorese Association of Victoria)	\$5,000.00
Hallam Community Learning Centre	\$395.00
Hallam Tennis Club	\$1,000.00
Hampton Park Community House	\$2,992.00
Hampton Park Progress Association	\$11,000.00
Hampton Park Turkish Seniors Club	\$3,360.00
Hampton Park United Sparrows FC	\$1,985.00
Hampton Park Uniting Church	\$13,200.00
Hartley Ridge/Singleton Preschool Association	\$850.00
Hazara Shamama Association of Australia	\$1,000.00
Heiaty Samen Al-Hojaj	\$4,500.00
Indian Association Cardinia Casey	\$15,000.00
Indian Community Association of Greater Dandenong	\$2,500.00
Indian Senior Citizens Association of Casey	\$5,000.00
JNU Melbourne Chinese Language & Culture School	\$3,500.00

Community group/organisation	Total grant (\$)
John Pandazopoulos Hall Committee of Management	\$1,000.00
Just Harmony	\$5,227.50
Kalutara Vidyalaya Old Boys Association Australia	\$1,000.00
Kids' Own Publishing Australia	\$10,250.00
Kuki Airani Pa Metua -Cook Islander Senior Citizens Club	\$5,000.00
Langwarrin Park Pre School	\$400.00
Large Scale Club of Victoria	\$1,000.00
Lions Club of Balla Balla	\$5,000.00
Lions Club of Cranbourne	\$1,000.00
Lynbrook Cricket Club	\$2,975.00
Lynbrook Falcons Sports Club	\$1,000.00
Lynbrook Residents Association	\$9,520.00
Lyndhurst Football & Netball Club	\$1,249.00
Maa Club (auspiced by South East Community Links)	\$500.00
Malayalee Association of Victoria	\$1,000.00
Manna4Life	\$2,000.00
Max Pawsey Reserve Committee of Management	\$1,000.00
Melbourne 7 Melody Notes	\$3,300.00
Melbourne Crickeroos	\$1,000.00
Melbourne South Eastern LEGO Fans (auspiced by Brickventures)	\$350.00
Melbourne Youth Chorale	\$12,175.00
Merinda Park Learning & Community Centre	\$16,780.00
Moru Community of Victoria	\$300.00
Multicultural Youth Support Service (MYSS)	\$950.00
Mums Supporting Families in Need	\$2,000.00
Narre North Foxes Football Club	\$1,000.00
Narre Warren & District Family History Group	\$500.00
Narre Warren Baptist Church	\$1,000.00

Community group/organisation	Total grant (\$)
Narre Warren Bowls Club	\$2,000.00
Narre Warren Christian Church - Transit Soup Kitchen & Food Support	\$10,000.00
Narre Warren Cricket Club	\$998.40
Narre Warren Football Netball Club	\$2,680.00
Narre Warren Girl Guides	\$950.00
Narre Warren Junior Football Club	\$1,000.00
Narre Warren North Uniting Church & Community Carols Committee	\$6,000.00
Narre Warren North Uniting Church Op Shop	\$962.00
Narre Warren Region Business Group	\$3,500.00
Narre Warren South Scout Group	\$720.00
Narre Warren South Tennis Club	\$2,000.00
National Seniors Australia - Berwick District	\$1,000.00
National Servicemen's Association of Australia - South East Vic Sub-Branch	\$1,200.00
Neighbourhood Watch Casey	\$1,000.00
Nonofo Fealofani	\$3,700.00
Nossal High School	\$4,000.00
Nuba Mountains International Association of Australia-Victoria	\$1,000.00
Oakgrove Community Centre	\$6,000.00
Our Lady Help of Christians Parish	\$500.00
Palliative Care South East	\$975.00
Pearcedale Baxter Junior Football Club	\$5,722.00
Pearcedale Netball Club	\$480.00
Pearcedale Public Hall	\$3,500.00
Pearcedale Rural Fire Brigade	\$924.00
Peninsula Community Legal Centre	\$32,750.00
Play It Forward Australia	\$3,075.00
Provenance Artists	\$6,930.00
Pulari Victoria	\$889.00

Community group/organisation	Total grant (\$)
Pure Melodics Show Choir	\$1,900.00
Rawzana	\$3,000.00
Reclink Australia	\$2,000.00
Riding for the Disabled Association of Victoria - Doveton Branch	\$818.00
Rotary Club of Berwick	\$21,500.00
Rotary Club of Cranbourne	\$4,900.00
Rotary Club of Narre Warren	\$4,399.00
Rugby Victoria	\$12,000.00
Selandra Community Garden	\$1,500.00
Shakti Migrant & Refugee Women's Support Group Melbourne	\$5,000.00
ShareNcare	\$1,000.00
Shri Sanatan Dharam Society of Victoria	\$2,000.00
Sikh Australian Support for Family Violence	\$2,000.00
Sikh Volunteers Victoria	\$7,000.00
South East Community Links	\$30,750.00
South East Volunteers	\$20,500.00
South Eastern Christian Centre	\$1,000.00
South Sudanese Australia Youth United	\$750.00
South Sudanese Sub-Community in the City of Casey Association of Australia	\$5,000.00
South Sudanese-Australian Academic Society (SSAS)	\$1,000.00
Southern Cross Kids' Camps	\$4,000.00
Southern Migrant & Refugee Centre	\$24,545.00
Spanish Window Community Services	\$5,000.00
Sree Narayana Mission Melbourne	\$600.00
Sri Lanka Community Services Association	\$750.00
Sri Lankan Dance Academy of Victoria	\$6,150.00
Sri Lankan Elders' Welfare Association	\$1,000.00
Sri Lankan Theatre Group	\$3,400.00

Community group/organisation	Total grant (\$)
St Agatha's Primary School	\$4,000.00
St Andrew's Berwick Uniting Church	\$495.00
St John Ambulance Victoria	\$2,240.00
St John's Quilters (auspiced by St John's Anglican Church Cranbourne)	\$943.00
St Paul Apostle Men's Club (auspiced by St Paul Apostle Catholic Church Endeavour Hills)	\$1,000.00
St Vincent de Paul Conference Endeavour Hills	\$3,350.00
Swaranjali Musical & Cultural Society	\$3,500.00
TCK Youth Events	\$5,000.00
The Bridge	\$31,750.00
The Cultural Historical Association of Rodriguans & Mauritians in Victoria	\$5,226.00
The Edmund Strzelecki Melbourne Polish School	\$300.00
The Glendonald Association	\$5,878.00
The Mauritian Silver Edge Club	\$4,780.00
The Salvation Army - Berwick Centre	\$2,000.00
The Salvation Army - Cranbourne Community Support Services	\$7,687.50
The Salvation Army - Doveton Community Support Services	\$8,200.00
The Sisterhood Empowerment Campaign	\$1,000.00
Theodora's Cheerful Givers (auspiced by Theodora House)	\$5,000.00
Tooradin Craft & Friendship Group (auspiced by Christ Church Tooradin)	\$5,290.00
Tooradin Dalmore Football Club	\$1,000.00
Tooradin Foreshore Committee of Management	\$5,000.00
TRY Australia	\$4,920.00
U3A Cranbourne	\$1,000.00
United Cultural Support	\$5,000.00
United Sinhalese Sports Club	\$1,000.00
Utaa Wayu Oromo International Consortium	\$5,000.00
Valluvar Foundation	\$9,100.00
Victoria Art & Soul	\$5,125.00

Community group/organisation	Total grant (\$)
Victorian Aboriginal Child Care Agency	\$8,200.00
Victorian Afghan Association Network	\$2,300.00
Victorian Blokart Club	\$1,000.00
Victorian Tamil Association	\$6,000.00
Voices of Casey (auspiced by Play It Forward Australia)	\$3,500.00
Warneet Fishing Club	\$277.00
Warneet Motor Yacht Club	\$1,000.00
WAYSS	\$42,000.00
Wellsprings for Women	\$33,130.75
Whitelion Youth Agency	\$1,959.00
Windmill Theatre Company	\$13,175.00
Women Making It Work	\$10,500.00
Women of Note Casey Mentor Breakfast (auspiced by Inner Wheel Club of Berwick)	\$5,000.00
Women's Association South East Melbourne Australia (WASEMA)	\$2,743.47
Women's Health in the South East (WHISE)	\$3,990.00
Writers Victoria	\$7,959.13
Totals	\$1,212,918



Performance Statement

Performance Statement

The City of Casey is 410 square kilometres in area and located 35 kilometres south east of Melbourne’s central business district.

The City of Casey has five distinct geographic regions stretching from the foothills of the Dandenong Ranges to the coastal villages of Western Port Bay.

The City of Casey’s suburbs include Beaconsfield (part), Botanic Ridge, Berwick, Blind Bight, Cannons Creek, Clyde, Clyde North, Cranbourne, Cranbourne North, Cranbourne East, Cranbourne South, Cranbourne West, Devon Meadows, Doveton, Endeavour Hills, Eumemmerring, Five Ways, Hallam, Hampton Park, Harkaway, Junction Village, Lynbrook, Lyndhurst, Lysterfield South, Narre Warren, Narre Warren North, Narre Warren South, Pearcedale, Tooradin and Warneet.

Located on the traditional land of the Bunurong and Wurundjeri people, the City of Casey was established in 1994 after most of the City of Berwick, much of the City of Cranbourne, and a small part of the City of Knox were amalgamated. The name ‘Casey’ was given to the municipality in recognition of the area’s links with Lord Richard Casey.

COVID-19

The COVID-19 disease, caused by a new form of coronavirus, was first confirmed in Australia in January 2020 and has since become a global health pandemic. The pandemic has had significant impacts on the operations of the City of Casey and in line with Victorian State Government restrictions, Council closed a number of facilities such as leisure centres and libraries. As a result, many service offerings were closed or where possible, transitioned to online platforms. The impact on some of the indicators within the Performance Statement is explained further in the associated commentary. Further information on the financial impact of COVID-19 can be found in Note 1 in the Financial Statements.

Sustainable Capacity Indicators

For the Year Ended 30 June 2020

Indicator/Measure	Results				Material Variations and comments	
	2016-17	2017-18	2018-19	2019-20		
R15(3) Sch3 R16(1) R17(2)	Population					
	Expenses per head of municipal population [Total expenses / Municipal population]	\$813.02	\$918.61	\$944.40	\$998.43	
	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$6,404.66	\$6,470.58	\$6,711.16	\$7,400.26	During 2019/20 there has been additional capital works and a revaluation of infrastructure assets to reflect their fair value.
	Population density per length of road [Municipal population / Kilometres of local roads]	185.05	193.03	192.87	196.85	
	Own-source Revenue					
	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$787.36	\$763.66	\$795.48	\$781.33	
	Recurrent Grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$220.27	\$188.48	\$192.11	\$176.88		

Indicator/Measure		Results				Material Variations and comments
		2016-17	2017-18	2018-19	2019-20	
R15(3) Sch3 R16(1) R17(2)	Disadvantage					
	<i>Relative Socio-Economic Disadvantage</i>	7.00	7.00	7.00	7.00	
	[Index of Relative Socio-Economic Disadvantage by decile]					
	Workforce turnover					
	<i>Resignations and terminations compared to average staff</i>	9.30%	11.29%	14.82%	10.07%	Lower staff turnover due to restructure recruitments during the first half of the year and slower levels of resignations in the second part of the year.
	[Number of permanent staff resignations and terminations/ Average number of permanent staff for the financial year] x 100					

Definitions

“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 above
“infrastructure” means non-current property, plant and equipment excluding land

“local road” means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004
“population” means the

resident population estimated by council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic

disadvantage, expressed as a decile 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

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

Indicator/Measure		Results				Material Variations and comments
		2016-17	2017-18	2018-19	2019-20	
R15(3) Sch3 R16(1) R17(2)	Population					
	<i>Utilisation</i>	6.40	6.04	6.14	4.16	Due to instructions from the Victorian State Government, Casey's pools were closed for a portion of quarter 3 and a majority of quarter 4. As such a lower number of visits occurred in this financial year in comparison to previous. The ARC 50m pool and program pool were again re-opened in June 2020 under restrictions. Casey RACE Aquatics was closed for a longer period due to COVID-19 closures and retiling works.
	<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]					
	Animal Management					
	<i>Health and safety</i>	N/A	N/A	N/A	78.95%	Due to COVID-19 the Dandenong Magistrates Court was closed in March 2020. All Council Prosecution matters from April 2020 have been either adjourned or unable to be listed until September 2020, which is the anticipated time courts will reopen. Until this point Casey was showing an almost 80% success rate.
	<i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ Total number of animal management prosecutions] x 100					

Indicator/Measure	Results				Material Variations and comments	
	2016-17	2017-18	2018-19	2019-20		
R15(3) Sch3 R16(1) R17(2)	Food Safety					
	Health and Safety	100.00%	100.00%	94.12%	100.00%	
	Critical and major non-compliance outcome notifications					
	[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					
Governance						
Satisfaction	57.00	60.00	57.00	50.00		
Satisfaction with council decisions						
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					The survey conducted for this data occurred during the Independent Broad-based Anti-corruption Commission (IBAC) proceedings in February 2020, which has had an impact on this result. The IBAC hearings were public hearings into allegations of serious corrupt conduct in relation to planning and property development decisions at the City of Casey. This result is expected to increase in 2020/21 with the appointed Administrators bringing stability and transparency to council decision making.	

