

City of Casey

Annual Report 2021/22



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Welcome



Welcome

Welcome to the City of Casey's *Annual Report 2021/22*

The annual report is the primary means of informing our community and important stakeholders about Council's performance during the financial year, assessed against the *Council Plan 2021-25* and the *Budget 2021/22*.

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 for our large and rapidly growing community.

This annual report also fulfils Council's reporting responsibilities under the *Local Government Act 2020* and other legislation and complies with the *Local Government Performance Reporting Framework*.



Acknowledgement to Country

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.



Artwork by Auntie Joy Sellars, Casey Aboriginal community member and senior Elder.

Our Vision

The City of Casey's vision is to "become a more connected, bold and resilient community."

The Vision was informed by feedback and insights obtained through Council's largest ever community engagement program *Shape Your City*.

This insight allowed us to better understand what the community's priorities are for their municipality, and the three high-level themes emerged:

- **More Connected:** Connection is important to our community, whether it is focused on people, council, community or places.
- **Bold:** Becoming more innovative in embracing change and exploring opportunities which create services for our community, while building a sense of pride.
- **Resilient:** Becoming more adaptable in how we respond, creative in how we evolve our economy and sustainable in how we use our resources, will ensure we are a great city long into the future.

The *Council Plan 2021-25* sets out how we plan to deliver on our vision, with seven strategic objectives that help us work towards becoming a more connected, bold and resilient community.

Our Values

Our organisation's values are to *'dream big, empower each other, and make our community proud'*. These values reflect 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 for the community. Our workforce believes in being bold, innovative, collaborative and has an unwavering focus on service to our community.



Yvonne George *Paying Homage* 2008

City snapshot



Our history

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, the 16th Governor-General of Australia.

Our location

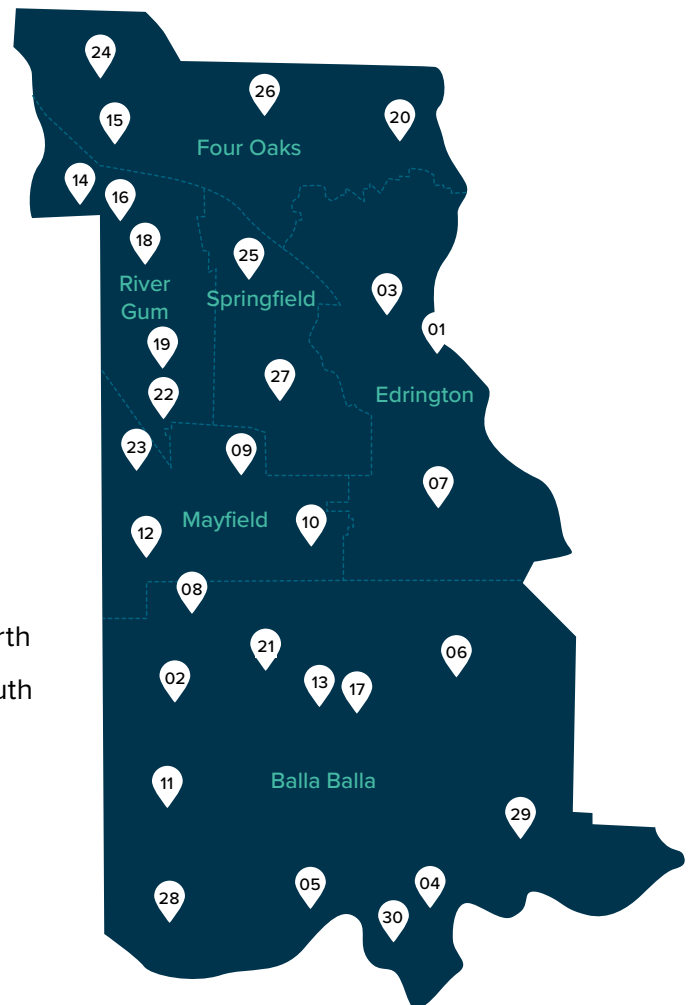
The City of Casey is 410 square kilometres in area and located 35 kilometres southeast of Melbourne's central business district.

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

Casey's suburbs

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



Our Administrators

The Minister for Local Government appointed a panel of administrators to the City of Casey following the dismissal of all Casey City Councillors under the *Local Government (Casey City Council 2020) Bill*, which passed parliament on 19 February 2020. The panel of administrators will remain in the position 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 2020*.

The panel of Administrators for the City of Casey are:

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



Noelene Duff PSM

Ms Noelene Duff is an experienced Board member with a demonstrated history of working in the government and non government sector, including as Chief Executive Officer for nearly two decades. She is skilled in:

- governance
- 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 and in 2019 was the recipient of the Victorian Planning and Environmental Law Association (VPELA) Paul Jerome Award for her outstanding contribution to public service 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 an experienced leader; currently he is the Director of the Oceania Cyber Security Centre and was the Centre's inaugural Chair. Previously, he has held leadership positions as:

- Chief Executive Officer of au Domain Administration Ltd (auDA)
- Executive Director for Investor Engagement within the Department of Economic Development, Jobs, Transport and Resources
- Executive Director for Innovation, Technology and Industry Programs at the Department of State Development, Business and Innovation

Additionally, he led the economic development activities for the Hong Kong SAR Government in Australia and New Zealand. Previously, he served two terms as an elected Member of the Parliament of Victoria, has been a member of Victoria Police and attended the Royal Military College, Duntroon.

Mr Boardman also holds a Master of Business Administration, Master of Global Business Law, is a graduate of the Australian Institute of Company Directors and is a member of the Victorian Government's Expert Advisory Panel on Cyber Security.



Our community

Population



365,200¹

The estimated population of Casey in 2021 is 365,200¹ and is the most populous LGA in Victoria.



5,700

There were 5,700 babies born in 2020/21.

Diversity



Casey is home to the largest Aboriginal and Torres Strait Islander population in the south-eastern metropolitan region of Melbourne.



2,400

2,400 Aboriginal and Torres Strait Islander people call the City of Casey home.



3 in 4

Three in four Casey residents have at least one parent born overseas.

Residents' top three countries of birth are:



Australia

India

Sri Lanka

Jobs



87,000

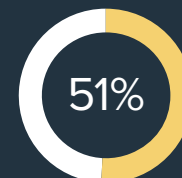
There are 87,000 jobs in Casey⁶



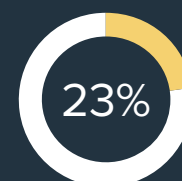
185,300

185,300 residents are employed.⁶

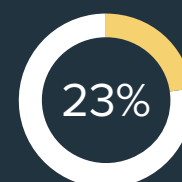
Housing



of occupied dwellings are owned with a mortgage

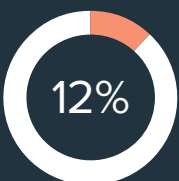


of dwellings are being rented



of dwellings are owned outright.¹

Care



of Casey residents provide care to a person living with a disability, health condition or due to old age.¹

More information on community facts can be found in Appendix A.



The year in review



Message from the Chair of Administrators

As Council's in-person services resume, facilities reopen and events return bringing vibrancy back into our city, it is a pleasure to be able to present this year's annual report and to shine a light on some of the organisation's wonderful achievements.

Jointly with my fellow administrators, Miguel Belmar and Cameron Boardman, I am particularly pleased to be able to share that we have made exceptional progress in addressing governance issues and putting in place measures to rebuild public trust in Council's decision making, key among our priorities.

25 out of 28 actions listed in the Integrity and Ethics Action Plan, which was developed to address concerns raised in the Municipal Monitor's Report in 2020, are now complete and the remaining three actions will be completed as a part of the Good Governance Framework.

In our efforts to further these priorities, we also initiated the new Community Leadership Program to help foster leadership skills and working knowledge of community engagement and local government to new and emerging community leaders. It is hoped that the graduates of these programs will put themselves forward as candidates in future Council elections, with the next opportunity to do so in 2024.

Last year I shared my pride in the creation of this innovative and unique program, and this year I am delighted to congratulate all 30 participants of the very first intake who graduated in November 2021. With the second program set to begin in the very near future, I encourage anyone with an interest in community service or local government to consider the broad benefits – for themselves and their community – of their joining the free program.

Hand-in-hand with the other elements of both the Integrity and Ethics Action Plan and the Good Governance Framework, this program sets in motion a positive vision for the future of the City of Casey's governance from now and into the future.

In addition to robust governance, we understand that the Casey community also holds close other priorities which affect their day-to-day lives, and we know that one of the most important of these is connectivity – to local amenities such as medical services, grocery stores and education, as well as to activities in centres which might be further away, such as Melbourne's CBD or other regional centres.

For this reason, I am incredibly proud of Council's continued advocacy efforts to the State and Federal Governments to improve road and public transport connections for our community. Among other important commitments, Council was thrilled to welcome the \$4.25 million commitment to reseal a section of Ballarto Road in support of the more than 150,000 residents expected to call the Clyde North corridor home by 2041.

Together with Council's renewed and record-breaking efforts to deliver major road projects early in partnership with developers, I am excited by the ongoing developments and the improvements that they will mean in the day-to-day lives of many in our community.

Council was also delighted to welcome an abundance of additional commitments from these advocacy efforts, including key projects, such as the Casey Hospital Emergency Department, upgrades to several local schools, safety improvements along South Gippsland Highway, land for future police stations at Narre Warren and Clyde North and continued funding for our kindergarten programs.

Finally, I wish to leave you with a renewed sense of excitement as our city returns to hosting and attracting community events – big and small – to the delight of both staff and community members. Following the lifting of State Government mandates, we have already hosted major events such as the Casey Kids Carnival and Winter Arts Festival, as well as events in Bunjil Place Plaza and at various other Council facilities which have been able to fully re-open. In addition to those we host and coordinate, we have also been successful in attracting 66 significant major events from third parties, such as A-League Womens' matches, a pre-season Storm NRL match, the Special Olympics Victoria State Games and the Cricket Australia Indoor National Championships, to name just a few.

I also express appreciation for the leadership of our Chief Executive Officer, Glenn Patterson and his leadership team. There are many challenges in such a growing community and officers of the council continually impress with their professionalism and dedication to improving the lives of our citizens.

With our new vision to “become a more connected, bold and resilient community” in mind, I look forward with confidence to building even further on what we have already achieved in partnership with our community and other levels of government.



Noelene Duff PSM,
*on behalf of Miguel Belmar
and Cameron Boardman.*

Chair of Administrators, City of Casey



Message from the CEO

Despite navigating a year that was punctuated with the ongoing social, economic and health impacts of the pandemic, I am proud to share the 2021/22 Annual Report which showcases the organisation's dedication to creating a bright and prosperous future for Casey's communities.

Keeping our community at the heart of everything that we do has ensured that we keep our focus squarely on what our community needs to thrive, both now and into the future, as our city is predicted to welcome an additional 158,000 residents by 2041 (an estimated growth of 40.5 per cent).

As an incredibly fast-growing city, we understand the pressures placed on places and infrastructure of a large population and we continue to advance innovative, sustainable projects and seek partnerships where appropriate, with this in mind.

The Infrastructure Strategy 2021-25, created this financial year, provides the overarching direction for the delivery of these projects by helping us to capitalise on new opportunities and strengthen gaps in our infrastructure planning. Already, it has borne a detailed action plan developed through comprehensive consultation with the community and expert staff.

In addition to investments in Council-owned assets, we have expedited the delivery of road projects – both arterial roads and associated intersection projects – in new communities by entering into ten special agreements with developers. These agreements have resulted in a record delivery of \$26.1 million road projects, which is roughly double that delivered over the same period last financial year.

These projects are complementary to the organisation's delivery of road projects through Council's Capital Works Program, including \$7.9 million to construct Smiths Lane in Cranbourne South, \$627,000 to rehabilitate Cannons Creek Road in Cannons Creek and \$486,000 to rehabilitate Marklin Street in Cranbourne.

Continuing to keep our community at the centre of everything that we do has truly cemented a strong future-focus and reminds us daily of the need to foster environmentally sustainable practices and work towards being ready for our changing climate.

Through its Environment Strategy 2021-25, Council has committed to ensuring that 100 per cent of Council's corporate energy supply will be met through renewable energy sources by 2025 and further, net zero corporate emissions by 2030. We know from substantial community engagement that the Casey community shares this sentiment. An accompanying Climate Action Plan, inclusive of both corporate and community climate change mitigation and adaptation actions, is set to be completed by the end of 2022, and will lay a path to achieving this goal.

One of the most consequential actions in aid of these goals is the construction of a solar farm on the former Cranbourne landfill site, which is expected to produce enough renewable energy to supply the electricity needs of all Council owned buildings once complete.