Indicator/Measure	Results				Material Variations and comments	
	2016-17	2017-18	2018-19	2019-20		
R15(3) Sch3 R16(1) R17(2)	Libraries					
	Participation	9.70%	9.25%	9.19%	8.85%	
	Active library members					
	[Number of active library borrowers in the last three years / the sum of the population for the last three years] x100					
	Maternal and Child Health (MCH)					
	Participation	73.28%	72.93%	70.33%	68.82%	
Participation in the MCH service					Due to COVID-19, Council was quickly able to pivot to online consultations with no major community disruptions, allowing the community to still access this vital service.	
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100						
Participation	59.12%	66.46%	67.49%	68.67%		
Participation in the MCH service by Aboriginal children					Due to COVID-19, Council was quickly able to pivot to online consultations with no major community disruptions, allowing the community to still access this vital service.	
[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100						

Indicator/Measure		Results				Material Variations and comments
		2016-17	2017-18	2018-19	2019-20	
R15(3) Sch3 R16(1) R17(2)	Roads					
	Satisfaction	64.00	64.00	63.00	59.00	
	Satisfaction with sealed local roads					
	[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]					
	Statutory Planning					
Decision making	55.56%	57.69%	51.85%	58.82%	Casey continues to have a very low number of applications go to VCAT on appeal. In the 2019/20 period, out of the 1,017 planning decisions made, only 17 (less than 2%) went to VCAT, demonstrating a high level of acceptance of planning decisions.	
Council planning decisions upheld at VCAT						
[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						

Indicator/Measure	Results				Material Variations and comments
	2016-17	2017-18	2018-19	2019-20	
R15(3) Sch3 R16(1) R17(2)	Waste Collection				
Waste diversion	52.28%	50.85%	47.26%	49.81%	
Kerbside collection waste diverted from landfill					
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

Definitions

“Aboriginal child” means a child who is an Aboriginal person

“Aboriginal person” has the same meaning as in the *Aboriginal Heritage Act 2006*

“active library member” means a member of a library who has borrowed a book from the library

“annual report” means an annual report prepared by a council under sections 131, 132 and 133 of *the Act*

“CALD” means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

“class 1 food premises” means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

“class 2 food premises” means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

“critical non-compliance outcome notification” means a notification received by Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorised officer under that Act, of a deficiency that poses an immediate serious threat to public health

“food premises” has the same meaning as in the *Food Act 1984*

“local road” means a sealed or unsealed road for which the Council is the responsible road authority under the *Road Management Act 2004*

“major non-compliance outcome notification” means a notification received by a Council under section 19N(3) or (4) of the *Food Act 1984*, 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

“population” means the resident population estimated by council

“target population” has the same meaning as in the Agreement entered into for the purposes of the *Home and Community Care Act 1985* of the Commonwealth

Financial Performance Indicators

Dimension/indicator/ measure	Results					Forecast			Material variations and comments
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
Efficiency									
R15 (2) Sch3 R16 (1) R16 (2) R17 (2) R17 (3) BP									
Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,166.54	\$2,521.30	\$2,571.93	\$2,750.96	\$3,062.02	\$3,083.18	\$3,183.48	\$3,220.33	Forecast expenses per property assessments in 2020/21 increased by 11 per cent and this was mainly associated with reimbursements to developers (\$52 million in 2020/21) where the infrastructure assets may be recognised by Council as non monetary contributions in future periods and this negatively affects the reported result (\$42.5 million per annum impact from 2021/22).
Revenue level <i>Average rate per property assessment</i> [General rates and Municipal charges / Number of property assessments]	N/A	N/A	N/A	\$1,567.21	N/A	N/A	N/A	N/A	This is a new indicator introduced for 2019/20, therefore we have no prior year data. Forecast information will be included from 2020/21.

Dimension/indicator/ measure	Results					Forecast			Material variations and comments
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
Liquidity									
R15 (2) Sch3 R16 (1) R16 (2) R17 (2) R17 (3) BP									
Working capital <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	441.59%	423.95%	428.35%	311.88%	310.81%	260.43%	247.79%	235.45%	In 2019/20, the City of Casey increased its capital works program with resulting reduction in financial assets and in line with the budget settings. Across the forecast period, there is modest growth in liabilities projected which is primarily associated with the profile of trade creditors.
Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	280.90%	265.36%	313.96%	207.34%	237.27%	190.78%	175.92%	161.59%	Total financial assets have decreased during 2019/20 and this is attributable to the delivery of the capital works program which increased in 2019/20 in line with budget. Casey's 2020/21 budget assumes a reduction in unrestricted cash to fund capital works.

Dimension/indicator/ measure		Results					Forecast			Material variations and comments
		2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
Obligations										
R15 (2) Sch3 R16 (1) R16 (2) R17 (2) R17 (3) BP	Loans and Borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	25.22%	31.81%	26.60%	22.04%	18.10%	14.31%	10.55%	7.40%	The change in 2019/20 and across the forecast period is in line with the scheduled repayment of borrowings (primarily associated with the Bunjil Place project), whilst rate revenue increases in line with population.
	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	1.20%	2.80%	4.20%	3.85%	3.70%	3.36%	3.13%	2.96%	Year on year change reflects the scheduled repayments of borrowings (mainly the loan associated with the Bunjil Place project), whilst rate revenue increases in line with population.

Dimension/indicator/ measure	Results					Forecast			Material variations and comments
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
Obligations continued									
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	29.19%	31.36%	26.46%	22.19%	24.49%	19.28%	14.66%	11.10%	The decline in this measure across the period is mainly reflective of the growth in rates revenue and user charges and fees linked to population growth. Movement in non-current liabilities in 2019/20 and across the forecast period reflects the scheduled repayment of borrowings, which is partially offset by the changes to accounting standards and recognition of lease liabilities in 2019/20 (and the status of provisions between current and non current).

Dimension/indicator/ measure		Results					Forecast			Material variations and comments
		2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
Obligations continued										
R15 (2) Sch3	Asset renewal	N/A	N/A	N/A	83.36%	N/A	N/A	N/A	N/A	From 2019/20 to 2021/22, renewal and upgrade works are broadly in line with depreciation, although there will be year-on-year variances that are associated with the timing of individual projects as part of the delivery of the broader capital works program. Additional works in the outer years will be subject to future budget processes. This is a new indicator introduced for 2019/20, therefore we have no prior year data. Forecast information will be included from 2020/21.
R16 (1)	Asset renewal									
R16 (2)	compared to									
R17 (2)	depreciation									
R17 (3) BP	[Asset renewal expense / Asset depreciation] x100									

Dimension/indicator/ measure	Results					Forecast			Material variations and comments	
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24		
Operating Position										
R15 (2) Sch3	Adjusted underlying result	19.90%	21.99%	18.04%	-3.09%	-15.18%	-11.30%	-10.67%	-9.87%	In 2019/20, the underlying surplus has reduced significantly from what was reported in 2018/19. There is \$41.7 million in capital contributions from developers that is excluded from the adjusted underlying result and the corresponding amount in 2018/19 (\$49 million) had been inadvertently included in the prior year reported results. After updating for this impact, the 2018/19 comparative result is 6.2 per cent. The main cause of movement between the updated 2018/19 result (6.2 per cent) and the 2019/20 outcome (-3.1 per cent) relates to additional expenditure in 2019/20 (\$32 million) and this includes budgeted employee costs, contract cost increases and leisure facility pressures, where revenue has been affected by COVID-19 impacts.
R16 (1)	Adjusted underlying surplus (or deficit)									
R16 (2)										
R17 (2)										
R17 (3) BP	[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100									

Dimension/indicator/ measure	Results						Forecast		Material variations and comments
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
Stability									
R15 (2) Sch3 R16 (1) R16 (2) R17 (2) R17 (3) BP	Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	65.51%	55.31%	58.38%	70.89%	72.23%	71.30%	72.11%	71.23%
	Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.36%	0.37%	0.29%	0.31%	0.32%	0.33%	0.35%	0.36%
									From 2019/20, rates represents an increasing share of the underlying revenue. This is affected each year by the revenue recognition of developer works (\$42 million and previously recognised as operating), and negative impacts of COVID-19 across all revenue lines in 2019/20.
									Movement from 2019/20 relates to the annual valuation cycle and the estimated application of the rate cap each year.

Definitions

“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 above

“adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure

“asset renewal expenditure” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

“current assets” has the same meaning as in the AAS

“current liabilities” has the same meaning as in the AAS

“non-current assets” means all assets other than current assets

“non-current liabilities” means all liabilities other than current liabilities

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council’s Strategic Resource Plan

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

“population” means the resident population estimated by council

“rate revenue” means revenue from general rates, municipal charges, service rates and service charges

“recurrent grant” means a grant other than a non-recurrent grant

“residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

“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

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

Retired Indicators

For the Year Ended 30 June 2020

Indicator/Measure	Results				Material Variations and comments
	2016-17	2017-18	2018-19	2019-20	
Animal Mangement					
Health and Safety <i>Animal Management Prosecutions</i> [Number successful animal management prosecutions]	21	23	63	Retired in 2020	This measure was replaced by AM7 from 01 July 2019
Efficiency					
Revenue Level <i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,694.47	\$1,702.37	\$1,742.11	Retired in 2020	This measure was replaced by E4 from 01 July 2019
Obligations					
Asset Renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	59.95%	55.91%	60.89%	Retired in 2020	This measure was replaced by O5 from 01 July 2019



Other information

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, service 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 1989* and *Local Government (Planning and Reporting) Regulations 2014*. 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 information systems or from third parties (e.g. Australian Bureau of Statistics).

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's Strategic Resource Plan.

The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted a uniform materiality threshold of +/- 10 per cent for each indicator. Explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by Council in its Strategic Resource Plan on 23 June 2020 and which forms part of the

Council Plan. The Strategic Resource 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 General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council or through Council's website.

Certification of the Performance Statement

R18(1) In my opinion, the accompanying performance statement has been prepared in
R18(2) accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.



Bernard Rohan
Principal Accounting Officer
Dated: 1 September 2020
Narre Warren

In our opinion, the accompanying performance statement of the City of Casey for the year ended 30 June 2020 presents fairly the results of council's performance in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

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.

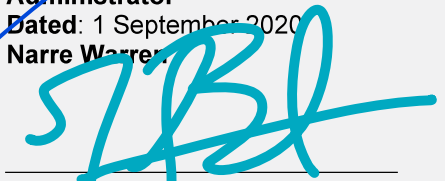
We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.



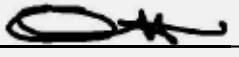
Noelene Duff PSM
Chairperson of Administrators
Dated: 1 September 2020
Narre Warren



Cameron Boardman
Administrator
Dated: 1 September 2020
Narre Warren



Miguel Belmar
Administrator
Dated: 1 September 2020
Narre Warren



Glenn Patterson
Chief Executive Officer
Dated: 1 September 2020
Narre Warren



Independent Auditor’s Report

To the Councillors of Casey City Council

Opinion	I have audited the accompanying performance statement of Casey City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2020 • sustainable capacity indicators for the year ended 30 June 2020 • service performance indicators for the year ended 30 June 2020 • financial performance indicators for the year ended 30 June 2020 • other information and • the certification of the performance statement. In my opinion, the performance statement of Casey City Council in respect of the year ended 30 June 2020 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.
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>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and 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 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.
Auditor’s responsibilities for the audit of the performance statement	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of 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
4 September 2020


Santhu Chummar
as delegate for the Auditor-General of Victoria

Financial Report



Understanding The City of Casey's Financial Report

Introduction

The Financial Statements are prepared in accordance with the requirements of the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, *Australian Accounting Standards* and other authoritative pronouncements of the Australian Accounting Standards Board. In addition, the Department of Environment, Land, Water and

Planning's model accounts are used to assist with standardised financial reporting for local government organisations in Victoria.

The City of Casey is committed to accountability and transparency. This guide has been prepared to assist readers understand and analyse the Financial Report.

What you will find in the Financial Statements

The Financial Statements report on how the Council performed financially during the year and the overall financial position at the end of the year. The Financial Statements include five main statements:

- › Comprehensive Income Statement
- › Balance Sheet
- › Statement of Changes in Equity
- › Statement of Cash Flows
- › Statement of Capital Works

The Financial Statements also contain Notes, which set out Council's accounting policies and details of the line item amounts contained in each of the five main statements.

About the Notes to the Financial Statements

The notes to the Financial Report give greater detail to support the figures used in the five main statements and should be read in conjunction with the statements to get a clearer picture of Council's finances. The notes give the details behind the summary line items contained in the statements, showing what makes up each of the accumulated amounts. The disclosures relevant to the notes and explanations have been included under each note to provide greater context to the reader.

The notes also provide information on the rules and assumptions used to prepare the financial statements, advise the reader about any changes to the Australian Accounting Standards, policy, or legislation, which may affect the way the statements are prepared and disclose other

information which cannot be incorporated into the statements and provide analysis if there has been a significant change from the previous year's comparative figures.

About the Certification of Financial Statements

The Certification of the financial statements is made by the person responsible for the financial management of Council and is made separately in respect of each statement. The person must state whether in their opinion, the statements have met all the statutory and professional reporting requirements.

Three Administrators and the Chief Executive Officer also make a certification separately in respect of each statement. The Administrators and the Chief Executive Officer must state that in their opinion, the statements are fair and not misleading or inaccurate.

About the Auditor's Reports

The Independent Audit Reports are the external and independent opinion of the Victorian Auditor-General and provide the reader with a totally independent view about Council's compliance with the statutory and professional requirements, as well as the fairness aspects of the statements. The Victorian Auditor-General issues two Audit Reports – a report on the Financial Statements and a separate report on the Performance Statement.

Who uses the Financial Statements?

The Financial Statements are publicly available documents and are used by (but not limited to) the Administrators, Residents and Ratepayers, Employees, Suppliers, Contractors, Customers, the Department of Jobs, Precincts and Regions, Sport and Cultural

Industries, and Financiers including Banks and other Financial Institutions.

Under the *Local Government Act 1989* the Financial Statements must be made available at the administration headquarters of the Local Government.



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Casey City Council 2019/2020 Financial Report

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the Local Government Act 1989, the Local Government (Planning and Reporting) Regulations 2014, the Australian Accounting Standards and other mandatory professional reporting requirements.



Bernard Rohan
Principal Accounting Officer

Date : 1 September 2020

Narre Warren

In our opinion the accompanying financial statements present fairly the financial transactions of Casey City Council for the year ended 30 June 2020 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

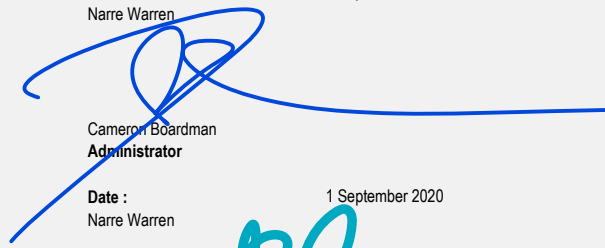
We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify the financial statements in their final form.



Noelene Duff PSM
Chairperson of Administrators

Date : 1 September 2020

Narre Warren



Cameron Boardman
Administrator

Date : 1 September 2020

Narre Warren



Miguel Belmar
Administrator

Date : 1 September 2020

Narre Warren



Glenn Patterson
Chief Executive Officer

Date : 1 September 2020

Narre Warren



Independent Auditor’s Report

To the Councillors of Casey City Council

Opinion	I have audited the financial report of Casey City Council (the council) which comprises the: - balance sheet as at 30 June 2020 - 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 significant accounting policies - 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 2020 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> 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 <i>APES 110 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’s 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 and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Auditor’s responsibilities for the audit of the financial report	As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: - identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council’s internal control - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors - conclude on the appropriateness of the Councillors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor’s report. However, future events or conditions may cause the council to cease to continue as a going concern. - evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
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MELBOURNE
4 September 2020


Sarichu Chummar
as delegate for the Auditor-General of Victoria

Statements

Comprehensive Income Statement

For the Year Ended 30 June 2020

Income	Note	2020	2019
		\$'000	\$'000
Rates and charges	3.1	242,958	229,006
Statutory fees and fines	3.2	11,408	13,079
User fees	3.3	17,072	20,644
Grants – operating	3.4	60,654	65,622
Grants – capital	3.4	18,545	19,498
Contributions - monetary	3.5	42,895	53,257
Contributions – non-monetary	3.5	123,973	189,676
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(2,572)	(3,656)
Fair value adjustments for Non-current assets classified as held for sale	6.1	-	1,374
Share of net profits (or loss) of associates and joint ventures	6.3	89	(321)
Other income	3.7	7,547	10,670
Total income		522,569	598,849

Expenses			
Employee costs	4.1	124,289	116,216
Materials and services	4.2	161,774	145,709
Depreciation	4.3	52,721	48,432
Amortisation – right of use assets	4.5	262	-
Bad and doubtful debts	4.6	821	818
Borrowing costs	4.7	1,968	2,288
Finance costs - leases	4.8	35	-
Other expenses	4.9	11,447	8,028
Total expenses		353,317	321,491

Surplus/(deficit) for the year		169,252	277,358
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Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	246,660	995,462
Total comprehensive result		415,912	1,272,820

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2020

Assets	Note	2020	2019
		\$'000	\$'000
Current assets			
Cash and cash equivalents	5.1	20,351	15,570
Trade and other receivables	5.1	34,048	29,589
Other financial assets	5.1	283,119	343,214
Non-current assets classified as held for sale	6.1	-	2,214
Other assets	5.2	2,807	7,912
Total current assets		340,325	398,499

Non-current assets			
Other financial assets	5.1	18,000	37,000
Investments in associates, joint arrangements and subsidiaries	6.3	4,366	4,276
Property, infrastructure, plant and equipment	6.2	5,307,319	4,814,198
Right-of-use assets	5.8	381	-
Total non-current assets		5,330,066	4,855,474
Total assets		5,670,391	5,253,973

Liabilities			
Current liabilities			
Trade and other payables	5.3	44,205	29,426
Trust funds and deposits	5.3	31,091	32,228
Provisions	5.5	26,083	24,022
Interest-bearing liabilities	5.4	7,571	7,355
Lease liabilities	5.8	169	-
Total current liabilities		109,119	93,031

Assets	Note	2020	2019
Non-current liabilities		\$'000	\$'000
Provisions	5.5	15,130	18,094
Interest-bearing liabilities	5.4	45,989	53,560
Lease liabilities	5.8	225	-
Total non-current liabilities		61,344	71,654
Total liabilities		170,463	164,685
Net assets		5,499,929	5,089,288
Equity			
Accumulated surplus		2,391,103	2,129,422
Reserves	9.1	3,108,826	2,959,866
Total Equity		5,499,929	5,089,288

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2020

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2020		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		5,089,288	2,129,422	2,604,582	355,284
Impact of change in accounting policy - AASB 1058 Income of Not-for-Profit Entities	10	(5,271)	(5,271)	-	-
Adjusted Opening balance		5,084,017	2,124,151	2,604,582	355,284
Surplus/(deficit) for the year		169,252	169,252	-	-
Net asset revaluation increment/(decrement)	6.2	246,660	-	246,660	-
Transfers to other reserves	9.1	-	(77,477)	-	77,477
Transfers from other reserves	9.1	-	175,177	-	(175,177)
		5,499,929	2,391,103	2,851,242	257,584
Balance at end of the financial year		5,499,929	2,391,103	2,851,242	257,584

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2019		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		3,817,044	1,885,001	1,609,120	322,923
Surplus/(deficit) for the year		277,358	277,358	-	-
Net asset revaluation increment/(decrement)	6.2	994,886	(576)	995,462	-
Transfers to other reserves	9.1	-	(137,370)	-	137,370
Transfers from other reserves	9.1	-	105,009	-	(105,009)
Balance at end of the financial year		5,089,288	2,129,422	2,604,582	355,284

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 2020

	Note	2020 Inflows/ (Outflows)	2019 Inflows/ (Outflows)
Cash flows from operating activities		\$'000	\$'000
Rates and charges		236,021	226,623
Statutory fees and fines		11,173	10,904
User fees		20,065	20,029
Grants – operating		63,924	65,575
Grants – capital		19,611	20,304
Contributions – monetary		42,895	53,273
Interest received		9,250	9,124
Trust funds and deposits taken		92,893	76,689
Net GST refund/payment		18,696	11,353
Employee costs		(123,757)	(115,898)
Materials and services		(165,027)	(145,166)
Trust funds and deposits repaid		(94,029)	(76,379)
Net cash provided by/(used in) operating activities		131,715	156,431

	Note	2020 Inflows/ (Outflows)	2019 Inflows/ (Outflows)
Cash flows from investing activities		\$'000	\$'000
Payments for property, infrastructure, plant and equipment		(199,758)	(129,763)
Proceeds from sale of property, infrastructure, plant and equipment		3,367	5,031
Payments/(Acquisition) of other investments		79,095	(39,967)
Net cash provided by/(used in) investing activities		(117,297)	(164,699)

Cash flows from financing activities			
Finance costs		(1,998)	(2,297)
Repayment of borrowings		(7,355)	(7,329)
Interest paid – lease liability		(35)	-
Repayment of lease liabilities		(249)	-
Net cash provided by/ (used in) financing activities		(9,637)	(9,626)
Net increase (decrease) in cash and cash equivalents		4,781	(17,894)
Cash and cash equivalents at the beginning of the financial year		15,570	33,464

Cash and cash equivalents at the end of the financial year		20,351	15,570
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Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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 2020

	Note	2020	2019
Property		\$'000	\$'000
Land		75,595	24,189
Total land		75,595	24,189
Buildings		3,192	1,312
Building improvements		162	331
Total buildings		3,354	1,643
Total property		78,949	25,832
Plant and equipment			
Plant, machinery and equipment		3,092	2,823
Fixtures, fittings and furniture		23	29
Computers and telecommunications		4,820	5,010
Total plant and equipment		7,935	7,862
Infrastructure			
Roads		21,196	14,837
Bridges		123	786
Footpaths and cycleways		3,799	4,289
Drainage		1,238	815
Recreational, leisure and community facilities		81,956	68,887
Parks, open space and streetscapes		4,053	5,149
Off street car parks		152	249
Other infrastructure		357	1,057
Total infrastructure		112,874	96,069
Total capital works expenditure		199,758	129,763
Represented by:			
New asset expenditure		149,960	75,180
Asset renewal expenditure		28,271	29,489
Asset expansion expenditure		5,850	3,028
Asset upgrade expenditure		15,677	22,066
Total capital works expenditure		199,758	129,763

The above statement of capital works should be read in conjunction with the accompanying notes.



Notes to the
Financial Report:

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For the Year Ended
30 June 2020

Overview

Introduction

The City of Casey was established by an Order of the Governor in Council on 14 December 1994 and is a body corporate.

The Council's main office is located at Bunjil Place, Patrick Northeast Drive, Narre Warren.