Alongside a changing climate, waste management is one of the biggest challenges for governments at all levels – especially those with rapidly growing populations such as ours. To help reduce our waste to landfill and the climbing costs related to this, the organisation has introduced a raft of initiatives such as food waste recycling, which allows residents to place their unwanted food waste into their green bin for it to be given to Victorian farms. We have implemented the initial phase of the State Government Waste Kerbside Reform Program to enable the increased recovery of recyclable materials. With resources of all nature in mind, Council has also partnered with 14 other Councils to commit to the regional procurement of an Advanced Waste Processing facility to secure the long-term waste needs of the entire South-East Melbourne. It is expected that these initiatives will play a significant role in helping our organisation achieve its target of diverting 80 per cent of household rubbish from landfill by 2030.

Complementary to these efforts, we are working hard to conserve, enhance and restore the natural environment through integrated planning, events to raise natural value awareness and natural resource management side-by-side with dedicated community groups. We planted more than 100,000 indigenous plants in the last financial year, exceeding our targets. This includes those planted within streetscapes and reserves, as well as those planted during community planting events and Council's annual plant giveaway.

To provide overarching targets and support these efforts, Council is also currently developing the Urban Forest Strategy, with strong input from the community. This strategy seeks to increase the city's canopy cover for a multitude of benefits – from helping to reduce our city's temperature to offering more local passive recreation opportunities for community members of any age.

Hand-in-hand with efforts to brighten our city's environmental future, we are also working to brighten the future of our city's existing and emerging economies, while increasing local employment opportunities.

Guided by the Economic Development Strategy 2021-25, we continue to advance investment plans to attract new investors to Fountain-Gate Narre Warren CBD and Cranbourne Town Centre, as two of our city's key activity areas. These efforts are supported by Council's Choose Casey marketing campaign, which raises the profile and opportunities of such investments, while increasing the local community's pride of place. The organisation also supports business investment through a dedicated facilitated development program. This program provides applicants with one point of contact, who coordinates internal requirements throughout the application process, to ensure a straightforward, swift decision is made.

Alongside these efforts to support renewed and new investment, Council works directly with job seekers through our team of Jobs Victoria advocates who connect people to training and

employment support across the city. They have become a regular sight at local community centres, libraries and shopping centres across the city – this financial year alone they have helped more than 5,000 local people.

With limited space, I cannot speak of all of the exciting initiatives and achievements outlined in this year's annual report, let alone those undertaken behind the scenes in support of our wonderful community each and every day. I encourage you to explore your local neighbourhood and connect with the vibrant people who live or work there – living through the pandemic has taught us to appreciate the community in which we live, and has renewed our efforts to ensure it is as connected, bold and resilient as possible for this, and future generations.

Despite finding ourselves in a world that is less predictable and with social, economic and health impacts being felt broadly both in our community and the organisation, the achievements found in this report leave me feeling positive about the future-ready city we are creating hand-in-hand with our community. I encourage you to read this report and discover the progress made in your neighbourhood.



Glenn Patterson
*Chief Executive Officer,
City of Casey*

Highlights for the year

Casey's Winter Arts Festival

The 2022 Winter Arts Festival was held through June to July and featured more than 50 events, including a mix of workshops, indoor and outdoor performances, talks and exhibitions, many of which were free or low cost and designed for a range of ages. Some of the most popular included the hit musical *Jersey Boys*, the classic play *One Flew Over the Cuckoo's Nest*, artist talks, 12 exhibitions, school holiday programs across Casey's libraries, craft workshops for adults and children, a writing workshop and a song writing competition.

This year also marked the 20th anniversary of the festival and the most ambitious public offering yet – the Casey Cornucopia 24-day mini-festival that saw Bunjil Place transformed into an immersive garden showcasing the heritage of Casey's foodways and the best produce in the region.



The annual Winter Arts Festival aims to reflect the diversity of our community through a range of art forms, while encouraging participation in the arts and greater awareness of the local arts community. Every part of the program shines a light on our city's incredibly vibrant arts culture and encourages the community to be a part of it.

Connecting Casey to people, places and opportunities

The City of Casey advocated for better road and rail infrastructure and improved digital connectivity for businesses and residents in the lead up to the Federal Election. Key projects included: Clyde Road Corridor Upgrade, Clyde Rail Link, Thompsons Road upgrade and extension, a 100 gigabit fibre connection to commercial precincts, increased mobile towers, 5G towers, and continued investment in local infrastructure and improved digital connectivity.

Changing Perceptions in Employment

The City of Casey launched a new pilot project, Changing Perceptions in Employment, to address the needs of local jobseekers and address growing concerns of skills shortages. The project was funded by the Office for Suburban Development's Metropolitan Partnerships Development Fund, which was provided to Casey on behalf of the Southern Region Councils.

Bompas & Parr Casey Cornucopia 2022



Melbourne City Football Club opens elite training pitch at Casey Fields

Melbourne City FC moved their club's entire operations to Casey Fields in Cranbourne East in 2021, following which their new elite training pitch was opened in February 2022.

Special Olympics at Casey

The City of Casey was proud to sponsor the Special Olympics Victoria State Games, the state's premier games for all people with an intellectual disability. The Games brought around 300 athletes to Casey to compete in events across four venues in our city.

Doveton trials new digital infrastructure and community activities

The City of Casey launched the Digital Equity Living Lab in Doveton to improve digital access, affordability and abilities for residents. A range of innovative trials were conducted including enhancing digital infrastructure with smart benches and smart bus stops. Partnerships were also formed to increase access to digital devices, events and digital literacy programs with local community groups. One example was partnering with Doveton library and Enable Social Enterprises to procure additional computers for the library device loaning program. Another trial created a digital kiosk inside Autumn Place to allow free, on site use. Trials will be evaluated and inform future digital equity solutions to rollout across other suburbs.

Council welcomes new station precinct for Narre Warren

Council welcomed the announcement by the State Government for a new train station and the removal of the Webb Street, Narre Warren level crossing by 2025. The upgrade of the rail precinct will dramatically transform the way local commuters can travel around the area, boost local business activity and provide new urban spaces for the community.

Councils form company to deliver facility to divert household rubbish from landfill

The City of Casey has joined 14 other councils in Melbourne's south east to form a company, South East Metropolitan Advanced Waste Processing Pty Ltd, to deliver an advanced waste processing alternative to process household rubbish instead of burying it in landfill. These solutions will play a significant role in achieving the new target to divert 80 per cent of household rubbish from landfill by 2030.

First Casey Community Leadership Program graduates

After ten workshops, all 30 participants of Casey's very first annual Community Leadership Program (CLP) graduated in an online celebration ceremony in November 2021. Launched earlier in 2021, the program provides free training for new, emerging and existing community leaders who want to build their leadership skills and learn about community engagement and local government.

Community Events Calendar

The following outlines the events held for the community in 2021/22. COVID-19 restrictions and venue closures greatly impacted the intended programming, however some events were delivered online or in alternative formats.



July 2021

- Casey Business Awards
- Art After Dark: Moon Dust Interactive (Bunjil Place Plaza)

August 2021

- Casey Cardinia Housing and Homelessness Summit

September 2021

- Leadership Masterclass
- Victorian Multicultural Film Festival (Bunjil Place Screen)

October 2021

- Annual Children's Week
- Halloween Monster Watch Party (Bunjil Place Plaza)
- Friday Night Vibes (Bunjil Place Plaza)

November 2021

- Inter Council Affordable Housing Forum
- Littlefoot & Co – Spoken Word Night (Bunjil Place Plaza)

December 2021

- Aussie Cricket League T20 International Tournament (Australia XI vs India XI)
- Bunjil Place Lighting of the Christmas Tree Event

January 2022

- Summer Activation – Summer Melt (Bunjil Place Plaza)
- Friday Night Vibes (Bunjil Place Plaza)

February 2022

- International Women's Day
- Melbourne International Film Festival
- Summer Sounds (Bunjil Place Plaza)

March 2022

- Cultural Diversity Week
- Casey Kids Carnival
- Global Flavour Feast (Bunjil Place Plaza)

April 2022

- Green Living Festival
- School Holiday Program: Holiday Island (Bunjil Place Plaza)

May 2022

- 2022 Special Olympics Victorian Games
- Wear Orange Wednesday (WOW) Day thanking our local SES
- National Reconciliation Week Acknowledgement Event
- IDAHOBIT Day (Bunjil Place)

June 2022

- World Environment Week
- Winter Arts Festival
- World Elder Abuse Day
- Cricket Australia – Indoor National Championships
- Casey Cornucopia Launch Party

Moving forward

Challenges and factors impacting performance

- Responding to the ongoing impacts and disruption from the COVID-19 pandemic, including the effects within our community and more broadly
- Supply chain issues, increased cost of materials
- Increased renewal pressures on existing infrastructure
- Unchanged community expectations on infrastructure delivery and timeframes
- Significant degradation of Casey's natural environment over time, predominantly due to population growth, both directly and indirectly. Casey's liveability will be significantly affected, which has flow on health, wellbeing, aesthetic and economic impacts. Given Casey's sustained high growth, balancing the trade-off between future growth and positive environmental outcomes is becoming increasingly difficult
- Council is finding it increasingly challenging to recruit for IT, digital, building and planning roles and is reviewing its Employee Value Proposition in response
- IBAC's report findings and recommendations regarding Operation Sandon have been delayed and are yet to be released
- Supply chain issues result in Council needing to explore more innovative approaches to contracts and procurement
- External delays impacting the service transition timelines for aged and disability services

Future outlook

- The State and Federal elections provide an opportunity to advocate and seek partnership opportunities
- Continue to build and leverage partnerships to help enhance service provision, infrastructure delivery and funding opportunities
- Borders reopening may improve supply chain and workforce shortages
- Ongoing uncertain environmental impacts and increased weather events will impact infrastructure and delivery of our projects
- Need to consider interest rate rises – households in growth councils are most vulnerable to increases
- Continue to create an innovative and financially sustainable organisation that delivers maximum community benefit
- Continue to foster environmentally sustainable practices and work towards being climate change ready
- Connect people to community and services to address key health and wellbeing concerns
- Ensure good governance practices and transparent decision making are embedded into all of Councils everyday processes procedures



Our focus for the year



Casey's long term vision and *Council Plan 2021-25*

The City of Casey's Long Term Community Vision 2031 (the Vision) is to become a more connected, bold and resilient community.

The Vision is used to guide the Council Plan priorities in alignment with the community's aspiration. This Vision was informed by feedback and insights obtained through Council's Shape Your City engagement program; Council's largest ever community engagement program. Approximately 6,654 community members contributed their feedback to help shape this Vision. They shared how we should engage with them, their vision for the future of the municipality and what their specific needs and expectations are.

The Council Plan was also developed using insights obtained through the Shape Your City engagement program.

The City of Casey Council Plan 2021-25 (Council Plan) has outlined our strategic directions to support our community in:

- Driving Stronger Connections and Places,
- Developing Platforms for Community Empowerment, and
- Ensuring the Organisation Becomes Future Ready.

These strategic directions are supported by a series of Strategic Objectives and accompanying strategies, which focus on social inclusion, infrastructure, climate change, service provision and economic development. As the state's most populous and one of the state's fastest growing municipalities, it is important that the City of Casey continues to deliver the services and infrastructure to meet the growing demands of our City. There are also strategic indicators to ensure we are on-track to achieve these Strategic Objectives.

Domain strategies

The Domain Strategies are pivotal strategic documents, which sit within Council's Integrated Strategic Planning Framework, to outline the strategic direction, major priorities and strategic objectives for their respective domains.

They are the:

- Economic Development Strategy 2021-25
- Infrastructure Strategy 2021-25
- Environment Strategy 2021-25
- Health and Wellbeing Strategy 2021-25, and
- Transformation Strategy 2022-26

Each strategy outlines objectives and targets, while providing high-level strategic direction for the City of Casey through the next four years.

Departments from across Council worked together to produce these Domain Strategies using insights from the Shape Your City engagement program and major streams of the Integrated Strategic Planning Framework, such as the Long-Term Community Vision 2031 and the Council Plan 2021-25.

Economic Development Strategy

The Economic Development Strategy is a blueprint to achieving a vibrant economic future for our city; it provides insights into our economy's current and emerging conditions, including its strategic opportunities and risks, while illuminating a path towards innovation and diversification.

Employment in our city is reliant on just a few dominant sectors, mainly driven by population serving industries, such as health and social assistance, retail trade, construction and education and training. In the coming years, as population growth slows in the municipality, it will be increasingly important to diversify our economy to ensure resilience and job growth. This strategy seeks to boldly switch Council's focus to encourage advancing high growth sectors to ensure our community will have sustainable employment opportunities into the future. Crucially, the strategy invests in the upskilling of our people, protects employment opportunities, and revitalises key activity centres as investment opportunities.