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 the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, 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.

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 6.2)
- › the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)

- › the determination of employee provisions (refer to Note 5.5)
- › the determination of landfill provisions (refer to Note 5.5)
- › 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 5.8)
- › other areas requiring judgements

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 (except where transitional requirements of *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities* do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives.

Note 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 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 per cent or \$1M 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 COVID-19 pandemic has had a significant impact on the operations of the City of Casey. During 2019/20 and in line with State Government restrictions, Council closed a number of facilities and there were adverse impacts on service delivery. The financial results for 2019/20 reflect the impact of COVID-19 on Council and where applicable, commentary is included in the annual financial and performance statements. In particular, Council put a freeze on charging penalty interest for overdue rates from 1 March 2020 to 30 September 2020 for those facing hardship, and took steps to moderate operating budget activity, including through centralising decision making on recruitment, to ensure only essential vacancies were filled. We do not believe that the impact of COVID-19 and Council's response will have a material effect on Council's overall financial sustainability going forward.

Budget figures detailed below are those adopted by Council on 18 June 2019. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. 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.

Council approved the Capital Works carry forward budget on 15 October 2019.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and expenditure

	Budget 2020	Actual 2020	Variance 2020	Variance 2020	Ref
Income	\$'000	\$'000	\$'000	%	
Rates and charges	243,345	242,958	(387)	0%	
Statutory fees and fines	13,004	11,408	(1,596)	-12%	1
User fees	20,147	17,072	(3,075)	-15%	2
Grants - operating	61,772	60,654	(1,119)	-2%	3
Grants - capital	14,680	18,545	3,865	26%	4
Contributions - monetary	48,340	42,895	(5,445)	-11%	5
Contributions - non monetary	50,000	123,973	73,973	148%	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	50	(2,572)	(2,622)	-5,244%	7
Share of net profits/(losses) of associates and joint ventures	-	89	89	-100%	8
Other income	10,831	7,547	(3,284)	-30%	9
Total income	462,169	522,569	60,400	13%	
Expenses					
Employee costs	131,137	124,289	6,848	5%	10
Materials and services	151,894	161,774	(9,880)	-7%	11
Depreciation	51,057	52,721	(1,664)	-3%	12
Amortisation – Right of use assets	-	262	(262)	-100%	13
Bad and doubtful debts	15	821	(806)	-5,373%	14
Borrowing costs	2,108	1,968	140	7%	
Finance costs - Leases	-	35	(35)	-100%	15
Other expenses	8,568	11,447	(2,879)	-34%	16
Total expenses	344,780	353,317	(8,537)	-56%	
Surplus/(deficit) for the year	117,388	169,252	51,863	44%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory fees and fines	Statutory fees were lower than budget mainly due to decreased levels of new development and planning activity, resulting in lower fees for town planning, building services and subdivisions as well as lower animal registration fees due to extension of payments due date due to COVID-19 situation.
2	User fees	Lower user fees were mainly due to the closure of Leisure & Community Facilities as a result of COVID-19.
3	Grants - operating	There were timing differences due to the advance receipt of budgeted funding, specifically, half of the 2019/20 financial assistance grants from the Commonwealth distributed by the Victoria Grants Commission (VGC) was disbursed in 2018/19.
4	Grants - capital	Capital Grants were lower than budget due to timing differences resulting from project milestones affected by project delivery delays as well as change in the accounting treatment due to new accounting standard where income being recognised on milestones achieved and not on receipt.
5	Contributions - monetary	Lower Contributions mainly within Developer contributions due to lower than expected levels of development activity during the year.
6	Contributions - non monetary	Higher than budget non monetary contributions as a result of substantial transfers of assets from new estates and sub-divisions, for works delivered due to the strong development activity that occurred in the prior year.
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	The net loss on disposal of assets was due to losses on disposals and write offs of infrastructure assets offset by proceeds from the change-over of council vehicle fleet.
8	Share of net profits/(losses) of associates and joint ventures	Higher than budgeted share of net profits of associates.
9	Other income	Interest on investments was lower than budget, following cuts in interest rates.
10	Employee costs	Employee costs were lower than budget and mainly due to vacancies and a slowdown of recruitment due to COVID-19.
11	Materials and services	Materials and services costs were higher than budget mainly due to reimbursements of Council Developer Contributions and external contract costs for Waste Management due to higher recycling cost, as well as additional payments for Leisure Facilities contracts where performance was impacted by closures due to COVID-19.

Variance Ref	Item	Explanation
12	Depreciation and amortisation	Depreciation expense was higher than budget and underpinned by the higher than expected levels of contributed assets.
13	Amortisation – Right of use assets	This cost is due to the introduction of the new accounting treatment for lease assets effective this financial year.
14	Bad and doubtful debts	Higher than budget doubtful debts were associated with fines relating to parking, animal management and general local laws and a bad debt provision made against sundry debtors.
15	Finance costs - Leases	This cost is due to the introduction of the new accounting treatment for lease assets effective this financial year and related to interest costs on leased assets.
16	Other expenses	Other expenses were above budget due to higher than expected contributions and write offs.

1.2 Capital Works

	Current Year Budget 2020		Carry-forward Budget 2020		Total Budget 2020		Actual 2020		Variance		Ref
	\$'000		\$'000		\$'000		\$'000		\$'000	%	
Property											1
Land	13,081		13,228		26,309		75,595		49,286	187%	
Total Land	13,081		13,228		26,309		75,595		49,286	187%	
Buildings	5,722		2,389		8,111		3,191		(4,920)	-61%	2
Building improvements	229		137		366		162		(204)	-56%	3
Total buildings	5,951		2,526		8,477		3,354		(5,123)		
Total property	19,032		15,753		34,786		78,949		44,163		
Plant and equipment											
Plant, machinery and equipment	3,810		17		3,827		3,092		(735)	-19%	4
Fixtures, fittings and furniture	32		-		32		23		(9)	-28%	5
Computers and telecommunications	9,063		4,762		13,825		4,820		(9,005)	-65%	6
Total plant and equipment	12,905		4,779		17,684		7,935		(9,749)		

Current Year Budget 2020		Carry-forward Budget 2020		Total Budget 2020		Actual		Variance		Variance	
Infrastructure	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%	Ref	
Roads	30,267	14,768	45,035	21,196	(23,839)	-53%	7				
Bridges	2,205	388	2,593	123	(2,470)	-95%	8				
Footpaths and cycleways	4,739	759	5,498	3,799	(1,699)	-31%	9				
Drainage	1,437	304	1,741	1,238	(503)	-29%	10				
Recreational, leisure and community facilities	74,821	20,525	95,346	81,956	(13,390)	-14%	11				
Parks, open space and streetscapes	5,479	2,529	8,008	4,053	(3,955)	-49%	12				
Off street car parks	139	110	249	152	(97)	-39%	13				
Other infrastructure	444	233	677	357	(320)	-47%	14				
Total infrastructure	119,532	39,616	159,148	112,874	(46,274)						
Total capital works expenditure	151,469	60,148	211,618	199,758	(11,860)						

Current Year Budget 2020		Carry-forward Budget 2020		Total Budget 2020		Actual 2020		Variance		Variance	
Represented by:	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	%	Ref	
New asset expenditure	85,696	35,546	121,242	149,960	28,718	24%					
Asset renewal expenditure	32,076	6,488	38,564	28,271	(10,293)	-27%					
Asset expansion expenditure	28,996	2,687	31,683	5,850	(25,833)	-82%					
Asset upgrade expenditure	4,702	15,426	20,128	15,677	(4,451)	-22%					
Total capital works expenditure	151,469	60,148	211,617	199,758	(11,859)						

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	Land purchases have been higher than budget as a result of additional Land purchase were identified and included during the year - Council holds funds in reserve for the purchase of land. These purchases are for future capital work purposes.
2	Buildings	There were building projects that were finalised under budget. Projects are running behind schedule and expect to be completed in 2020/21.
3	Building Improvements	Building improvement delays for Artworks due to COVID-19. Works for Aquatic Centre will be carried over and form part of the 2020/21 program as a whole of project delivery in 2020/21.
4	Plant, machinery and equipment	The lower than budget replacement of plant and equipment has not occurred or been reduced due to the impacts of COVID-19.
5	Fixtures, fittings and furniture	Lower than budget expenditure for minor works.
6	Computers and telecommunications	A number of technology projects are under budget due to delays in scoping and assessment of requirements, completion of milestones and finalisation. These projects are anticipated to be finalised in the 2020/21 financial year.
7	Roads	The lower than budget expenditure is due to a number of large projects being delayed or reassessed due to the projects being contingent upon land purchases, approvals from other authorities and agreement with developers. Some projects are multi year and are yet to commence or complete construction. Unfinished projects will continue into the 2020/21 financial year.
8	Bridges	Bridge projects are lower than budget expenditure as a result of delays associated with investigations and design. These projects are anticipated to be finalised in 2020/21.
9	Footpaths and cycleways	The lower than budget expenditure is due to some projects were delayed due to access approvals which have taken longer than anticipated to be approved or agreed.
10	Drainage	There were drainage works that were delayed due to design works, site conditions, finalisation of quotations and the timing of the works near the end of the financial year, these are expected to be paid early in the financial year and delayed projects delivered in 2020/21.

Variance Ref	Item	Explanation
11	Recreational, leisure and community facilities	The current variance is a result of various projects which are currently under budget due to delays with the design and construction process including negotiations with stakeholders, changes in scope leading to delays. Many projects have had tenders awarded, and several major projects will be completed in the 2020/21 financial year.
12	Parks, open space and streetscapes	Lower than budget due to delays in obtaining approvals, finalising investigations and consultation. Unfinished projects are expected to be completed in 2020/21.
13	Off street car parks	Lower than budget as several projects were complete under budget.
14	Other infrastructure	Lower than budget as a number of projects were cancelled due to site limitations following preliminary investigations.

Note 2 Analysis of Council results by program

Council delivers its functions and activities through the following programs/divisions:

2(a) Customer and Business Transformation

The Customer and Business Transformation Division is focused on delivering value to our customers through enabling organisational strategy, improving the way we work, planning for the future and working in partnership with the business to achieve great performance outcomes. Through this the Customer and Business Transformation Division will contribute to the City of Casey being a great place to work, and clear on how we deliver customer centric services to our community. Customer and Business Transformation is comprised of Customer and Digital, Communications and Marketing, Improvement and Innovation, Strategy and Business Intelligence and Technology.

Corporate Services

The Corporate Services Division leads and builds capability enabling effective delivery of services to our community. Corporate Services' functions relate to Property and Procurement, Governance, Finance and Rates, and People and Culture.

Community Life

The Community Life Division works to develop healthy, active, connected and safe communities through the delivery of community facilities, events, experiences and life cycle services from birth to older age.

City Planning and Infrastructure

The City Planning and Infrastructure Division plans, designs, builds and maintains Council infrastructure. This infrastructure covers roads, footpaths, drains and waterways, buildings and open spaces. We also provide approvals for private led construction activity in our City. City Planning and Infrastructure comprises City Presentation, City Design and Construction, Sustainability and Waste, Planning and Building Services, City and Asset Planning and Growth and Investment.

2.(b) Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
2020	\$'000	\$'000	\$'000	\$'000	\$'000
Customer and Business Transformation	0	27,248	(27,248)	-	5,574
Corporate Services	270,216	22,594	247,622	17,796	2,542,539
Community Life	73,115	124,995	(51,880)	56,091	546,349
City Planning and Infrastructure	179,238	178,480	758	5,311	2,575,929
	522,569	353,317	169,252	79,198	5,670,391

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
2019	\$'000	\$'000	\$'000	\$'000	\$'000
Customer and Business Transformation	-	25,556	(25,556)	-	6,070
Corporate Services	261,539	21,294	240,244	18,391	2,485,984
Community Life	83,301	118,250	(34,949)	63,313	511,531
City Planning and Infrastructure	254,009	156,390	97,619	3,417	2,250,386
	598,849	321,490	277,358	85,121	5,253,973

Note 3 Funding for the delivery of our services

3.1 Rates and charges

	2020	2019
	\$'000	\$'000
Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The valuation base used to calculate general rates for 2019/2020 of a property is its Capital Improved Value (CIV).		
The valuation base used to calculate general rates for 2019/20 was \$75.033 billion (2018/19 \$76.25 billion).		
Residential	177,954	168,759
Commercial	11,610	11,310
Industrial	6,215	4,857
Farm/Rural	1,364	1,273
Supplementary rates and rate adjustments	5,427	4,711
Interest on rates and charges	1,082	1,486
Garbage Charge	39,306	36,610
Total rates and charges	242,958	229,006

The General Revaluation is conducted annually in accordance with Government Legislation.

Annual rates and charges are recognised as revenues 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

	2020	2019
	\$'000	\$'000
Infringements and costs	1,764	1,894
Town planning fees	1,630	1,733
Building	923	706
Land information certificates	278	227
Subdivision Fees	3,360	5,254
Animal registration and fines	2,290	2,199
Health registration and fees	1,113	1,027
Elections	44	37
Fire management	6	2
Total statutory fees and fines	11,408	13,079

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

	2020	2019
	\$'000	\$'000
Client fees - community care	1,243	1,314
Client fees - family day care	1,776	2,008
Leisure centre and recreation	2,654	3,990
Kindergarten fees	2,585	3,526
Hire fees - council facilities	3,128	3,152
Pound release fees	284	235
Building services	1,139	718
Re-infrastructure/road opening fees	355	1,407
Recoveries	1,478	2,582
Reimbursements	1,197	1,236
Other fees and charges	1,233	476
Total user fees	17,072	20,644

User fees by timing of revenue recognition		
User fees recognised at a point in time	17,072	20,644
Total user fees	17,072	20,644

User fees are recognised as revenue at a point in time, over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following:

	2020	2019
	\$'000	\$'000
Summary of grants		
Commonwealth funded grants	36,823	36,676
State funded grants	37,104	48,444
Total grants received	73,927	85,120

(a) Operating Grants

<i>Recurrent - Commonwealth Government</i>		
Connected Communities	8,520	8,208
Child Youth and Family	6,300	6,660
Safer Communities	15	15
Victorian Grants Commission (unallocated)	17,566	18,289
<i>Recurrent - State Government</i>		
Connected Communities	4,064	4,997
Child Youth and Family	20,368	23,377
Safer Communities	1,382	1,279
Total recurrent operating grants	58,215	62,824

	2020	2019
<i>Non-recurrent - State Government</i>	\$'000	\$'000
Active Communities	194	123
Arts and Cultural Development	-	103
Child Youth and Family	547	1,057
City and Asset Planning	63	214
City Presentation	13	20
Connected Communities	418	328
Finance and Rates	172	102
Growth and Investments	18	390
Safer Communities	176	239
Statutory Planning and Building	-	140
Sustainability & Waste Management	838	84
Total non-recurrent operating grants	2,439	2,798
Total operating grants	60,654	65,622

(b) Capital Grants

<i>Recurrent - Commonwealth Government</i>		
Victorian Grants Commission (Local roads)	2,745	2,570
Roads to recovery	1,634	834
Total recurrent capital grants	4,379	3,404

<i>Non-recurrent - State Government</i>		
Infrastructure & Capital Projects	8,852	15,993
<i>Non-recurrent - Commonwealth Government</i>		
Infrastructure & Capital Projects	43	100
Total non-recurrent capital grants	8,895	16,093
Total capital grants	13,274	19,497

	2020	2019
	\$'000	\$'000

(c) Total capital grants including grants revenue received in prior years

<i>Operating</i>		
Balance at start of year	-	-
Received during the financial year and remained unspent at balance date	2,267	-
Received in prior years and spent during the financial year	-	-
Balance at year end	2,267	-
<i>Capital</i>		
Balance at start of year	5,271	-
Received during the financial year and remained unspent at balance date	6,335	5,271
Received in prior years and spent during the financial year	5,271	-
Balance at year end	6,335	5,271
Total capital grants including grants revenue received in prior years	18,545	19,497

Grant income is recognised at the point in time when the Council satisfies its performance obligations as specified in the underlying agreement.

3.5 Contributions

	2020	2019
	\$'000	\$'000
Monetary	1,629	3,917
Monetary - Developer/Capital Works	41,266	49,340
Non-monetary	123,973	189,676
Total contributions	166,868	242,933

Contributions of non monetary assets were received in relation to the following asset classes.

Land	45,646	84,949
Buildings	560	-
Roads	36,863	64,702
Other infrastructure	40,904	40,025
Total non-monetary contributions	123,973	189,676

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

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

Proceeds of sale	3,367	5,031
Written down value of assets disposed	(5,939)	(8,687)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(2,572)	(3,656)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other Income

	2020	2019
	\$'000	\$'000
Interest	6,864	9,835
Other rent	683	835
Total other income	7,547	10,670

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 4 The cost of delivering services

4.1 (a) Employee costs

	2020	2019
	\$'000	\$'000
Wages and salaries	105,623	100,230
WorkCover	3,058	2,629
Superannuation	10,028	9,350
Fringe benefits tax	333	399
Other	5,247	3,608
Total employee costs	124,289	116,216

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	336	415
	336	415
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	5,564	5,467
Employer contributions - other funds	4,079	3,469
	9,642	8,936
Employer contributions payable at reporting date.	744	706

Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

	2020	2019
	\$'000	\$'000
Building maintenance	6,075	4,533
General maintenance	42,445	45,218
Utilities	8,444	8,250
Office administration	38,174	43,056
Information technology	5,496	4,556
Insurance	1,921	1,942
Consultants	5,822	7,804
Rebate and Reimbursements	6,187	6,751
Council Developer Contributions	11,273	-
Waste Management	35,937	30,351
Total materials and services	161,774	152,460

4.3 Depreciation

Property	15,309	13,464
Plant and equipment	4,250	5,445
Infrastructure	33,162	29,523
Total depreciation	52,721	48,432

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation – Right of use assets

Property	88	-
Other equipment	174	-
Total Amortisation – Right of use assets	262	-

4.5 Bad and doubtful debts

Parking fine debtors	213	663
Other debtors	608	155
Total bad and doubtful debts	821	818

Movement in provision for doubtful debts

	2020	2019
	\$'000	\$'000
Balance at the beginning of the year	1,102	349
New provisions recognised during the year	820	945
Amounts already provided for and written off as uncollectible	(4)	(62)
Amounts provided for but recovered during the year	(400)	(130)
Balance at end of year	1,519	1,102

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward-looking information in determining the level of impairment. Bad debts are written off when identified.

4.6 Borrowing costs

Interest - Borrowings	1,968	2,288
Total borrowing costs	1,968	2,288

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.7 Finance Costs – Leases

Interest – Lease Liabilities	35	-
Total finance costs	35	-

4.8 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	62	71
Auditors' remuneration - Internal	115	110
Councillors' allowances	409	453
Leases	49	247
Grants and contributions	12,693	5,187
Increase /(Decrease) in landfill provision	(1,880)	1,960
Total other expenses	11,447	8,028

Note 5 Our financial position

5.1 Financial assets

	2020	2019
(a) Cash and cash equivalents	\$'000	\$'000
Cash on hand	34	35
Cash at bank	8,527	3,644
Term deposits	11,789	11,891
Total cash and cash equivalents	20,351	15,570

(b) Other financial assets		
Term deposits - current	283,119	343,214
Term deposits - non-current	18,000	37,000
Total other financial assets	301,119	380,214
Total financial assets	321,470	395,784

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 5.3)	31,092	32,228
- Government grants received in advance for the use of Capital Works	6,335	9,850
Total restricted funds	34,427	42,078
Total unrestricted cash and cash equivalents	(17,076)	(26,508)

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Developer Contributions	155,716	227,165
- General Reserves to fund operating activities	31,979	35,501
Asset Reserves to fund capital works program	69,889	92,618
Total funds subject to intended allocations	257,584	355,284

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days 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.

	2020	2019
(c) Trade and other receivables Current	\$'000	\$'000
<i>Statutory receivables</i>		
Rates debtors	24,778	18,440
Special rate assessment	939	71
Infringement debtors	1,718	1,483
Provision for doubtful debts - infringements	(1,292)	(1,080)
GST receivable	4,139	3,313
Other receivable	201	584
<i>Non statutory receivables</i>		
Trade and other receivables	3,792	6,800
Provision for doubtful debts - other debtors	(227)	(22)
Total current trade and other receivables	34,048	29,589
Total trade and other receivables	34,048	29,589

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	1,953	3,168
Past due by up to 30 days	433	549
Past due between 31 and 180 days	606	2,032
Past due between 181 and 365 days	508	574
Past due by more than 1 year	65	456
Total trade and other receivables	3,565	6,778

5.2 Non-financial assets

	2020	2019
(a) Other assets	\$'000	\$'000
Prepayments	1,222	1,182
Other	1,585	6,730
Total other assets	2,807	7,912

5.3 Payables

(a) Trade and other payables		
Trade payables	33,938	24,900
Net GST payable	147	293
Accrued expenses	1,045	4,233
Total trade and other payables	35,130	29,426

(b) Unearned income		
Income received in advance – operating	2,740	-
Grants received in advance – capital	6,335	-
Total unearned income	9,075	-

(c) Trust funds and deposits		
Refundable deposits	69	90
Fire services levy	576	258
Retention amounts	29,338	30,951
Other refundable deposits	1,108	929
Total trust funds and deposits	31,091	32,228

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 - 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 Victorian State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the Victorian 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.

5.4 Interest-bearing liabilities

	2020	2019
Current	\$'000	\$'000
Borrowings - secured	7,571	7,355
	7,571	7,355

Non-current		
Borrowings - secured	45,989	53,560
	45,989	53,560
Total	53,560	60,915

Borrowings are secured by the rates of the Council
(a) The maturity profile for Council's borrowings is:

Not later than one year	7,571	7,355
Later than one year and not later than five years	31,782	31,055
Later than five years	14,206	22,505
	53,560	60,915

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.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

5.5 Provisions

	Employee	Landfill restoration	Total
2020	\$'000	\$'000	\$'000
Balance at beginning of the financial year	25,580	16,536	42,116
Additional/ (reduction) provisions	4,647	(2,262)	2,386
Amounts used	(3,126)	(1,542)	(4,668)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	997	382	1,380
Balance at the end of the financial year	28,099	13,114	41,213

2019	\$'000	\$'000	\$'000
Balance at beginning of the financial year	25,166	16,084	41,250
Additional provisions	161	3,144	3,305
Amounts used	(3,500)	(1,508)	(5,008)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	3,753	(1,184)	2,569
Balance at the end of the financial year	25,580	16,536	42,116

(a) Employee provisions

Current provisions expected to be wholly settled within 12 months

	2020	2019
2020	\$'000	\$'000
Annual leave	7,585	6,691
Long service leave	2,551	1,861
Retirement gratuity	143	132
	10,280	8,684

Current provisions expected to be wholly settled after 12 months

Annual leave	1,603	774
Long service leave	13,003	12,850
	14,606	13,623
Total current employee provisions	24,886	22,307

	2020	2019
Non-current	\$'000	\$'000
Long service leave	3,191	3,241
Retirement gratuity	22	31
Total non-current employee provisions	3,213	3,272
Aggregate carrying amount of employee provisions:		
Current	24,886	22,307
Non-current	3,213	3,273
Total aggregate carrying amount of employee provisions	28,099	25,580

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

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. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. 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.

Key assumptions:	2020	2019
- discount rate	0.87%	1.32%
- index rate	3.00%	3.25%

(b) Landfill restoration	2020 \$'000	2019 \$'000
Current	1,197	1,715
Non-current	11,917	14,822
	13,114	16,536

Stevenson's Landfill

The City of Casey is liable for remediation of the Stevenson's Road Closed Landfill (SRCL) site. The total estimated present value of the remaining cost of rehabilitation and on-going site management is over \$13.114 million, inclusive of ongoing operational costs of up to \$1.197 million per annum for up to 14 years. A provision of \$13.114 million (2018/19 \$16.536 million) is provided, based on the net present value of the estimated ongoing site management and monitoring costs over 14 years

Cemetery Road Landfill

Rehabilitation of this site is complete. The Council has minor ongoing monitoring and maintenance expenses.