By 2025, the City of Casey will be a regional leader driving economic diversity by empowering our business community and providing quality accessible employment opportunities of choice and importantly, enabling us to deal with future economic challenges.

Strategic objectives

- Advocate and partner on behalf of our regional business community
- Revitalise and preserve employment land and places
- Innovate current strategic sectors and grow emerging sectors
- Be investment ready
- Enable upskilling, skill alignment and employment pathways

Council adopted its Economic Development Strategy in October 2021. An annual action plan has been developed for this strategy with prioritisation of projects and budgets. The action plan will begin to be implemented from 1 July 2022, with progress monitored and evaluated through a formal governance structure led by an executive officer.

Environment Strategy

The future of our natural environment is of increasing importance and emerging issues related to this are now at the forefront of more people's minds.

There are several emerging conditions, challenges and opportunities that we will face, which include climate change, the natural environment, waste management, integrated water management, legislative requirements, regional partnerships and resourcing. One of the major challenges facing the local environment is the rapidly growing population, which if not managed properly can have serious implications for the future of our natural environment.

The Environment Strategy sets out how we plan 'to foster environmentally sustainable practices and work towards being climate ready (resilient).' The decisions made in relation to this objective will pave the way towards achieving the rapid decarbonization of our city to mitigate climate change.

Waste management and climate change are two of the biggest challenges being faced by not only Council, but all levels of government and the broader community. As part of this strategy, Casey has determined several objectives, which include to 'Become a climate resilient city through mitigation and adaptation' and 'Contribute to a circular economy through waste management and resource recovery.'

This strategy will guide Council's future direction for environmental sustainability over the next four years and ensure Council is well equipped to approach the challenges and manage our changing environment in a resilient, effective, and cohesive way.

Strategic objectives

- Become a climate resilient city through mitigation and adaptation
- Contribute towards a circular economy through waste management and resource recovery
- Conserve, enhance and restore the natural environment
- Create a water efficient city
- Enhance people capability and internal processes

Council adopted its Environment Strategy in October 2021. An annual action plan has been developed for this strategy with prioritisation of projects and budgets. The action plan will begin to be implemented from 1 July 2022, with progress monitored and evaluated through a formal governance structure led by an executive officer.

Health and Wellbeing Strategy

The Health and Wellbeing Strategy sets the direction for achieving the ambition that 'everyone in the Casey community has opportunities to lead happy and healthy lives', building on the great strengths within our community, as well addressing as the complex challenges and causes that lead to poor health outcomes.

The COVID-19 pandemic has highlighted and exacerbated many existing health and wellbeing challenges. This strategy addresses these very challenges such as deteriorating mental health,

increased food insecurity, rising family violence incidents, and increased consumption of drugs and alcohol. This is all happening within the context of the increasing threat to health of climate change.

The strategy highlights the ongoing impacts of COVID-19 by developing resilient local communities with strong social infrastructure. It details Council's commitment to inclusion and diversity. Each community – whether defined by place, culture, identity, or age – has its own unique strengths and challenges that impact upon health and wellbeing. Work must be done to continually assess, engage, and improve approaches to these diverse community needs. In addressing issues such as place-based socio-economic disadvantage, service barriers for our culturally and linguistically diverse community members, unemployment of younger people, poor mental health outcomes within the LGBTIQ+ communities, or the digital exclusion of older residents, we must recognise the groups impacted and, wherever possible, co-design solutions with communities.

The strategy sets the direction for an inclusive, healthy, and connected community, providing a framework for targeted responses to our most critical health challenges. It also details how Council will work in direct partnership with other levels of government, local community groups and outreach services to support positive health and wellbeing.

Strategic objectives

- Develop place-based initiatives to support community adaptation to climate change
- Develop innovative responses to alcohol, drug and tobacco issues and build sector capacity
- Support communities to build resilience and mitigate the health impacts of climate change
- Foster a positive alcohol culture in the Casey community
- Embed a culture of non-violence, respect and gender equality across Council and the community
- Drive regional leadership and advocacy on gender equality and family violence prevention

- Support access to local, healthy, culturally appropriate, and affordable fresh food
- Support community members to make healthier food and drink choices
- Develop place-based initiatives that support social inclusion and community participation of at-risk groups
- Embed a culture of respect, inclusion and celebration of diversity in Council and the community
- Support partnerships to address the underlying drivers of mental ill-health in the Casey community
- Develop a range of inclusive physical activity opportunities
- Plan and develop neighbourhoods to support people to be physically active in their daily life
- Enhance access to health services to support healthy and active living for all community members

Council adopted its Health and Wellbeing Strategy in October 2021. A wide range of collaborative projects were undertaken in the Year One Action Plan responding to the priority objectives of the strategy and with a strong focus on COVID-19 response and recovery. The Year Two Action Plan has now been established with 32 initiatives across the health and wellbeing domains; 20 of these build on year one initiatives and 12 are new. A plan has been established for the monitoring and evaluation of the Health and Wellbeing Strategy. The plan describes the process that will be undertaken over the next three years and the roles and responsibilities of Council teams and stakeholders in monitoring, evaluation and learning activities.

Infrastructure Strategy

The purpose of the strategy is to provide an overarching direction for infrastructure within the City of Casey.

The Infrastructure Strategy has been developed to call out our highest need for change, doing things differently and pushing the boundaries to make the most of opportunities and strengthen gaps in Council's infrastructure planning, delivery, maintenance, and servicing over the next four years.

There are some key conditions impacting infrastructure that we need to adjust to and look for opportunities, this includes:

- Our changing and growing community
- Rapidly advancing technology
- Improved data opportunities to inform decisions
- Our ageing assets and increasing cost of infrastructure
- Our changing climate and need for more resilient infrastructure

The Infrastructure Strategy was developed through understanding these existing and future conditions impacting infrastructure to align with local, State and Federal policy and strategy directions and community feedback. The delivery of this strategy will be supported by an action plan, and by working in partnership with others to ensure we have the infrastructure that meets the needs of our community both now and into the future.

Strategic objectives

- Partner and advocate to deliver infrastructure for Casey and the region
- Improve and use technology, digital infrastructure and community feedback
- Revitalise our existing infrastructure and places
- Deliver sustainable and resilient infrastructure

Council adopted its Infrastructure Strategy in October 2021. An annual action plan has been developed for this strategy with prioritisation of projects and budgets. The action plan will begin to be implemented from 1 July 2022, with progress monitored and evaluated through a formal governance structure led by an executive officer.

Transformation Strategy

This strategy identifies how we plan to transform the way Council operates to ensure we deliver maximum benefit to our community now and into the future. It also seeks to ensure Council continues to deliver quality services to the community and lead the sector in many aspects of service delivery and coordinated responses to communities' priorities.

As our community continually grows and asks different things of Council, we also face some challenges that we need to respond to, to ensure we continue to deliver with the greatest impact where it matters most. These include:

- Ensuring our mix of services is aligned to the needs of our community,
- Enhancing the experience, we offer our customers and making it easier to do business with us,
- Modernising the way our organisation operates ensuring our people have the skills and tools they need to successfully deliver on our promises to the community.

This strategy allows us to be sharp about the future of our organisation, and what we need to work on. It provides an assessment of where we are now with our current challenges, where we are headed, and key steps needed to set Council up to make the impact that matters most.

Goals

- Strong partnerships – Our community, commercial and strategic partnerships are maximised, productive, and purposeful, and we deliver shared benefit.
- Customers and community – We have a deep connection with the community and deliver increased impact and outcomes. We have a single view of our customers, and we are easy to do business with.
- Service excellence – We have a deliberate and scalable mix of services that are co-designed, appreciate lifecycle and constantly adapt to conditions and emerging needs.
- Sustainable business model – We have a lean, innovative and sustainable operating model, which enables our people to focus on meaningful work.
- Strategy and adaptability – We use an evidence-based approach, with strategic focus, to ensure our organisation is ethically governed, responsive and adaptable.
- People focused organisation – We have a diverse workforce that works together as one team. Our people are proud to work at Casey, have the right capabilities and mindset, and are empowered to achieve.

- Shared leadership – Our leaders coach and empower and demonstrate brave thought leadership in how we operate and deliver services.

Council adopted its Transformation Strategy in April 2022. An annual action plan has been developed for this strategy with prioritisation of projects and budgets. A number of Year One actions are currently being implemented including the delivery of a new enterprise voice application, delivery of a new contact centre platform, transitioning of aged care and disability services, and upgrades to cyber security capabilities.

Governance and integrity challenges and opportunities

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

From 18 November 2019 to 6 December 2019, 2 March 2020 to 17 March 2020, and 9 November 2020 to 15 December 2020, public hearings were held as part of an IBAC investigation, Operation Sandon, into allegations of corrupt conduct involving former Councillors and property developers in the City of Casey.

While we await the outcome of this investigation, the City of Casey remains focused and committed to upholding integrity and transparency through clear, contemporary policies and decision-making.

Throughout the investigation and public hearings, the City of Casey has cooperated fully with IBAC. The report findings and recommendations of the investigation is yet to be released. Once it is, Council will work with IBAC to implement their recommendations.

In 2022 the Victorian Parliament's Integrity and Oversight Committee undertook an inquiry into the management of the welfare of witnesses and others involved in investigations conducted by Victorian integrity agencies. In April 2022, Council made a submission into this inquiry in regards to witness wellbeing and Operation Sandon. The Committee's report is yet to be released.

Municipal Monitors Report update

In February 2020, the Municipal Monitor released a report on the City of Casey Council. This report included two recommendations for Council's Administrators to undertake:

- a thorough review and embedding of policies, procedures and processes for more effective decision-making and responsibilities; and
- the development and implementation of an extensive municipal-wide program to develop more and diverse community leaders, greater participation in setting a vision for Casey, and more awareness and interest in local democracy, the role of Council and the responsibilities of Councillors.

In support of these recommendations, Council's Administrators conducted a Governance Audit in April 2020 which then informed the Integrity and Ethics Action Plan.

The Integrity and Ethics Action Plan

The Integrity and Ethics Action Plan was adopted in July 2020 and identified 28 actions to be undertaken. These actions included an annual review of the Governance Strategy, compliance training for staff and a review of existing policies and processes related to governance. By the end of 2021, 25 actions were complete, and three remaining actions were carried over to the Good Governance Framework.

The Good Governance Framework

Council developed and endorsed the Good Governance Framework at a Council Meeting on 14 December 2021. The purpose of the Framework is to outline the good governance mechanisms Council has or is currently embedding, be a key document to embed good governance principles and be a key legacy artefact of the work the Panel of Administrators have undertaken to improve and strengthen Good Governance at the City of Casey.

From January to June 2022, some of the outcomes of the Framework Action Plan were:

- **Compliance Roadshow training program** delivered to 75 council officers. Training topics included conflicts of interest, code of conduct and personal interest declarations.

This program will gradually be implemented across the organisation

- **Internal audits** on Councils Cyber Security Assurance Mapping, Parking Infringement Management, Conflict of Interest Management and Quality Assurance Mapping
- **The 'Speak up' Campaign** launched internally to Council officers, focused on Councils' commitment to minimising the risk of corruption and preventing cases of fraud, highlighting reporting methods and education on the Prevention of Fraud Policy and Corruption Policy. The program is now available to all staff on an ongoing basis and will be released externally to residents over the next year.

Community Leadership Program

The Community Leadership Program was launched in March 2021. It provides free training for new, emerging and existing community leaders in Casey who want to build their leadership skills and learn about community engagement and local government.

This program benefits individual participants and their community groups, as well as Council and the community, as it helps to strengthen community-led networks and local democracy. It is the intent of the program to develop diverse community leaders by 2024, when the Casey community will next have the opportunity to vote for the new Council. Thirty participants graduated from the first program, and the second intake commenced in May 2022.

As part of Council's commitment to transparent reporting with the community, progress updates were provided in the Quarterly Community Reports on the Municipal Monitors Report recommendations and the Good Governance Framework.

With the completion of the recommendations and embedding of new policies, future updates will be reported through Quarterly Community Reports.

Living with COVID-19 – pandemic recovery

The COVID-19 virus was first confirmed in Australia in January 2020 and has since led to a global health pandemic.

Throughout the last few years, the COVID-19 pandemic has continued to have a devastating impact on the lives of Australians, causing significant health, social and economic impacts across the country. The City of Casey has responded to the far-reaching effects of this pandemic putting in place a range of measures to support the social and economic wellbeing of our community.