Narre Warren Landfill

The landfill rehabilitation is complete and the site has been handed back to Council for ongoing management as a reserve. The Council also manages ongoing monitoring of ground water on behalf of the Narre Warren User Group (NWUG). These expenses are reimbursed to the Council via a fund managed by the City of Whitehorse.

Key assumptions:	2020	2019
- discount rate	0.60%	1.18%
- index rate	3.00%	3.00%

The discount and index rates used to calculate the provisions are based on historical CPI and have factored in the impact of COVID-19.

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30th June

	2020	2019
	\$'000	\$'000
Credit card facilities	102	120
Other facilities - Loans	54,139	61,493
Total facilities	54,241	61,613

Used facilities	53,585	60,958
Unused facilities	655	656

5.7 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.

2020	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
Operating	\$'000	\$'000	\$'000	\$'000	\$'000
Animal Pound Services	254	-	-	-	254
Asset Management	680	75	-	-	755
Auditing Services	134	-	-	-	134
Building Cleansing	1,796	-	-	-	1,796
Energy Supply	9,960	8,144	14,449	25,869	58,422
Environmental Health Services	2,216	1,974	1,005	-	5,195
Equipment	1,734	3	-	-	1,737
Facilities Management	1,871	-	-	-	1,871
Graffiti Removal	451	462	-	-	913
Information Technology	6,298	3,011	-	-	9,309
Landfill	9,041	-	-	-	9,041
Leisure Centre Management	626	637	324	-	1,587
Open Space Management	10,191	4,462	1,989	1,211	17,853
Professional Services	4,584	1,424	542	-	6,550
Property Valuation	202	-	-	-	202
Records Management	79	68	-	-	147
Street Cleansing	324	-	-	-	324
Waste Management	25,504	26,513	61,655	61,238	174,910
Total	75,945	46,773	79,964	88,318	291,000

Capital					
Buildings	49,422	-	-	-	49,422
Roads	20,460	-	-	-	20,460
Total	69,882	-	-	-	69,882

2019	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
Operating	\$'000	'000	\$'000	\$'000	\$'000
Animal Pound services	990	254	-	-	1,244
Asset Management	2,633	-	-	-	2,633
Auditing Services	130	132	-	-	262
Building Cleansing	1,722	1,764	-	-	3,486
Energy Supply	7,599	3,787	1,860	-	13,246
Environmental Health Services	2,431	2,492	1,278	-	6,201
Equipment	3,820	1,795	8	-	5,623
Facilities Management	3,967	745	-	-	4,712
Graffiti Removal	440	451	462	-	1,353
Home Care Services	105	-	-	-	105
Information Technology	6,806	4,520	1,035	-	12,361
Landfill	9,400	7,381	-	-	16,781
Leisure Centre Management	600	615	954	-	2,169
Open Space Management	15,695	8,802	3,817	-	28,314
Professional Services	8,340	4,610	3,339	-	16,289
Property Valuation	443	462	1,540	-	2,445
Records Management	77	79	68	-	224
Street Cleansing	1,240	318	-	-	1,558
Waste Management	25,767	10,482	19,673	37,568	93,490
Total	92,205	48,689	34,034	37,568	212,496

Capital					
Buildings	34,369	-	-	-	34,369
Roads	8,311	254	-	-	8,565
Total	42,680	254	-	-	42,934

5.8 Leases

Policy applicable before 1 July 2019

As a lessee, Council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to Council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive income statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Policy applicable after 1 July 2019

Council has applied *AASB 16 Leases* using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. The Council applied the approach consistently to all leases in which it is a lessee.

On transition to *AASB 16 Leases*, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. The Council has applied this practical expedient to all of its contracts and therefore applied *AASB 16 Leases* only to contracts that were previously identified as leases.

At inception of a contract, all entities would assess 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;
- › The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- › The customer 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.

Council has elected to apply the temporary option available under *AASB 16 Leases* which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

The City of Casey has 10 peppercorn leases on land and buildings, use of these properties is restricted to community service and welfare activities.

Right-of-Use Assets	Property	Office Equipment	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2019	88	591	679
Cost adjustments due to change incremental borrowing rate for equipment	-	(36)	(36)
Amortisation charge	(88)	(174)	(262)
Balance at 30 June 2020	-	381	381

Lease Liabilities	2020
Lease liabilities included in the Balance Sheet at 30 June:	
Current	169
Non-current	225
Total lease liabilities	394

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:	2020
Short-term leases	\$'000
Leases of low value assets	1
Total	1

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	1
Later than one year but not later than five	4
Total lease commitments	5

i. Leases classified as operating leases under AASB 117 Leases

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at Council’s incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

Council used the following practical expedients when applying *AASB 16 Leases* to leases previously classified as operating leases under *AASB 117 Leases*.

- › Applied a single discount rate to a portfolio of leases with similar characteristics.
- › Adjusted the right-of-use assets by the amount of *AASB 137 Provisions, Contingent Liabilities and Contingent Assets* onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.
- › Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.
- › Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

ii. Leases previously classified as finance leases

For leases that were classified as finance leases under *AASB 117 Leases*, the carrying amount of the right-of-use asset and the lease liability at 1 July 2019 are determined at the carrying amount of the lease asset and lease liability under *AASB 117 Leases* immediately before that date.

Council is not required to make any adjustments on transition to *AASB 16 Leases* for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with *AASB 16 Leases* from the date of initial application.

Impact on financial statements

When measuring lease liabilities, Council discounted lease payments using its incremental borrowing rate at 1 July 2019.

	2019
	\$'000
Operating lease commitment at 30 June 2019 as disclosed in Council's financial statements	804
Discounted using the incremental borrowing rate for property at 1 July 2019	88
Discounted using the incremental borrowing rate for equipment at 1 July 2019	591
- Recognition exemption for:	
short-term leases	21
leases of low-value assets	11
- Lease liabilities recognised as at 1 July 2019	679

Note 6 Assets we manage
6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2019	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfer from Assets Held for sale	Transfers	At Fair Value 30 June 2020
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	2,529,593		44,719	33,023		(448)		940	80,748	2,688,575
Buildings	431,955		560	13,212	(15,309)	(616)			30,085	459,888
Plant and equipment	21,571	-	-	-	(5,697)	(878)			5,475	20,471
Infrastructure	1,769,039	-	78,694	200,425	(31,714)	(2,726)			27,168	2,040,886
Work in progress	62,041	199,758	-	-	-	-	(20,824)		(143,476)	97,499
	4,814,199	199,758	123,973	246,660	(52,720)	(4,667)	(20,824)	940	-	5,307,319

Summary of Work in Progress

	Opening WIP	Additions	Write-off	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000
Property	18,958	102,427	(1,543)	(110,833)	9,009
Plant and equipment	80	9,367	(3,644)	(5,475)	328
Infrastructure	43,003	87,964	(15,637)	(27,168)	88,162
Total	62,041	199,758	(20,824)	(143,476)	97,499

(a) Property

	Land – specialised \$'000	Land – non specialised \$'000	Total Land & Land Improvements \$'000	Buildings – specialised \$'000	Buildings – non specialised \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
At fair value 1 July 2019	1,373,333	1,156,259	2,529,593	551,943	87,231	639,174	18,958	3,187,725
Accumulated depreciation at 1 July 2019	–	–	–	(159,027)	(48,192)	(207,219)	–	(207,219)
	1,373,333	1,156,259	2,529,593	392,916	39,039	431,955	18,958	2,980,506

Movements in fair value								
Additions	25,890	54,858	80,748	22,925	7,160	30,085	–	110,833
Contributions	9,865	34,854	44,719	22	538	560	–	45,279
Revaluation	15,017	18,014	33,031	19,605	16	19,621	–	52,652
Disposal	–	(456)	(456)	(1,285)	(276)	(1,561)	–	(2,017)
Write-off	–	–	–	–	–	–	(1,544)	(1,544)
Acquisition of WIP assets at cost			–				102,427	102,427
WIP Transfers			–				(110,833)	(110,833)
Transfer from Assets Held for Sale		940	940					940
	50,772	108,210	158,982	41,267	7,438	48,705	(9,950)	197,738

(a) Property cont.

	Land – specialised \$'000	Land – non specialised \$'000	Total Land & Land Improvements \$'000	Buildings – specialised \$'000	Buildings – non specialised \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
Movements in accumulated depreciation								
Depreciation and amortisation	–	–	–	(13,109)	(2,199)	(15,309)	–	(15,309)
Accumulated depreciation of disposals	–	–	–	658	182	840	–	840
Revaluation increments/decrements				(5,871)	(433)	(6,303)		(6,303)
	–	–	–	(18,322)	(2,450)	(20,772)	–	(20,772)

At fair value 30 June 2020	1,424,105	1,264,469	2,688,574	593,210	94,669	687,879	9,009	3,385,462
Accumulated depreciation at 30 June 2020	–	–	–	(177,349)	(50,642)	(227,991)	–	(227,991)
	1,424,105	1,264,469	2,688,574	415,861	44,027	459,888	9,009	3,157,471

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecoms	Total plant and equipment	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2019	14,881	14,071	13,324	42,276	80	42,356
Accumulated depreciation at 1 July 2019	(8,236)	(5,215)	(7,254)	(20,705)		(20,705)
	6,645	8,856	6,070	21,571	80	21,651

Movements in fair value

Additions	3,133	694	1,648	5,475	–	5,475
Disposal	(3,551)	–	–	(3,551)		(3,551)
Acquisition of WIP assets at cost				–	9,367	9,367
Write-off	–	–	–	–	(3,644)	(3,644)
WIP Transfers				–	(5,475)	(5,475)
	(418)	694	1,648	1,924	248	2,172

Movements in accumulated depreciation

Depreciation and amortisation	(2,105)	(1,448)		(5,697)		(5,697)
Accumulated depreciation of disposals	2,673	–	–	2,673		2,673
	568	(1,448)	(2,145)	(3,024)		(3,024)

At fair value 30 June 2020	14,463	14,765	14,972	44,200	328	44,528
Accumulated depreciation at 30 June 2020	(7,668)	(6,663)	(9,399)	(23,729)		(23,729)
	6,795	8,102	5,573	20,471	328	20,799

(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage	Outdoor sports facilities	Waste Management	Parks, open spaces and streetscapes	Off street car parks	Total Infrastructure	Work in Progress	Total infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2019	1,146,222	48,315	163,905	635,277	68,630	29,798	92,819	35,331	2,220,297	43,003	2,263,300
Accumulated depreciation at 1 July 2019	(188,054)	(10,268)	(37,067)	(122,140)	(28,161)	(14,082)	(46,498)	(4,988)	(451,258)	–	(451,258)
	958,168	38,047	126,838	513,137	40,469	15,716	46,321	30,343	1,769,039	43,003	1,812,042

Movements in fair value

Additions	6,777	53	3,434	1,952	6,222	–	5,545	3,185	27,168	–	27,168
Contributions	42,778	1,223	7,236	25,261	251	–	1,945	–	78,694	–	78,694
Revaluations	136,564	16,360	10,907	81,118	(43)	–	(93)	4,332	249,145	–	249,145
Disposal	(4,453)	(36)	(340)	(297)	(437)	–	(517)	(85)	(6,164)	–	(6,146)
Write-off	–	–	–	–	–	–	–	–	–	(15,637)	(15,637)
Acquisition of WIP assets at cost									–	87,965	87,965
WIP Transfers										(27,168)	(27,168)
Transfers	–	–	–	–	3,780	–	(3,315)	(465)	–	–	–
	181,667	17,600	21,237	108,034	9,774	–	3,566	6,967	348,844	45,160	394,003

	Roads		Bridges		Footpaths and cycleways		Drainage		Outdoor sports facilities		Waste Management		Parks, open spaces and streetscapes		Off street car parks		Total Infrastructure		Work in Progress		Total infrastructure	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Movements in accumulated depreciation																						
Depreciation and amortisation	(13,103)	(603)		(2,859)	(7,038)	(2,274)	(1,519)	(3,548)	(772)		(31,714)										(31,714)	
Accumulated depreciation of disposals	2,283	194		131	94	316		385	35		3,438										3,438	
Revaluation increments/decrements	(25,121)	(2,829)		(3,560)	(16,095)			10	(1,125)		(48,720)										(48,720)	
Transfers						(124)		89	35													
	(35,941)	(3,238)		(6,288)	(23,039)	(2,082)	(1,519)	(3,064)	(1,827)		(76,996)										(76,996)	

At fair value 30 June 2020	1,327,889	65,915	185,142	743,311	78,404	29,798	96,385	42,298	88,162	2,657,302
Accumulated depreciation at 30 June 2020	(223,995)	(13,506)	(43,355)	(145,179)	(30,243)	(15,601)	(49,562)	(6,815)		(528,254)
	1,103,894	52,410	141,787	598,132	48,161	14,197	46,823	35,483	88,162	2,129,048



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.