Council has adapted many of the services it offers to the community to enable continued operation while adhering to strict social distancing and public health measures. Council facilitates the City of Casey Relief and Recovery Network, bringing together local and regional agencies to share resources, intelligence and activities to drive an agile and effective relief and recovery response.

The COVID-19 Relief Program was delivered in partnership with the Salvation Army until the program stopped on 30 June 2022. A total of 715 households were supported by the City of Casey at the completion of the program. 215 of these households were located in Cranbourne representing 30 per cent of total referrals and 42 households were referred to the City of Casey more than once for separate infections.

Through the program, Council officers assisted with coordination and provision of food relief packages to people who contracted COVID-19, close contacts, secondary contacts, those awaiting test results and otherwise isolating in-line with public health directions. Individuals and families were also referred onto further community information and support services based on their needs.

Council's Quick Response Grants is a program of small grants available to eligible organisations throughout the year to support the establishment and delivery of valuable services, programs, activities and events to the Casey community. These small grants of up to \$5,000 supports community organisations to continue to provide services, programs and initiatives for Casey's most disadvantaged residents. They acknowledge the extraordinary work that agencies and volunteer organisations have been providing throughout the pandemic. The Quick Response Grants program has proved to be an efficient and effective mechanism for distributing targeted and impactful small grants to community organisations during the pandemic that directly reach those in our community in most need. Additional information on grants supplied can be found under the 'Grants to community organisations' section.

City of Casey was also funded through the State Government's Department of Families, Fairness and Housing to deliver the Casey CALD (Culturally and Linguistically Diverse) Communities Task Force Local Partnership, driving positive public health behaviour, outbreak management and safe isolation outcomes and vaccine uptake amongst priority community groups in Casey.

Regional collaboration occurred to reflect the scope of service providers and culturally diverse communities in Casey, Dandenong and Cardinia.

Activities included:

- Partnering with 13 local agencies to increase bicultural service provision to priority communities and drive public health outcomes, compliance with State Government directives and culturally sensitive social and emergency food support.
- Partnering with local emergency relief agencies, Cranbourne and Casey North CISS (Community Information and Support Service), to build capacity for effective referral and support for CALD communities affected by the pandemic.

- Partnerships with culturally diverse community leaders to strengthen their engagement on digital channels to promote positive health behaviours and the vaccine rollout.
- Creation and facilitation of a network of 47 Community Health Champions representing key language and cultural groups across the region to engage priority communities and provide 'live' feedback to the Department of Health on local barriers to outbreak compliance and vaccine uptake in order to co-design an agile and effective local response.
- Targeted communications campaigns in partnership with the Department of Health and the Department of Families, Fairness and Housing communications leads to deliver messaging in community languages through trusted sources Support Requests and Community Activation and Support Initiative.

Additionally, Council supported CALD communities with information about, and opportunities for, better access to paediatric vaccinations, booster dose, isolation assistance, rapid antigen testing and more broadly relief support programs available across the region. Learning from emerging needs of the community, Council developed a range of translated resources to better support our communities.

In response to the Outer South East being the most digitally excluded region in Greater Melbourne, Casey focused on a digital equity initiative that presented an opportunity to drive relief and social and economic recovery outcomes in new and effective ways:

- Several hours of one on one support to assist some of Casey's most vulnerable community members to access health and social services through digital channels
- Provision of loan devices and data
- Online delivery of social support and intergenerational programs
- Support for online shopping



What your rates and charges provided in 2021/22

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



Our Environment

\$24.90



My Council

\$21.87



My Family and Community

\$18.05



Our Transport Network
and Infrastructure

\$12.07



Our Sport
and Recreation

\$11.14



Our Arts
and Culture

\$9.38



Our Property and Planning

\$1.30



My Business and Employment

\$0.98



My Pets and Animals

\$0.32

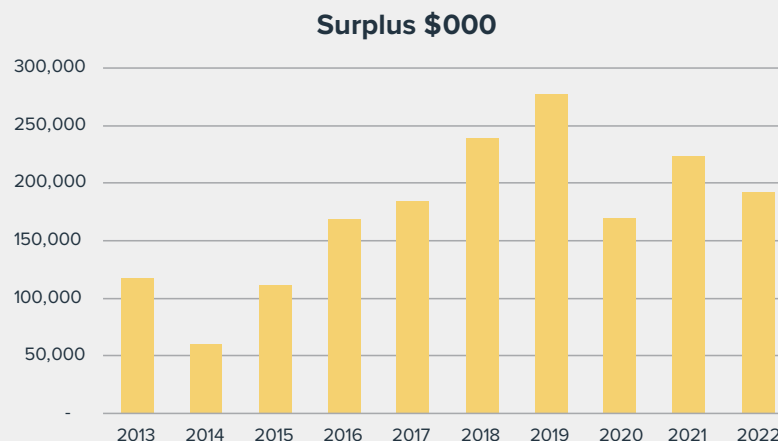
Note: For more information regarding these service categories please refer to the Service Catalogue on the City of Casey website



Financial summary

Operating Position

Council achieved a surplus of \$192.3 million in 2021/22. This surplus is lower than the prior year surplus of \$223.6 million, primarily due to higher reimbursements of Council Developer Contributions due to the increased level of development activity across Casey and higher contract costs for waste management charges. The 2021/22 surplus is underpinned by contributed assets from new estates and subdivision (\$132 million), developer contributions from Development Contribution

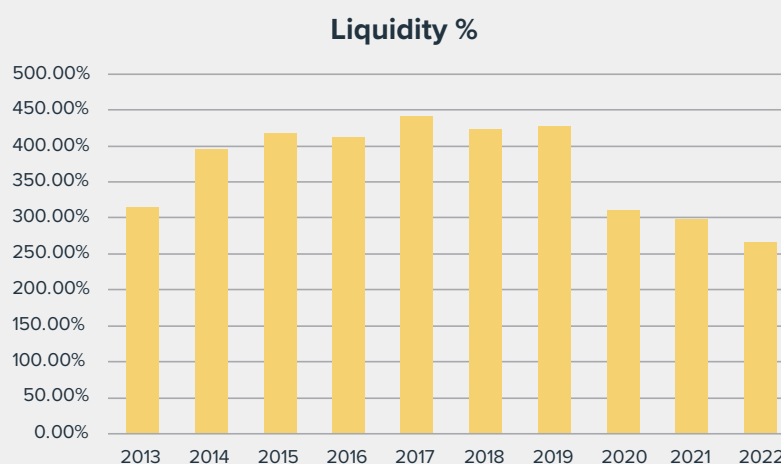


Plans that are used to fund future approved projects (\$77.4 million), capital grants for some projects (\$25.2 million) and supplementary rates in line with development activity. The operating surplus

underpins the continued delivery of services and necessary development and maintenance of community infrastructure.

Liquidity

Short-term cash and other current financial assets at 30 June 2022 of \$321.1 million reduced from \$349.1 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 266 per cent providing a satisfactory financial position above the target band of 98 per cent to 200 per cent. This reflects Council's management of financial reserves associated with



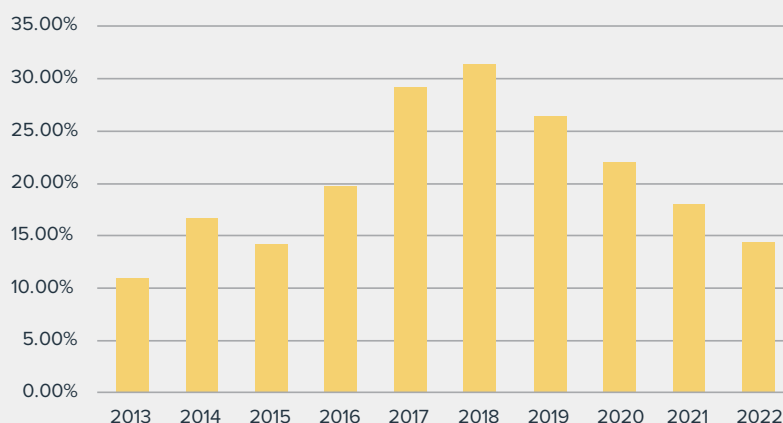
Developer Contributions and Statutory requirements (\$103.5 million), approved but incomplete capital works (\$85.3 million), grants received in advance (\$27.2million), cash-backed

liabilities such as trusts and deposits (\$40 million), creditors and payables (\$32.1 million), and employee entitlements (\$30.3 million).

Obligations

Council's debt ratio is measured by comparing interest bearing loans and borrowings to rate revenue. At the end of the 2021/22, this ratio was 14.3 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.

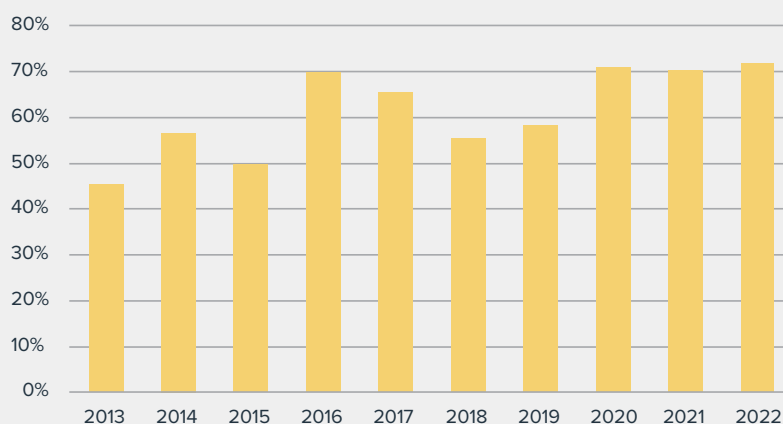
Borrowing Ratio %



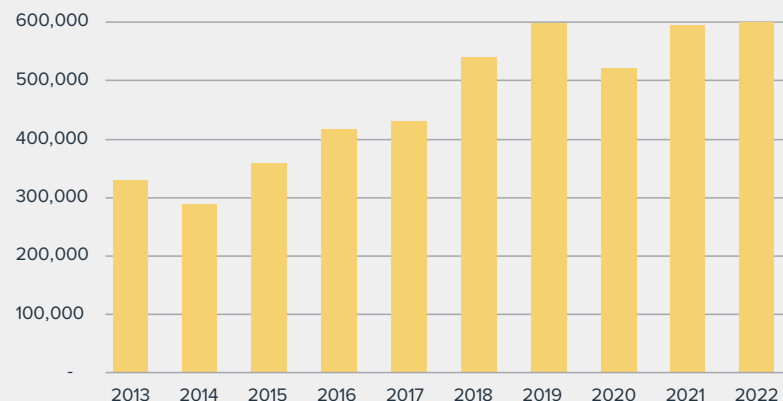
Stability and Efficiency

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 71.8 per cent for the 2021/22 year, which has increased from 70.1 per cent in 2020/21 and was 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 \$1,742.11 in 2021/22 compares favourably to similar councils in the outer metropolitan area.

Rates Concentration %



Revenue Level \$000



Major capital works highlights



New playground equipment at James Alexander Reserve, Endeavour Hills

The \$124,200 project was completed in May 2022 and includes the careful relocation of the existing playground equipment to Sri Lanka for reinstallation and the construction of a new playground which is designed to meet current Australian Playground Standards.

The new playground includes accessible pathways to equipment, rubber touchdown areas, timber and mudstone edging to contain the softfall mulch. It is a play space that offers play value to people of all ages and abilities and compliments the existing landscape making use of the Endeavour Hills views via the large play tower. The relocation project was completed in conjunction with the Rotary Clubs Rotary Overseas Recycled Playgrounds Harvesting Program.

New female friendly sporting facilities for Casey's community

Council celebrated the official opening of new female friendly facilities at the Cranbourne Soccer Club in July 2021. The \$954,000 (\$250,000 from the Female Friendly Facilities Fund, with Council's own contribution of \$704,000) upgrade included the construction of two additional female friendly change rooms to the existing soccer pavilion, as well as upgrades to the four existing changerooms, referee change room, storerooms, community room, male and female toilets and baby change room. Energy efficient LED lighting was also installed in and around the spaces.



Strong Drive Family and Community Centre, Hampton Park

Council completed extensive renovation works on the Strong Drive Family and Community Centre, with \$1 million support from the State Government through its Growing Suburbs Fund.

Originally built in 1994, the facility has been given a new lease on life with the conversion of the small community room into a larger multipurpose community/licenced kindergarten room. The amenities were also upgraded with family and accessible bathrooms and updated the Maternal Child Health and Kindergarten spaces. A new entry and a dedicated shared foyer were also incorporated. Environmentally Sustainable Design initiatives include replacement of all windows and doors with double glazing, efficient HVAC system, 15kW high efficiency solar system with battery, insulation and LED lighting throughout.

Marriott Waters Recreation Reserve Pavilion Redevelopment, Lyndhurst

The \$1.5 million Marriott Waters Pavilion project was extensively redeveloped in April 2022 and jointly funded by Council (\$490,000) and the State Government (\$1.01 million) through the Local Sports Grant program. The upgrades have expanded the old netball change rooms and now include two new change rooms to cater for football, cricket and netball, as well as additional community space and storage areas.



Casey Safety Village – transformed into public open space, Cranbourne East

Casey Safety Village played an integral part within the Casey community by facilitating the delivery of education-based road safety and awareness programs since 2006. The \$146,000 project works have seen the site transformed into a welcoming and accessible open space, free for the whole community to enjoy.

Works undertaken included lowering of the existing fence; landscaping works, new grass and concrete and planting of new trees and shrubs; and the installation of new seating. The miniature road circuit has been retained, which provides a unique experience for users.

Delivery of the project was co-funded by the State Government through the Parks Revitalisation Program.

Bernly Gardens Recreational Reserve Development, Berwick

Council has completed the \$3.64 million Bernly Gardens Recreational Reserve Development project, which includes the construction of a local-level community pavilion with two change rooms and community room, construction of an AFL/cricket oval with synthetic central cricket wicket, three bay cricket practice wicket enclosure, irrigation, flood lighting, concrete paths, carpark, and traffic island and associated landscaping works. The project was funded in part by Berwick Chase Primary School (\$17,565), the Victorian Government Local Sports Grant program (\$1.4 million) and the City of Casey (\$2.2 million).

Mick Morland Reserve and Legacy Link Construction, Clyde North

The \$9.2 million Mick Morland Reserve was completed in July 2021. It includes an AFL/cricket field, two netball courts, a multipurpose pavilion, cricket practice nets, carparking, high performance LED lighting, playground, public art and landscaping.

The Mick Morland Legacy Link was constructed in honour of Mick Morland, late City of Casey Councillor and Mayor, to celebrate his passion for sporting clubs, the community and nature conservation.

Other capital projects

Other important capital works projects that were delivered in 2021/22 include:

- Smiths Lane – North Road to Browns Road, Road Construction Unsealed Roads, Cranbourne South – \$7.9 million
- Cannons Creek Road from Baxter Tooradin Road to Hardy Avenue – Road Rehabilitation, Cannons Creek – \$627,000
- North Road from Western Port Highway to Pearcedale Road – Road Rehabilitation, Cranbourne South – \$595,000
- Marklin Street – Road Rehabilitation, Cranbourne – \$486,000
- Circle Drive South – Road Rehabilitation, Cranbourne – \$506,000
- Cranbourne West New Community Hub, Cranbourne West – \$8.7 million
- Frog Hollow Reserve, Endeavour Hills – New Pavilion – \$3.5 million
- Ferdinand Drive Construction and Extension across Rivercrest Christian College, Clyde North – \$1.4 million
- Max Pawsey Reserve – Bowls Green Roof, Narre Warren – \$1.5 million
- Joint Use Oval – Lochaven – Cranbourne West Secondary College, Cranbourne West – \$1.1 million
- Casey Fields Tennis Court Surface Renewal, Cranbourne East – \$508,000



Our performance



Integrated Strategic Planning Framework

The City of Casey is governed by the *Local Government Act 2020* (the Act). Part 4 of the Local Government Act 2020 addresses planning and financial management. The legislative requirements to develop strategic planning, budgeting and annual reporting documents in Part 4 came into operation on 24 October 2020.

Part 4 of the Local Government Act 2020 requires councils to prepare the following:

- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);

- A Revenue and Rating Plan (for at least the next 4 financial years);
- An Annual Budget (for the next 4 financial years);
- Quarterly Budget Report;
- An Annual Report (for each financial year); and
- Financial Policies.

The Act also requires councils to prepare:

- A Workforce Plan (including projected staffing requirements for at least 4 years);

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





George Rose (*untitled*) 2021

Council Plan 2021-25

The *Annual Report 2021/22* details Council's performance against what the organisation planned to do as set out in the *Council Plan 2021-25*.

The *Council Plan 2021-25* details how the City of Casey will work towards its vision to "become a more connected, bold and resilient community." The Council Plan has seven Strategic Objectives, which the relevant strategies and initiatives align to, which are:

- Deliver sustainable infrastructure and activate places
- Grow Casey's current and emerging sectors
- Foster environmentally sustainable practices and work towards being climate ready
- Advocate to State and Federal Governments for key service and infrastructure delivery
- Create a resilient, active and connected community
- Ensure good governance and transparent decision making
- Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit

How we report on performance

Council's performance for the 2021/22 year is reported against each Strategic Objective of the *Council Plan 2021-25* to demonstrate what Council accomplished. Each Strategic Objective includes the following performance measures:

Annual Plan Major Initiatives

Details of the achievements in 2021/22 against major initiatives included in the annual City of Casey Budget 2021/22.

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. Please note this is year one of reporting of the indicators and as such no comparison data is available.

Major achievements

Strategic Objective 1:

Deliver sustainable infrastructure and activate places

The City of Casey aims to manage urban growth and deliver future-focussed infrastructure that is innovative and sustainable. We will continue to advocate for and build an accessible, well-connected local transport network. As Casey strives to drive stronger connections, we will endeavour to foster partnerships which ensure we remain a destination for arts, culture, sport and leisure. We will design, build and cultivate places which create a sense of belonging, connection and pride and this includes maintaining safe and clean open spaces and places.

Strategies

- Advocate and build an accessible and well-connected local transport network
- Foster partnerships that ensure Casey remains a destination for arts, culture, sport and leisure
- Design, build and cultivate places that create a sense of belonging, connection, and pride
- Manage urban growth and deliver future focused infrastructure that is innovative, sustainable and adaptable
- Prioritise investment that revitalises our existing infrastructure and services to meet changing needs
- Create and maintain safe and clean open spaces and places



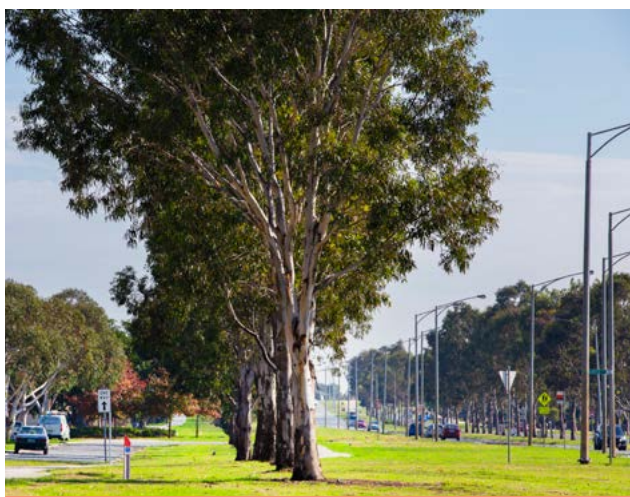
Major initiatives

Continue to work with the State and Federal Governments to ensure major rail and transport upgrades deliver an integrated and dependable network

Council continued to work with the State Government on the Big Build projects to ensure the delivery of integrated and dependable transport network solutions. Detailed design reviews were undertaken for all projects in the planning and design phase, and comments provided to the State Government to optimise road, path and landscape outcomes. Key projects include Camms Road Level Crossing Removal, Webb Street Level Crossing Removal and Narre Warren North Road.

Develop and commence implementation of the Infrastructure Strategy which will guide delivery of infrastructure projects across the municipality that support the resilience of the community and local economies and jobs

The Infrastructure Strategy was adopted in October 2021 to guide the delivery of infrastructure projects in the City of Casey. An Action Plan has also been developed through community and staff consultation. It sets out the delivery of infrastructure projects aligned with the strategy.



Initiatives

Facilitate the timely delivery of new and upgraded roads in growing communities through active management of developer contributions

Council actively manages developer contributions to facilitate the timely delivery of arterial road and associated intersection projects in Contribution Plan areas (road projects) through the terms of developer agreements. In 2021/22, Council entered into ten developer agreements that will provide for the construction of over \$74.5 million of road projects in future years. During that same period, developers constructed a record \$26.1 million of road projects under developer agreements (double the \$12 million constructed under developer agreements in 2020/21). Partnering with the development industry facilitates timely delivery of new and upgraded roads in our growing communities and complements the delivery of road projects under Council's Capital Works Program.

Attract sporting events of regional, state and national significance through partnerships with elite sporting groups and state sporting associations

In 2021/22, the City of Casey finalised a partnership agreement with Southside Flyers (WNBL team) and continued to attract a number of significant sporting events, including:

- A-League Womens match
- WNBL Southside Flyers preseason game
- Australian Cricket League T20 International Tournament (televised internationally)
- Big V Womens and Men's matches
- Melbourne Storm pre-season match and family day
- Special Olympics Victoria State Games across multiple sites
- Cricket Australia Indoor National Championships

Enrich our community and region through accessible, varied and high-quality programs

The City of Casey continued to attract significant events to offer residents and visitors with local arts and cultural experiences. We played host to 66 significant events, including two internationally significant events, four nationally significant events, 17 events of state significance and 43 of regional significance.

These ranged from major international programming with the launch of Casey Cornucopia in partnership with Bompas & Parr and associated programming, to local programs such as Bandok Tati, a digital story produced with the Bandok Tati Dance Group in partnership with Casey Aboriginal Gathering Place and launched at a live event at Bunjil Place. Touring programming included the much-anticipated Urzila Carlson and Bjorn Again productions. Children's programming included school holiday programs and touring productions of Guess How Much I Love You and Whoosh. Regular Bunjil Place programming included ART AFTER DARK, Art Bites, Night MODE @ Bunjil Place, and Daytime Music Theatre. The Gallery hosted two exhibitions, the annual and increasingly popular Emergent: Graduate Showcase in the Studio and David Sequeira's 'All the things I should have said that I never said' whose launch included a runway of 56 local community members wearing kurtas designed by Sequeira.

Implement a gender audit tool to empower women and girls in Casey to advocate for safer places and spaces

The Gender Audit tool is a way for women and girls to audit community locations and report back to Council if they feel unsafe and to explain why. This information is then reviewed by Council to inform community safety initiatives. Recruitment and training of a women and girls community taskforce occurred in March, with the rest of the year used to pilot the tool in different locations. Work on the gender audit tool progressed well resulting in the tool being used in a basic format. The Municipal Association of Victoria (MAV) has expressed interest in the tool and is considering sharing the concept of the tool with other councils across Victoria.

Commence implementation of the Casey Design Excellence panel which will ensure that our major projects incorporate high quality design elements across all builds

The Casey Design Excellence Program was adopted by Council in May 2022. The program comprises of three parts:

- Design Excellence Guide: The guide aims to promote and facilitate design excellence in the built environment and pledges ten commitments to achieve the highest quality design across all elements of the built environment.
- Design Excellence Panel: The panel of experts will provide guidance in the design review of major projects and master plans. Recruitment of a pool of members to join the Casey Design Panel and the design review sessions for major projects has now commenced.
- Casey Design Excellence Awards: The inaugural City of Casey Design Excellence Awards will be hosted at Bunjil Place this year to celebrate good design in private and public sector developments in Casey.

Work with the Victorian Planning Authority and the development industry to commence the preparation and implementation of precinct structure plans to create vibrant new communities

Council continued to support the Victorian Planning Authority (VPA) in preparation of the Croskell, Casey Fields South, and Devon Meadows Precinct Structure Plans. Work this year included participation and submissions for co-visioning workshops for the Casey Fields South and Devon Meadows precincts. Council also participated in the co-design of the Croskell precinct.

Development of the 10-year Asset Management Plan which will ensure that assets are fit for purpose and sustainable

An Asset Management Plan was created with input from deliberative community engagement and underwent a public exhibition period in April 2022. Once submissions were reviewed and considered, the final plan was adopted at a Council meeting on 21 June 2022. The Asset Management Plan provides the community with an overview of the current state of Council's infrastructure assets, the current and future challenges of asset management, and how Council will manage these assets over the next ten years.

Utilise Council's land holdings to revitalise precincts and achieve civic, community and commercial outcomes

The Strategic Property Program helps Council to play a greater role in the development of its landholdings to achieve revitalisation and unlock the potential of key precincts across the municipality.

The Cranbourne Community Hospital is a major initiative under the Strategic Property Program. The new hospital will be located at 65 Berwick-Cranbourne Road in Cranbourne East and will benefit the community by providing improved access to medical services. Council has issued the subdivision permit for the site and the Victorian Health Building Authority has also completed its early works program, with main works to commence in 2022/23.