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	Threshold limit
Asset recognition thresholds and depreciation periods		\$'000
Land & land improvements		
land	-	Nil
land improvements		
Buildings		
buildings and building components	10-200 years	5
Plant and Equipment		
plant, machinery and equipment	2-20 years	2
fixtures, fittings and furniture	2-10 years	2
Computers and telecommunications	2-5 years	2
Infrastructure		
road - pavements	25-161 years	10
road - seals	10-87 years	10
roads - kerb, channel and minor culverts and traffic management	8-127 years	10
car parks	10-80 years	5
bridges - deck	38-117 years	5
bridges - structures	38-117 years	5
footpaths and cycleways	60-78 years	5
drainage	20-100 years	5
Outdoor sports facilities	9-122 years	5
Waste Management	10-50 years	5
Open space and landscaping community facilities	10-100 years	5

Land under roads

Council recognises land under roads it controls at fair value.

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 and residual values 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.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Westlink Consulting. The valuation of land and buildings is at fair value, being market value based on 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.

The impact on the property market of COVID-19 has been assessed and factored into the Westlink valuation of Council land and buildings.

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 of the current valuation is detailed in the following table. A full revaluation was done for Land & Building as well as Infrastructure in 2019/20.

Details of the Council’s land and buildings and information about the fair value hierarchy as at 30 June 2020 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	1,264,469		30-Jun-20
Specialised Land	-	-	1,424,105	30-Jun-20
Specialised Buildings	-	-	415,861	30-Jun-20
Non Specialised Buildings	-	44,027	-	30-Jun-20
Total	-	1,308,496	1,839,966	

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with an valuation under the direction of Jack Fang, Head of Assets and Capital Projects, whose professional qualifications are Bachelor of Engineering (BE).

The date of the current valuation is detailed in the following table. A full revaluation of these assets was done in 2019/20.

The valuation is at fair value based on 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 2020 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	1,103,894	30-Jun-20
Bridges	-	-	52,410	30-Jun-20
Footpaths and cycleways	-	-	141,787	30-Jun-20
Drainage	-	-	598,132	30-Jun-20
Recreational, leisure and community facilities	-	-	48,161	30-Jun-20
Waste Management	-	-	14,197	30-Jun-20
Parks, open space and streetscapes	-	-	46,823	30-Jun-20
Off Street car parks	-	-	35,483	30-Jun-20
Total	-	-	2,040,886	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to 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. Currently land values range between \$1 and \$3,000 per square metre.

Specialised buildings are valued using a depreciated 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 \$300 to \$5,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 10 years to 200 years. Replacement cost is sensitive to changes in market 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 generally not bought or sold in their entirety, so are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. Replacements costs are determined from rates provided for recent subdivision development within the municipality and extracted from contract schedules for recent capital projects. Where limited data on current local rate is available, rates are estimated using:

rates for similar projects from other authorities

- › construction cost guides and/or
- › adjusted historical costs

The total useful lives of infrastructure assets take into account the current condition of the asset and vary from 9 years to 161 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to change in use, expectations or requirements that could either or extend the useful lives of infrastructure assets.

	2020	2019
Reconciliation of specialised land	\$'000	\$'000
Land under roads	512,845	487,963
Parks and reserves	859,394	833,802
Community Facilities	46,959	47,241
Corporate	4,907	4,326
Total specialised land	1,424,105	1,373,332

6.3 Investments in associates, joint arrangements and subsidiaries

	2020	2019
(a) Investments in associates	\$'000	\$'000
Casey Cardinia Library	4,058	3,942

Casey Cardinia Corporation
Background

The Casey Cardinia Library Corporation (the Corporation) is owned by the City of Casey and Cardinia Shire Council. The City of Casey owns the properties where the Corporation operates the Libraries within the City of Casey and is entitled to 74.12 per cent of its net financial result (2018/19, 74.72 per cent)

Fair value of Council's investment in Casey Cardinia Library	4,058	3,942
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Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	3,942	4,263
Reported surplus(deficit) for year	116	(322)
Council's share of accumulated surplus(deficit) at end of year	4,058	3,942

Council's share of expenditure commitments		
Operating commitments	80	221
Council's share of expenditure commitments	80	221

Significant restrictions

The Casey Cardinia Library Corporation (CCLC) operates under a Regional Library Agreement that has been prepared in accordance with s.196 of the Local Government Act, approved by the Minister for Local Government and executed by Casey and Cardinia Councils. The CCLC exists as an independent Local Government entity, subject to most of the same requirements of a Council under the Local Government Act. The CCLC is governed by a Board of Councillors and Officers from member Councils, and is managed by a board appointed Chief Executive Officer. The Regional Library Agreement does not allow for the payment of dividends to the Member Councils and only considers the transfer of assets (and liabilities) in the case of the dissolution of the agreement or exit of one of the parties.

Committees of management

Council's policy is to seek all Committees of Management to incorporate pursuant to the *Associations Incorporation Reform Act 2012*. The adopted incorporated Committee of Management structure provides committees with the power and autonomy to effectively manage and plan for the long term future of the facility they utilise.

The operations of the Committees of Management are not material to the overall operations of the Council and their revenues and expenses are excluded from this Financial report. However, all land and buildings managed by Committees of Management are owned by Council and have been brought to account as assets of Council.

	2020	2019
(b) Investments in associates	\$'000	\$'000
Narre Warren User Group	308	334

Background

The City of Casey holds 17.96% in Narre Warren User Group (NWUG). The principal activity of NWUG is to monitor the closed landfill that was previously used by Council at Narre Warren. The contributions by the Council to NWUG during the period totalled Nil (2018/19 NIL). The Whitehorse City Council holds the cash investment for NWUG and the surplus is generated from interest income less monitoring costs. The cash investment is managed by Whitehorse City Council who holds a 48.88% interest in NWUG.

Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus at start of year	335	334
Reported surplus (deficit) for year	(27)	1
Council's share of accumulated surplus(deficit) at end of year	308	335
Movement in carrying value of specific investment		
Carrying value of investment at start of year	335	334
Share of surplus (deficit) for year	(27)	1
Carrying value of investment at end of year	308	335

Significant restrictions

The NWUG operates under a User Group Agreement, that has been agreed by all of the participating Councils. There is no clause in the agreement that allows for the return of funds to the participating Councils. The current funds are held to meet commitments for the site contained within the EPA issued Pollution Abatement Notice (PAN). There is no current agreement between the participating Councils on the distribution of assets or liabilities of the User Group when the commitments of the PAN have been satisfied.

Note 7 People and Relationships

7.1 Council and key management remuneration

	2020 No.	2019 No.
(a) Related Parties		

Parent entity
The City of Casey is the parent entity

Subsidiaries and Associates
Interests in subsidiaries and associates are detailed in Note 6.3.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Administrators

- › Ms Noelene Duff PSM – Interim Administrator - from 20 February 2020 to 18 May 2020. Chair of Administrator Panel from 18 May 2020
- › Mr Cameron Boardman - from 18 May 2020
- › Mr Miguel Belmar - from 18 May 2020

Total Number of Administrator Panel Members	3	-
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Councillors

- › Cr Susan Serey - Councillor to 28 October 2019. Mayor from 29 October 2019 to 20 February 2020
- › Cr Amanda Stapledon - Mayor - to 28 October 2019. Councillor - from 29 October 2019 to 20 February 2020
- › Cr Geoff Ablett - Councillor - to 20 February 2020
- › Cr Sam Aziz - Councillor - to 20 February 2020
- › Cr Rosalie Crestani - Councillor - to 20 February 2020
- › Cr Rex Flannery - Councillor - to 14 February 2020
- › Cr Milla Gilic - Councillor - to 20 February 2020
- › Cr Tim Jackson - Councillor - to 14 February 2020
- › Cr Damien Rosario - Councillor - to 20 February 2020
- › Cr Gary Rowe - Councillor - to 20 February 2020
- › Cr Wayne Smith JP - Councillor - to 20 February 2020

Total Number of Councillors	11	11
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7.1 Council and key management remuneration continued

	2020 No.	2019 No.
Executive Leadership Team		
› Chief Executive Officer, Mr Glenn Patterson		
› Director, Community Life, Mr Steve Coldham		
› Director, Corporate Services, Ms Sheena Frost		
› Director, Customer and Business Transformation, Ms Jen Bednar		
› Former Director, City Planning and Infrastructure, Mr Peter Fitchett - from 1 July 2019 to 22 November 2019		
› Acting Director, City Planning and Infrastructure, Mr Duncan Turner - from 1 July 2019 to 25 October 2019		
› Director, City Planning and Infrastructure, Mr James Collins - from 28 October 2020		
Chief Executive Officer and other Key Management Personnel	5	5
Total Key Management Personnel	19	16
(c) Remuneration of Key Management Personnel	2020	2019
Total remuneration of key management personnel was as follows:	\$	\$
Short-term benefits	1,836	1,821
Long-term benefits	35	33
Post-employment benefits	138	139
Termination benefits	-	198
Total	2,008	2,191

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

<\$19,999	12	-
\$30,000 - \$39,999	-	10
\$60,000 - \$69,999	1	-
\$90,000 - \$99,999	1	-
\$120,000 - \$129,999	-	1
\$220,000 - \$229,999	1	-
\$270,000 - \$279,999	-	1
\$280,000 - \$289,999	1	-
\$290,000 - \$299,999	1	1
\$310,000 - \$319,999	-	1
\$350,000 - \$359,999	1	-
\$420,000 - \$429,999	-	1
\$430,000 - \$439,999	-	1
\$470,000 - \$479,999	1	-
	19	16

	2020 No.	2019 No.
(d) Senior Officer Remuneration		
A Senior Officer is an officer of Council, other than Key Management Personnel, who: a) has management responsibilities and reports directly to the Chief Executive; or b) whose total annual remuneration exceeds \$151,000		
The number of Senior Officers are shown below in their relevant income bands:		
	2020	2019
Income range:	No.	No.
<\$151,000	3	5
\$151,000 - \$159,999	2	4
\$160,000 - \$169,999	6	9
\$170,000 - \$179,999	2	4
\$180,000 - \$189,999	2	1
\$190,000 - \$199,999	5	3
\$200,000 - \$209,999	5	4
\$210,000 - \$219,999	7	3
\$220,000 - \$229,999	3	-
\$230,000 - \$239,999	-	1
\$250,000 - \$259,999	-	1
\$260,000 - \$269,999	-	1
\$280,000 - \$289,999	-	1
\$290,000 - \$299,999	-	2
	35	39
Total Remuneration for the reporting year for Senior Officers included above, amounted to	6,487	7,242

7.2 Related party disclosure

	2020	2019
(a) Transactions with related parties	\$'000	\$'000

During the period Council entered into the following transactions with related parties.

Provision of Library Services by the Casey Cardinia Library Corporation, in accordance with the Regional Library Agreement	6,842	6,400
Provision of financial and other services to the Casey Cardinia Library Corporation	(33)	(34)
Provision of seconded staff to the Casey Cardinia Library Corporation	-	(96)
	6,809	6,270

Procurement Australia		
Conference Attendance fees	-	1
Power Purchasing fees	17	17
	17	18

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties

((b) Outstanding balances with related parties	2020	2019
--	------	------

There were no outstanding balances with related parties that required disclosure during the 2019-20 or 2018-19 reporting years.