Council is currently considering the development of the vacant land adjacent to Bunjil Place in Narre Warren for a proposed precinct. The precinct will be unique and build on the strong social and cultural focus created by Bunjil Place. The project aims to create more jobs, services and facilities in Narre Warren by attracting significant private investment in a range of new buildings that offer commercial, hospitality, public and residential facilities. The site's due diligence phase is underway to assess site opportunities and constraints for this long term project. A concept master planning process has commenced to set out Council's and the community's objectives for the precinct and guide investor interest in the proposed development.

Implement the open space management contract, which will ensure the community is provided with clean, safe and fit for purpose public parks and playing fields

Four open space contracts commenced in July 2021. Contractor performance in two of the four contracts is meeting the requirements. However, performance in the other two contracts continues to be below expectations and requirements, partially due to COVID-19 impacts on resourcing and equipment supply chain. Council is actively working with contractors to improve performance.

Increase investment and deliver an enhanced playground renewal program to improve the standard of our playgrounds across Casey

All eight local level playgrounds identified as part of the renewal program have now been completed, with an additional seven to be completed in the 2022/23 financial year.

Renewed playground locations are:

- Hunt Club Reserve, Cranbourne East
- Bill Hudson Reserve, Berwick
- Fordholm Road Reserve, Hampton Park
- Highfield Reserve, Berwick
- Norfolk Drive Reserve, Narre Warren
- Tara Court Reserve, Hallam
- Bournevale Drive Reserve, Berwick
- James Alexander Reserve, Endeavour Hills



State Government contributes to four key Casey projects

In February 2022, the City of Casey welcomed more than \$3.2 million in funding as part of the Victorian Government's 2021-22 Growing Suburbs Fund (GSF), to support four key community projects at Myuna Farm, Ray Bastin Reserve, Tooradin Public Hall and Gwendoline Children's Centre.

These projects will make a significant difference to many people in the community and our future generations who stand to benefit from these much-needed upgrades. The projects include:

Myuna Farm, Doveton, Pavilion improvements – \$351,105 (GSF grant)

Myuna Farm's Pavilion will be upgraded in late 2022 to provide access for all abilities, improved amenities, a spectator viewing area and a meeting space.

Ray Bastin Reserve, Narre Warren, redevelopment – \$1.6 million (GSF grant), \$1.495 million (Council)

Ray Bastin Reserve's redevelopment was heavily informed by members of our community who prioritised adventure,

sensory and nature play, as well as connection to Country and culture through native vegetation, storytelling, play and exploration areas. This is scheduled to be undertaken in early 2023.

Tooradin Public Hall upgrade – \$350,000 (GSF grant), \$350,000 (Council)

The Tooradin Public Hall will be upgraded in 2023 with respect to its heritage to improve accessibility of the facility to ensure it meets the needs of the current and future community.

Gwendoline Children's Centre, Berwick, upgrade – \$926,000 (GSF grant), \$850,030 (Council)

To address Berwick's growing needs for services and programs, the Gwendoline Children's Centre will be upgraded in late 2022 to better support the delivery of essential services including Kindergarten, Maternal and Child Health and community meeting spaces.

Casey welcomes works to upgrade Narre Warren-Cranbourne Road

The City of Casey welcomed the Victorian Government's announcement that work to upgrade Narre Warren-Cranbourne Road is set to start in the middle of 2022. The project will involve duplicating

Narre Warren-Cranbourne Road between Thompsons Road and South Gippsland Highway and is being delivered as part of the Suburban Roads Upgrade – South-Eastern Roads and Northern Roads package, jointly funded by the State and Federal governments.

Strategic Indicators

Indicator	Status	Commentary
Increase the level of community value-add achieved in State/Federal major transport projects	Achieved	Council officers continue to work with the State Government on the Big Build projects to strengthen opportunities for community engagement and consideration of community views. Major activities in the last year included; • The State Government has adjusted the scope of the Narre Warren North Road Upgrade in response to community and Council advocacy. • A shared approach to traffic management associated with O'Shea road works will minimise impacts on the surrounding community. • Level Crossing Removal Project (LXRP's) community engagement process via the Engage Victoria online platform. • Webb Street Level Crossing Removal project.
Attract events of regional, state, national and international significance to Casey	Achieved	The City of Casey continued to attract significant events to provide arts and cultural experiences to residents and visitors. We played host to 66 significant events: two internationally significant events, four nationally significant events, 17 events of state significance and 43 of regional significance. Where possible, some events were presented virtually. Changing COVID-19 restrictions throughout the year meant that a number significant events were cancelled or rescheduled. Some of the events that took place this financial year included: • Plaza installation Museum of the Moon • IWD 2022 Presentation with Grace Tame • 'One foot on the ground, one foot in the water' • Casey Cornucopia • David Sequeira's 'All the things I should have said that I never said' In addition, a partnership agreement was finalised with Southside Flyers (WNBL team) and Casey continued to attract a number of significant sporting events such as A-League Womens matches, a preseason Storm NRL match, the Special Olympics Victoria State Games across multiple sites and the Cricket Australia Indoor National Championships to name a few.
Become a nationally-recognised destination for cultural and civic excellence	Achieved	The ongoing COVID-19 Pandemic impacted the delivery of significant arts and cultural events during Q1 and Q2 of 2021/22. However, Council was still able to play host to 66 significant events to provide arts and cultural experiences to residents and visitors.
Increased use of Environmentally Sustainable Design principles within infrastructure	Achieved	All upcoming Council projects are being designed and delivered with an Environmentally Sustainable Design focus.
Increased digital infrastructure within the public realm	Achieved	As part of the Digital Equity framework, a digital equity lab was deployed in Doveton with partners to drive free public Wi-Fi. Two locations were installed in early May at the Doveton Neighbourhood Learning Centre and Doveton Pool in the Park with a third due to be installed in October at Linden Place playground. The community is able to use these locations for free public Wi-Fi and device charging. 110 Wi-Fi sessions have been logged so far with six per cent returning users, and an average device charge time of 8.5 minutes. The Autumn Place free Wi-Fi trial has seen the following results – 571 unique Wi-Fi users and 1,521 total sessions, 55 per cent repeat users with an average 35 minutes spent on the Wi-Fi. These trials are being evaluated and the team are conducting a mapping exercise to understand the gaps in free Wi-Fi which will inform the 2022/23 scale up plans.

Indicator	Status	Commentary
Decrease the renewal gap	Achieved	This is an action within the Infrastructure Strategy that will focus on our established areas and existing assets, to improve the lifecycle of assets and ensure assets are meeting current and future community needs. The Asset Management Strategy is complete, while draft Asset Plans are being revised for review by the Asset Governance structure. The 2022/23 renewal budget has been adopted as part of the 2022/23 Council Plan Budget. Finalisation of the Asset Plans will then guide the development of the renewal budget for years two to ten.
Increase Customer Satisfaction for appearance of Public Areas	Achieved	This is the first year that this measure has been reported as part of the Annual Customer Satisfaction survey. The customer satisfaction for the appearance of public areas is 59 per cent, which is slightly lower than the Interface Councils average of 62 per cent. This can be attributed to challenges experienced by some of our contractors to maintain parks to expectations.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Arts and Culture Supports, encourages, and delivers arts and cultural activities across Casey, including encouraging local people and groups to design and deliver their own arts and cultural programs. Provides libraries and arts facilities to promote literacy, encourage lifelong learning, inspire arts and culture, and oversee the ongoing maintenance of public art and the commissioning of public arts projects.	7,869	7,803	66
Assets Provides and coordinates services to design, deliver, procure, and maintain Council's assets, including property, and fleet and plant assets. Ensures that asset requirements are aligned to documented levels of service and can provide the service at the lowest long-term cost. Ensures capital works are planned and delivered in accordance with current standards and specifications and meet future community needs. Provides the strategy and advice on property matters and manages the acquisition, leasing, use, leased property maintenance, naming and disposal of Council's property assets. Supports a fit for purpose fleet and plant, which is maintained, safe and efficient to use.	6,616	7,158	(542)
Ageing and All Abilities 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 as well as people with a disability who are under the age 65 (50 years for Aboriginal and Torres Strait Islander peoples) to live independently at home and within their community. This includes a range of care services as well as, mental health support, capacity building and improving social and community connections.	6,453	5,720	733
Child, Youth and Family Provides support to children, young people and families to improve health and wellbeing, safety, education, and connectedness. This includes the provision of programs to support early learning, young person participation, and parenting; the provision of high quality, flexible and affordable childcare and kindergarten services; and delivery of a universal Maternal Child Health service.	8,011	9,570	(1,559)
Community Safety Provides a range of services and programs to contribute to the safety, health and wellbeing of community, with a focus on public health and disease prevention, local law enforcement, amenity protection, crime and anti-social behaviour reduction, school crossing and road safety, and 24-hour, seven day a week relief and recovery activities following emergencies in the City of Casey.	4,902	5,101	(199)

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Tourism Destinations and Events Supports visitation and tourism through the development and delivery of a suite of large and small-scale community and mayoral events. Provides local attractions such as the programming and management of Bunjil Place Theatre, Gallery, Plaza and Studio, Myuna Farm, and the Old Cheese Factory. Includes the provision of advice, support and training to community groups in the delivery of community events, as well as management of event approvals.	11,591	11,993	(401)
Parking Determines, enforces, and manages parking in the community, including the design and delivery of Council's carparks. Educates to achieve compliance, and engages with the local school community and businesses to ensure adequate parking provisions are in place to ensuring safe and accessible parking for all.	107	452	(345)
Paths and Trails Ensures footpaths, bike paths and trails are provided to support resident's health and wellbeing (through walking, running, cycling, equestrian, non-vehicle modes) and active transport opportunities. Advocates to other authorities for the connection, enhancement and linkages of the Path and Trail Network across the City.	1,944	1,062	882
Pets and Animals Coordinates pet and animal registrations to support responsible pet ownership, reunite lost pets with owners, remove pets from harm, and provide a safe community free from dangerous animals.	715	680	35
Parks and Open Spaces Designs, delivers, maintains and renews neighbourhood parks, parks infrastructure, playgrounds and open space, by managing the collections planning, plant sourcing and capital works projects in parks.	13,255	12,816	440
Roads Maintains Council's sealed and unsealed road network. 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. Manages and maintains Casey's street and roadside landscaping.	17,376	16,807	569
Sports and Leisure Provides quality sport, leisure, and recreation facilities and partners with commercial organisations and community groups to provide educational, leisure and sporting programs to improve the physical activity, health and wellbeing of community. Provides support to local sporting and recreational clubs to strengthen their sustainability, plans for new recreation and sporting infrastructure, and supports optimal utilisation of local sporting and recreational facilities.	9,972	10,706	(734)

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2018-19	2019-20	2020-21	2021-22	
Aquatic Facilities					
Service standard					
Health Inspections of aquatic Facilities [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	3.67	3.33	0.40	2.20	The easing of the COVID-19 restrictions that have impacted the service over the past few years has allowed pools to be reopened. As such, all Council owned water parks and swim facilities were checked this year and found to have water compliant with the standards. This demonstrates Casey's commitment to community safety and ensuring our pools are fit for use any time.
Utilisation					
Utilisation of aquatic facilities (audited) [Number of visits to aquatic facilities/Municipal population]	6.14	4.19	1.06	2.65	The easing of the COVID-19 restrictions that have impacted the service over the past few years has meant our pools could be reopened for more of the 21/22 year. As such, we were able to welcome back the community to our facilities and visits have almost tripled (from approximately 387,000 to 976,000) this year.
Service cost					
Cost of aquatic facilities [Direct cost of the aquatic facilities less income received/Number of visits to the aquatic facilities]	n/a	\$0.76	\$3.65	\$2.08	Councils cost per service has started to reduce, due to the increase in visitors throughout the financial year. Council is actively encouraging our residents to return to our facilities.
Animal management					
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests/ Number of animal management requests]	4.69	1.34	1.26	1.25	

OUR PERFORMANCE

Service Performance Indicators	Results				Material Variations and Comments
	2018-19	2019-20	2020-21	2021-22	
Service standard					
Animals reclaimed [Number of animals reclaimed/Number of animals collected]	43.56%	43.96%	35.55%	35.54%	
Animals rehomed [Number of animals rehomed/Number of animals collected]	n/a	15.88%	24.26%	24.88%	
Service cost					
Cost of animal management service per population [Direct cost of the animal management service/ Population]	\$5.20	\$5.05	\$4.22	\$4.70	During the 2020/21 year, our overtime and staffing costs reduced significantly (around 17%). This result was a combination of less out of hours calls, overtime and animal collections. We were running short staffed as not all positions had been filled and didn't back fill with temporary staff. The 2021/22 year has been much busier as we return to COVID normal. Out of hours work naturally increased, as did animal collections. Plus we had a full quota of staff. Even with the increase this year on last, we are still below previous pre COVID years.
Health and safety					
Animal management prosecutions (Audited) [Number of successful animal management prosecutions/Total number of animal management prosecutions]	n/a	78.95%	83.33%	90.00%	
Food Safety					
Timeliness					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints/Number of food complaints]	1.53	1.62	1.33	1.22	