(c) Loans to/from related parties

No loans have been made, guaranteed, or secured by Council to related parties during the 2019-20 or 2018-19 reporting years.

(d) Commitments to/from related parties

No commitments have been made, guaranteed, or secured by Council to related parties during the 2019-20 or 2018-19 reporting years.

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

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:

	2020	2019
	\$'000	\$'000
Not later than one year	795	950
Later than one year and not later than five years	1,575	1,387
Later than five years	1,786	1,091
	4,155	3,428

(b) Contingent 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.

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, there were NIL contributions outstanding and NIL loans issued from or to the above schemes as at 30 June 2020. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 are \$317K.

Liability Mutual Insurance

Council is 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.

MAV Workcare

Council is a participant of the MAV WorkCare Scheme. The MAV WorkCare scheme provides workers compensation insurance. The MAV WorkCare 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. Council has been notified by MAV of a shortfall and the need for a capital recovery contribution of \$374K. The matter remains subject to agreement with council members and the MAV.

(c) Guarantees for loans to other entities

The City of Casey has guaranteed a loan of up to \$150k for the Narre Warren Football Netball Club.

8.2 Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2020 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- › recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- › reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset;
- › initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in *AASB 13 Fair Value Measurement*. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with *AASB 116 Property, Plant and Equipment* or *AASB 138 Intangible Assets*, as appropriate, except as specified *AASB 1059*;
- › recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- › disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on the Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the Council is not a grantor in a service concession arrangement.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

The Standard principally amends *AASB 101 Presentation of Financial Statements* and *AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors*. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

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 significant accounting policies 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 1989*. 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.

(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 have 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 have a policy for establishing credit limits for the entities council deal with;
- › council may require collateral where appropriate; and
- › council only invest 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 provide 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 provisions 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:

- › have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- › have readily accessible standby facilities and other funding arrangements in place;
- › have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- › monitor budget to actual performance on a regular basis; and
- › set 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 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account the significant disruption experienced due to COVID-19, past performance, future expectations, economic forecasts, and management’s knowledge and experience of the financial markets, Council considers the following movements are ‘reasonably possible’ over the next 12 months:

- A stable interest rate environment, with some remote prospect of a shift of from year-end rates of 0.25% up to 0.5%.

These movements will not have a direct 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.

Economic activity is expected to be subdued with historic levels of unemployment and upheaval adversely affecting the collection of rates revenue, with cash management to be a resulting key focus for Council over the next 12 months, and beyond.

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.

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. 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 ranging from 1 to 3 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements 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

Subsequent to the 2019/20 financial year, in July and August 2020, the Victorian State Government introduced additional restrictions in response to concerning COVID-19 impacts being experienced across the State. Those restrictions have again impacted on the City of Casey's service delivery and resulted in the temporary closure of some facilities such as leisure centres and Bunjil Place. There is uncertainty surrounding the duration and impact of the COVID-19 second wave and the impact of the Victorian State Government's restrictions; it is not possible to fully predict the impact on Council's operations, financial position and cashflows at this time. Council will continue to monitor and respond to the impacts of COVID-19 on its operations, and has put in place various mitigation strategies, including active management of recruitment that will ensure the City of Casey remains a going concern. The uncertainty of COVID-19 may impact Council's fair value of property and infrastructure assets during 2020/21 however, at this stage it is too uncertain to reliably predict.

The financial statements have been prepared based upon conditions existing as at 30 June 2020, and considering subsequent COVID-19-related events over July and August 2020. As the second wave of COVID-19 occurred after 30 June 2020, its impact is considered an event that is indicative of conditions that arose after the reporting period, and as such, no adjustments have been made to the financial statement balances as at 30 June 2020 for any further impacts.

Note 9 Other matters

9.1 Reserves
(a) Asset revaluation reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
2020	\$'000	\$'000	\$'000
Property			
Land and land improvements	1,976,945	33,023	2,009,968
Buildings	167,048	13,212	180,260
	2,143,993	46,235	2,190,228
Infrastructure			
Roads	217,938	111,442	329,380
Bridges	17,019	13,531	30,550
Footpaths and cycleways	-	7,348	7,348
Drainage	190,967	65,023	255,990
Recreational, leisure and community facilities	17,758	(43)	17,715
Waste management	926	-	926
Parks, open space and streetscapes	11,202	(83)	11,119
Off-street car parks	4,779	3,207	7,986
	460,589	200,425	661,014
Total asset revaluation reserves	2,604,582	246,660	2,851,242

9.1 Reserves
(a) Asset revaluation reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
2019	\$'000	\$'000	\$'000
Property			
Land and land improvements	1,012,976	963,969	1,976,945
Buildings	135,555	31,493	167,048
	1,148,531	995,462	2,143,993
Infrastructure			
Roads	217,938	-	217,938
Bridges	17,019	-	17,019
Footpaths and cycleways	-	-	-
Drainage	190,967	-	190,967
Recreational, leisure and community facilities	17,758	-	17,758
Waste management	926	-	926
Parks, open space and streetscapes	11,202	-	11,202
Off-street car parks	4,779	-	4,779
	460,589	-	460,589
Total asset revaluation reserves	1,609,120	995,462	2,604,582

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

(b) Other reserves

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
2020	\$'000	\$'000	\$'000	\$'000
Property				
Asset Reserve	92,618	(43,028)	20,299	69,889
Developer Reserve	227,165	(115,013)	43,564	155,716
General Reserve	35,501	(17,136)	13,614	31,979
Total Other reserves	355,284	(175,177)	77,477	257,584
2019				
Asset Reserve	70,035	(28,258)	50,841	92,618
Developer Reserve	210,557	(45,700)	62,308	227,165
General Reserve	42,331	(31,051)	24,221	35,501
Total Other reserves	322,923	(105,009)	137,370	355,284

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2020	2019
	\$'000	\$'000
Surplus/(deficit) for the year	415,912	1,272,820
Profit/(loss) on disposal of property, infrastructure, plant and equipment	2,572	3,656
Revenue adjustment - impact of AASB 15 <i>Revenue from Contracts with Customers</i>	(5,271)	
Fair Value adjustment - Assets held for sale	-	(1,374)
Contributions - Non-monetary assets	(123,973)	(189,676)
Depreciation/ Amortisation	52,983	48,432
Finance Costs	2,034	2,297
Share of net profits of associates and joint ventures	(90)	321
Prior year capital works expensed	7,274	6,358
Payments for property, infrastructure, plant and equipment expensed	13,549	12,511
Net assets revaluation increment/decrement	(246,660)	(995,462)
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	(4,459)	(4,703)
(Increase)/decrease in interest receivable	2,386	(711)
(Increase)/decrease in prepayment	2,719	387
Increase/(decrease) in trade and other payables	14,777	400
(Decrease)/increase in other liabilities	(1,136)	309
Increase/(decrease) in provisions	(903)	866
Net cash provided by/ (used in) operating activities	131,715	156,431

9.3 Superannuation

Council makes all 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 Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation categories, 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 2020, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

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 City of Casey 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

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.

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

As at 30 June 2019, 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 of which Council is a contributing employer was 107.1%. The financial assumptions used to calculate the VBIs were:

Net investment returns	6.0% pa
Salary information	3.5% pa
Price inflation (CPI	2.0% pa.

Vision Super has advised that the VBI at June 2020 was 104.6%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 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

Regular contributions

On the basis of the results of the 2017 full 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 2020, this rate was 9.5% of members' salaries (9.5% in 2018/2019). This rate is expected to increase in line with any increases in the SG contribution rate and reviewed as part of the 30 June 2020 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.

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 97%.

The VBI of 104.6% as at 30 June 2020 satisfies APRA's Superannuation Prudential Standard 160 (SPS 160).

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.

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 2019 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 conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2019 and the last full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2018 \$m	2017 \$m
- A VBI Surplus	151.3	69.8
- A total service liability surplus	233.4	193.5
- A discounted accrued benefits surplus	256.7	228.8

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 2019.

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 2019.

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 2019.

Council was notified of the 30 June 2019 VBI during August 2018 (2018: August 2018).

The 2020 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund’s position as at 30 June 2020. It is anticipated that this actuarial investigation will be completed by 31 December 2020. The financial assumptions for the purposes of this investigation are:

	2020	2017
	Triennial investigation	Triennial investigation
Net investment return	5.6% pa	6.5% pa
Salary inflation	2.50 % pa for the first two years and 2.75% pa thereafter	3.5% pa

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2020 are detailed below:

			2020	2019
Scheme	Type of Scheme	Rate	\$'000	\$'000
Vision super	Defined benefit	9.50%	336	415
Vision super	Accumulation fund	9.50%	5,564	5,467

During the year Council has paid no unfunded liability payments to Vision Super.

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2020.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 is \$317K.

Note 10 Change in accounting policy

Council has adopted *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities*, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019. The transition impact of these are detailed below.

a) AASB 15 Revenue from Contracts with Customers - Impact of Adoption

AASB 15 Revenue from Contracts with Customers applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted *AASB 15 Revenue from Contracts with Customers* using the modified (cumulative catch up) method. Revenue for 2019 as reported under *AASB 118 Revenue* is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 Revenue from Contracts with Customers requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

b) AASB 16 Leases

AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures. The transition impact of these are detailed below.

c) AASB 1058 Income of Not-for-Profit Entities

AASB 1058 Income of Not-for-Profit Entities applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted *AASB 1058 Income of Not-for-Profit Entities* using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 Income of Not-for-Profit Entities requires income to be recognised as Council satisfies the performance obligations under the contract.

d) Transition impacts

The following table summarises the impact of transition to the new standards on retained earnings at 1 July 2019.

	2019
	\$'000
Retained earnings at 30 June 2019	5,089,288
Revenue adjustment - impact of <i>AASB 1058 Revenue from Contracts with Customers</i>	(5,271)
Retained earnings at 1 July 2019	5,084,017

Council adopted the practical expedient of deeming the lease asset to be equal in value to the lease liability at 1 July 2019. As such there was no impact on retained earnings on the adoption of *AASB 16 Leases*.

Glossary of terms

Advocacy	Publicly supporting or recommending programs or services on behalf of our community to other tiers of government or service providers for community benefit.
Annual Report	A report of the council’s operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Appropriateness	Means indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome.
Budget	A plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan.
Capital Works Program	Program of scheduled infrastructure works generally encompassing capital works for road, drainage and building assets.
Community Grants	Council allocates a sum of money for our Community Development Community Grants program as part of the annual budget process. The funding supports not for profit community organisations in Casey.
Council Plan	A plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting the vision and aspirations of the community for the next four years.
Financial Performance Indicators	A prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.
Financial Statements	Financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report.
Financial Year	The period of 12 months ending on 30 June each year.
Governance	Council’s responsibility for the economic and ethical performance of the municipality.
Governance and Management Checklist	Prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making.
Indicator	What will be measured to assess performance.
Initiatives	Actions that are one-off in nature and/or lead to improvements in service.
Major Initiatives	Significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.
Maternal and Child Health (MCH) Service	Service provided by a Council to support the health and development of children within the municipality from birth until school age.
Measure	How an indicator will be measured and takes the form of a computation, typically including a numerator and denominator.

Minister	Minister for Local Government.
Performance Statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Planning and accountability framework	Key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
Regulations	Local Government (Planning and Reporting) Regulations 2014.
Report of Operations	Report containing a description of the operations of the council during the financial year and included in the annual report.
Services	Assistance, support, advice and other actions undertaken by a council for the benefit of the local community.
Service outcome indicators	Prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved.
Service performance indicators	Prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes.
Strategic objectives	Outcomes a council is seeking to achieve over the next four years and included in the council plan.
Strategic resource plan	Plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. It is also referred to as a long term financial plan.
Strategies	High level actions directed at achieving the strategic objectives in the council plan.
Sustainable capacity indicators	A prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management.

Contact City of Casey

03 9705 5200

NRS: 133 677 (for the deaf,
hearing or speech impaired)



TIS: 131450 (Translating and Interpreting Service)

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Narre Warren

Bunjil Place,
2 Patrick Northeast Drive,
Narre Warren



City of
Casey