Service Performance Indicators	Results				Material Variations and Comments
	2018-19	2019-20	2020-21	2021-22	
Service standard					
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/ Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984]	110.28%	114.24%	100.78%	95.88%	
Service cost					
Cost of food safety service [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984]	\$509.96	\$560.14	\$469.82	\$454.12	
Health and safety					
Critical and major non-compliance outcome notifications (Audited) [Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises]	94.12%	100%	100%	100%	
Maternal and Child Health (MCH)					
Service standards					
Infant enrolments in MCH service [Number of infants enrolled in the MCH service/Number of birth notifications received] The result is multiplied by 100.	100.65%	98.29%	100.95%	101.09%	

OUR PERFORMANCE

Service Performance Indicators	Results				Material Variations and Comments
	2018-19	2019-20	2020-21	2021-22	
Service cost					
Cost of MCH service [Cost of the MCH service/Hours worked by MCH nurses]	\$96.59	\$95.06	\$106.07	\$106.67	
Participation					
Participation in the MCH Service (Audited) [Number of children who attend the MCH service at least once (in the year)/ Number of children enrolled in the MCH service]	70.33%	68.82%	68.13%	69.14%	
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service]	67.49%	68.67%	81.31%	85.45%	
Satisfaction					
Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits/Number of birth notifications received]	n/a	88.63%	93.81%	96.58%	
Libraries					
Utilisation					
Physical library collection usage [Number of physical library collection item loans/Number of library collection items]	7.25	5.44	4.09	4.19	
Resource currency					
Recently purchased library collection [Number of library collection items purchased in the last 5 years/Number of library collection items] The result is multiplied by 100.	66.95%	66.91%	66.24%	67.64%	

Service Performance Indicators	Results				Material Variations and Comments
	2018-19	2019-20	2020-21	2021-22	
Participation					
Active library borrowers in municipality (Audited) [The sum of the number of active library borrowers in the last 3 financial years*/ The sum of the population in the last 3 financial years*] The result is multiplied by 100.	9.19%	8.85%	7.48%	6.37%	Active borrowing was significantly impacted by COVID-19 due to libraries being closed for periods of time throughout the year. Meanwhile, the population growth in the region increased steadily throughout the year. Libraries are actively campaigning for new members to encourage new and existing residents to borrow and use library services. This includes marketing and promotion through schools, local media, social media and working with other community partners to raise awareness of library services.
Service cost					
Cost of library service per population [Direct cost of the library service/Population]	\$11.84	\$12.96	\$12.36	\$12.13	
Roads					
Satisfaction					
Sealed local road Requests [Number of sealed local road requests/Kilometres of sealed local roads (x100)]	28.78	25.66	91.77	118.52	During the year, there were some unusually heavy rain events, which resulted in increased requests for pot holes and flooding on roads. We also added new reporting categories in our reporting system and these changes have resulted in more requests being recorded.
Condition					
Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council/Kilometres of sealed local roads]	96.10%	96.62%	95.61%	98.22%	

OUR PERFORMANCE

Service Performance Indicators	Results				Material Variations and Comments
	2018-19	2019-20	2020-21	2021-22	
Service cost					
<i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$82.41	\$102.02	\$139.32	\$71.65	This year a lot of the work was undertaken on long, straight semi rural roads. These roads are straight asphalt and generally require significantly less materials (for example, no concrete curbs). Approximately 60 per cent (52,000sqm of the 86,000sqm) reconstructed were semi rural roads. These roads significantly reduced the average cost of reconstruction.
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]	\$15.54	\$19.49	\$19.24	\$18.33	
Satisfaction					
<i>Satisfaction with sealed local roads (Audited)</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	63.00	59.00	62.00	56.00	



Nicholas Harding *The New Bloom* 2017

Major achievements

Strategic Objective 2:

Grow Casey's current and emerging economies

Support the creation of new jobs, by focusing on developing local businesses, attracting investments, revitalising activity centres and facilitating employment pathways. Build and leverage partnerships that enhance service provision, infrastructure delivery and funding opportunities.

Strategies

- Support the creation of new jobs, by focusing on developing local businesses, attracting investments, revitalising activity centres and facilitating employment pathways
- Build and leverage partnerships that enhance service provision, infrastructure delivery and funding opportunities



Major initiatives

Prepare Investment Plans for Fountain Gate – Narre Warren CBD and Cranbourne Activity Centre that identifies key infrastructure projects and other opportunities to unlock development potential and attract investment

Council has completed the Investment Attraction document for Narre Warren and Cranbourne to be launched as part of the Council's "Choose Casey" campaign. An internal document has also been prepared which will provide guidance to Council officers about ongoing growth and investment facilitation actions in line with the Economic Development Strategy. These documents will be valuable tools in promoting investment opportunities in Narre Warren and Cranbourne and in setting these centres up for a thriving future.

Support local jobseekers to identify barriers to employment and help navigate pathways through job or social support agencies that assist towards sustainable employment

The Casey Jobs Victoria Advocates (CJVA) continued engagement with jobseekers at local shopping centres, libraries, community centres and sports facilities. Over 5,000 referrals were made during the year. Host companies of Job Advocates across the state are also advocating with CJVA for more transparency of data to capture outcomes of referrals.



Initiatives

Expand business development and investment attraction through a program of facilitated development

Council has designed and implemented a facilitated program to support business development and investment attraction in the area. The Priority Development Program has been created and will support facilitation of investment planning applications which is complemented by the Choose Casey Concierge service and the investment attraction program.

Strengthen education partnerships to create further upskilling, industry-based learning, and research opportunities

Partnerships with training institutions have seen many student placements at Chisholm Institute of TAFE, Federation University and other institutions. These placements strengthen partnerships between Council and local education providers and improve employment pathways for students.

Lead the implementation of regional partnerships which focus on job and skill creation of the south-east region

Casey led the Changing Perception in Employment Pilot Program on behalf of the Southern Metropolitan Partnership (SMP). Funded by the Victorian Government and delivered between November 2021 to May 2022, the program addressed unemployment in response to skills shortages in specific industries.

The project has been a great success with all objectives and milestones achieved. During the pilot, 53 jobseekers found employment, 109 completed upskilling training and over 200 jobseeker referrals were connected with employment support and/or training. A final report with learnings and recommendations has now been submitted to SMP for comment and approval before being presented to the State Government.



Casey's Job Advocates are making a big difference to local job seekers!

The City of Casey's team of Jobs Victoria Advocates has made a positive difference to local job seekers by connecting people to training and employment support over the past few months.

Working in locations across the community, and online, the team have become a regular sight at Casey community centres, libraries and shopping centres. The advocates have assisted residents into new roles by providing them with the advice and support they needed to help them gain employment.

Skip the permit and get back to outdoor training in Casey

The City of Casey is helping local fitness trainers get back to business by trialling a new program to remove red tape to help them operate from certain Council reserves easily and at no cost.

Co-designed between Council and the Victorian State Government through the Automatic Approvals program, Casey's Skip the Permit is a pilot program which removes the need for fitness training businesses to obtain a permit to use Council reserves. The pilot allows eligible businesses to get up and running quickly by submitting an online, free notification to Council.

Strategic Indicators

Indicator	Status	Commentary
Growth in key trade industries, employment, or establishments by trade industries	Achieved	Council officers are undertaking work to identify Casey's target industries in line with the new Economic Development Strategy. Current data for Casey's existing strategic sectors are as follows: • Construction Number of jobs – 9,269; Number of businesses – 6,670 • Retail Number of jobs – 14,332; Number of businesses – 1,592 • Education & Training Number of jobs – 12,146; Number of businesses – 282 • Healthcare & Social Assistance Number of jobs – 15,132; Number of businesses – 1,297
Growth in future industries, employment, or establishments by trade industries	Achieved	Work to determine emerging sectors in the City of Casey is due to conclude, with a final report to be presented to Council in the coming months.
Economic growth (GRP growth %) exceeding or equal to population growth (%)	Achieved	The estimated resident population of the City of Casey was 368,861 as at the 30 June 2021, an increase of 1.23 per cent from the previous year. The City of Casey's Gross Regional Product was \$11,488 million as at the 30 June 2021, as increase of 3.08 per cent from the previous year.
Improved local job self-sufficiency	Data not available	Self-sufficiency measures the proportion of local workers in the local area who also live in the Local Government Area or region. This indicates the level at which the resident workers meet the labour requirements of the local industries or businesses. Council officers are reviewing and updating these indicators to be more meaningful and measurable. The most recent data available states that in 2016, 59.5 per cent of the City of Casey's local workers were residents. 2021 census data is not available to update the details above.
Growth in the number of mutually beneficial partnership programs that improve community outcomes	Data not available	An update for this indicator for this financial year is not available. Council officers have reviewed and updated the indicator to be more measurable and meaningful.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Business Support Delivers and supports a range of activities, services and programs that support the sustainability, development and growth of local businesses. Coordinates the registration, education, and enforcement of businesses who are required to be licensed and/or registered under various Acts.	159	19	140
Economic Development and Investment Provides a conduit between the local business community, investors and Council. Engaging directly with business, education and industry, this service is designed to build resilience in the local economy through diversifying industry sectors, increasing capabilities in local businesses, facilitating employment generating investment outcomes and providing sustainable employment pathways for Casey residents.	2,319	2,045	273
Land Use Strategy Establishes the land use planning framework for Casey to create a liveable, sustainable and resilient city. Facilitates the collection of developer contributions that fund the delivery of local infrastructure to support new communities.	3,166	2,806	360

Major achievements

Strategic Objective 3:

Foster environmentally sustainable practices and work towards being climate ready

The City of Casey will contribute towards a circular economy through waste management and resource recovery. As we conserve, enhance and restore our natural environment, our intention is to become a climate ready city.

Strategies

- Conserve, enhance and restore the natural environment
- Contribute towards a circular economy through waste management and resource recovery
- Support a climate ready city through climate change mitigation and adaptation



Major initiatives

Develop and implement the Community Climate Change Action Plan which will provide an approach to dealing with a changing climate and further reducing greenhouse gas emissions

This year Council developed and undertook a comprehensive engagement program for the Climate Change Action Plan. The program focused on engaging the wider community about their priorities and aspirations to tackle Climate Change and waste to meet the target of net zero emissions by 2040. Approximately 997 residents provided feedback through pop up events, workshops and online surveys.

The Climate Change Action Plan, which includes both community and corporate actions, will be continued as part of the Annual Action Plan for 2022/23. Council also participated in the South East Councils Climate Change Alliance, Small Business Energy Saver Program with approximately 61 business engaged during 2021 and 14 businesses submitting applications for greenhouse gas reduction support.



Initiatives

Develop and commence implementation of the Urban Forest Strategy which will cultivate strong natural assets and foster a greener Casey

The draft Urban Forest Strategy has been developed. A number of documents are currently being drafted to underpin and support the strategy, following data analysis and the completion of internal and external consultation. Finalisation of the strategy and supporting documents has been delayed due to time taken to undertake broad consultation and investigation in the development of the strategy. The action will be carried over and reported on as part of the 2022/23 quarterly reporting process.

Commit to the regional procurement of an Advanced Waste Processing tender to secure the long-term waste needs of South East Melbourne

Evaluation criteria has been developed and incorporated into the final contract documents. Some project delays have been experienced due to the transfer from Metropolitan Waste Management Group to a new body, Recycling Victoria under the Department of Environment, Land, Water and Planning (DELWP).

Council joined 14 other Councils to form a company called a Special Purpose Vehicle (SPV). The SPV is the procuring partner for this project and will become a contracting entity in the new year. Negotiations with all three shortlisted proponents is continuing.

Implement the initial phase of the State Government Waste Kerbside Reform Program which will enable the increased recovery of recyclable materials

An agreement for the Kerbside Reform Support Fund with Department of Environment, Land, Water and Planning (DELWP) has been signed and initial funding has been received with more to come as the kerbside reform is rolled out. Officers continued engaging with DELWP in the lead up to finalising the implementation plan. Community engagement is scheduled for late 2022 around kerbside transition reform and the impact on Casey residents. A detailed plan for kerbside reform implementation is included in the Business Plan for 2022/23.

Preserving our living memorials

The City of Casey will soon start the second phase of a tree renewal project along the Beaconsfield Avenue of Honour, planted to commemorate the contribution and sacrifices made by local volunteers to World War I and stand as living memorials to those who served in the wars that followed, to ensure this significant site remains as a living memorial into the future.

After it was identified that many of the trees along the Beaconsfield Avenue of Honour, which runs along High Street, Berwick, were in poor or declining condition, Council planned and prepared to undertake a proactive removal and replacement project at the site.

Food and garden waste recycling proves popular in Casey

Last year the City of Casey introduced food waste recycling which provided residents with the option to dispose of their food scraps into their garden waste bin to help reduce the amount of waste going into land fill. The garden and food scraps collected from the bins are turned into compost and sent out to Victorian farms.



Strategic Indicators

Indicator	Status	Commentary
Support a healthy natural ecosystem	Achieved	The total trees planted for 2021/22 was 28,338 which exceeded the target of 25,000 trees planted per year. Council planted 3,338 advanced trees and 25,000 indigenous plants and trees, in addition to the trees planted within streetscapes and reserves through the creation of new estates and subdivisions.
Increase community participation in environmental education and events	Achieved	Approximately 60 sustainability and waste focused education events were held. They comprised of presentations at the Chisolm Institute of TAFE English classes, recycling and composting workshops, food waste caddy giveaway events, talks on food waste, green living festival, presentation at schools, talks on pollination and biodiversity more broadly. A variety of environmental education events were also delivered online and in person, including Gardens For Wildlife, the Plant Giveaway, a photo competition, the Habitat Hero video launch and recycling education activities.
Accelerate progress towards carbon neutrality	Achieved	Through adoption of the Environment Strategy, the City of Casey has committed to a 2030 carbon neutrality target for all council facilities, assets and buildings. The Climate Action Plan, inclusive of both community and corporate actions, is expected to be completed by October 2022. Tender documents are being finalised for release by September 2022 for construction of a solar farm on the former Cranbourne Landfill Site in Cemetery Road. The solar farm will produce renewable energy equivalent to total electricity use for all City of Casey owned buildings. Community consultation for the solar farm was conducted in May 2022, including neighbouring residents and business. Community feedback was very supportive of solar farm at this location, and subject to the formal planning process, construction is planned for October 2023, with the farm expected to be operational by July 2024. Casey has already sourced 100 per cent of its street lighting through green energy and has increased its electric vehicle fleet and offsets the remaining fleet emissions.
Develop and implement the Corporate Climate Action Plan	Not Achieved	This year Council developed and undertook a comprehensive engagement program for the Climate Change Action Plan. The program focused on engaging the wider community about their priorities and aspirations to tackle Climate Change and waste to meet the target of net zero emissions by 2040. The Climate Action Plan including both community and corporate actions was due to be developed by 30 June, however, due to a more comprehensive engagement program, it is now expected to be completed by October 2022. Delivery of the Emissions Management Plan and undertaking strategic planning work to address future climate change effects is currently underway. The City of Casey has participated in preparing and delivering the 2021-24 Strategic Plan South East Councils Climate Change Alliance, including the Asset Vulnerability Assessment (November 2021).

Strategic Services

The services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Sustainability and Environment Provides a broad range of services to protect and enhance the natural environment and support sustainability. Includes coordination of Council's climate change mitigation and adaptation, as well as protection and enhancement of biodiversity and natural resource management. Identifies, manages and remediates potentially contaminated Council land. Raises community awareness for environmental values through education which creates behaviour change and reduces environmental impact.	5,286	3,828	1,954
Water Manages and maintains Council's stormwater assets to protect waterways and bays as well as protect community in regular and extreme rainfall events. Includes urban and rural drainage, flood plain management, stormwater environmental management and stormwater reuse.	3,880	1,926	1,954
Waste Provides all waste collection services including residential garbage, recycling, green waste, commercial waste and hard waste. Includes provision of bins, collection, transport, sorting and/or disposal, and customer interface. Maintains the environment through the collection of dumped rubbish and minimised impact of litter.	43,019	46,822	(3,804)

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2018-19	2019-20	2020-21	2021-22	
Waste collection					
Satisfaction					
Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] The result is multiplied by 1,000.	174.77	237.84	269.42	279.66	
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] The result is multiplied by 1,000.	3.65	5.17	10.12	6.17	After some initial challenges with COVID-19 earlier in the year, our contractor has focused on its performance regarding missed bins. A change of day for 8,000 properties from Friday to other week days has relieved some pressure and allowed for better performance.
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/ Number of kerbside garbage collection bins]	\$109.37	\$111.28	\$104.63	\$131.17	The landfill levy increase of \$40 and a change in our bin charging process contributed to the increase in cost for this service.
Cost of kerbside recyclables bin collection service [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$46.95	\$60.40	\$59.84	\$68.38	A higher contamination rate resulted in an extra cost for Casey, as contamination is sent to landfill. The landfill levy increase has had significant cost impact as well.
Waste diversion					
Kerbside collection waste diverted from landfill (Audited) [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bin]	47.26%	49.81%	51.42%	50.26%	

Major achievements

Strategic Objective 4:

Advocate to State and Federal Governments for key service and infrastructure delivery

The City of Casey will build on its current advocacy program by delivering a targeted advocacy campaign in the lead up to the Federal and State Government elections to ensure the municipality is supported in projects that improve transport and infrastructure.

Strategies

- Secure funding through Council's advocacy campaign, Connecting Casey, to provide transport, infrastructure and community services



Major initiatives

Actively participate in the Greater South East Melbourne group of councils which aims to secure jobs, investment and sustainability outcomes for the entire region

Greater Southeast Melbourne (GSEM) has established several specialised working groups throughout the year to provide a dedicated focus to advance regional priorities. A South East Arts and Culture network was established and hosted three discussion forums. Consultants were appointed to develop the Regional Arts and Cultural Tourism Strategy, including an audit of current materials and infrastructure and market research with a report due to the GSEM by the end of August 2022. A regional Local Government Homelessness and Social Housing Group Charter was developed, providing a strong foundation for engagement with the housing sector in coming years. All GSEM Local Government Areas (LGA's) have integrated Social and Affordable housing objectives into Council Plans. The Recycled Water Advocacy Group was created to build on the success of a grant announcement for the Dingley Recycled Water Scheme. GSEM is currently working on a draft advocacy strategy for the group.

Initiatives

Delivery of an advocacy campaign in the lead up to the Federal and State Government Elections

Throughout the campaign, Council's focus has been on raising the profile of our key advocacy priorities; projects that require support and investment from the Victorian and Australian Governments to improve our transport network, access to jobs, infrastructure, sustainability, and services our community needs. Council continued to work directly with Federal Members of Parliament and candidates to raise the profile of our key priorities and to seek their support.

Council is reviewing the existing advocacy priorities and working with relevant teams to identify any other advocacy priorities for consideration in the lead-up to the State election. Work continues to progress on the Thompsons Road economic impacts analysis. Working together with Cardinia Shire Council, the findings of the analysis will look to support the research and evidence base for this regionally significant project. Council also embarked on a social media campaign to further engage the community and generate greater support for our advocacy efforts via the Connecting Casey Facebook page. This platform has proven to be an effective way to engage with the community to date, as well as building our audience and further engaging the community in the coming months.

Ballarto Road works a move in the right direction

The City of Casey has welcomed the State Government's recent \$4.25 million commitment to reseal a section of Ballarto Road in Clyde as part of its ongoing advocacy campaign for more funding to upgrade key arterial roads.

Planning for the best long-term outcome for Ballarto Road is needed to support the fast growing areas of Clyde and Clyde North, set to increase to over 150,000 people by 2041. In addition, more than 16,000 jobs are expected along the Ballarto Road corridor over the next 15 years.

Council welcomes funding for Casey

The City of Casey has welcomed the Victorian Government's commitment to invest in important local projects and services as part of the 2022/23 State Budget.

Local residents will benefit from the funding boost to expand the Casey Hospital Emergency Department, upgrades to several local schools, safety improvements along the South Gippsland land for police stations at Narre Warren and Clyde North, upgrades at Dandenong Police Paddocks Reserve, and continued funding for our kindergarten programs.



Strategic Indicators

Indicator	Status	Commentary
The level of State/ Federal commitments toward transport infrastructure and services align with Council's advocacy on transport improvement	Achieved	Commitments this year included the announcement of the removal of Webb Street Level Crossing and the new Narre Warren Railway Station. In addition, there has been a \$4.25 million commitment from Victorian State Government to reseal a section of Ballarto Road as well as an extension of Local Roads And Community Infrastructure program as part of the Federal Budget 2022/23.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Communications and Marketing Advocates on behalf of the community for State and Federal funding for services and improvements. Manages all Council's communication channels to share updates, promote Council's programs and services and engage with the community to ensure their views are reflected in Council's decision making, organisational planning, and resource allocation.	2,373	2,112	261

Major achievements

Strategic Objective 5:

Create a resilient, active and connected local community

Addressing key health and wellbeing needs by connecting people to community and services is vital for the City of Casey. Integrating data and research will ensure our services, facilities and council decision making reflect the needs and priorities of our municipality.

Strategies

- Address key health and wellbeing needs within the community, by connecting people to community and services
- Improve Council-decision-making to reflect community needs and priorities



Major initiatives

Increase and embed understanding and value of Aboriginal and Torres Strait Islander cultures, knowledge and history within the planning and delivery of Council services

The Reconciliation Action Plan (RAP) has now been drafted and establishment of the working group will commence in 2022/23. An internal working group was established to ensure that all work is reflected and embedded across the organisation. This RAP aims to embed understanding and value of Aboriginal and Torres Strait Islander cultures, knowledge and history within the planning and delivery of Council services.

Implement the Casey Affordable Housing Strategy and Regional Local Government Homelessness and Social Housing Charter to increase affordable housing options and support services in Casey

Work has continued on the Regional Local Government Homelessness and Social Housing Charter, Social Inclusion & Homelessness Network, and homelessness reports with the respective service partners. Council also contributed to the Homes Vic Social and Affordable Housing Compact consultation.

Actions from the strategy will be carried over and reported on as part of the 2022/23 quarterly reporting process pending clarification from State Government on key aspects of the Big Housing Build.

Initiatives

Focus on COVID-19 community recovery initiatives that improve community resilience and build capacity

The COVID-19 relief program, delivered by Council in partnership with Salvation Army, ceased operation on 30 June 2022. During the program, a total of 715 households were supported. Council's Emergency Management Team engaged regularly with stakeholders to provide a coordinated response to community need. Toward the end of the program, Council

began planning to transition to recovery to build community capacity and assist residents most at risk. Council will continue to support the community through challenges associated with the COVID-19 pandemic as set out in the new Annual Action Plan 2022/23.

Develop initiatives that address social disadvantage, equality of access and community resilience

Council has partnered on the Minderoo Community Resilience project with South East Councils Climate Change Alliance (SECCCA) and SECCCA Councils to continue to build an understanding of local community vulnerability and resilience to climate change. This project involved the co-design of resources and tools to better prepare local services and communities for the impacts of climate change. Council is currently recruiting for a Mental Wellbeing and LGBTIQ+ Advisor to support the development of Casey's first LGBTIQ+ Action Plan.

Integrate data and research to ensure that services, facilities and Council decision making reflects community needs and priorities

This financial year several collaborative programs have been initiated with significant progress. The Digital Twin program combines spatial data, digital innovation, and artificial intelligence to create virtual 3D versions of Casey's facilities and precinct for improved decision making. The technology will enable Council to make more informed decisions by modelling different scenarios, from floods to foot traffic. The open data platform has also been developed to put data in the hands of our community, businesses and students so they can access, use, and share the valuable data Council collects and uses. Council also worked on a regional partnership with five other Councils to lock in a vendor to supply real time sensors for Council projects. The prioritised projects include people counting in community facilities and people/vehicle/bike/equestrian counting in parks and trails.

Casey welcomes funding to prevent family violence

The City of Casey has welcomed \$212,500 in funding from the State Government, as a part of the Free from Violence Local Government Program 2022-25, to help embed gender equality and family violence prevention practices into the many programs and services that Council delivers.

At Casey, the funding will support programs soon to be released through Council's Gender Equality and Prevention of Violence Against Women 10-Year Strategic Plan – 'A Safe and Equal Casey'. This will include contributing to innovative prevention programs in partnership with Council's key partners: Women's Health in the South East (WHISE), Jesuit Social Services The Man Box Program (JSS). Council has committed to implementing a ten-year plan towards gender equality and the prevention of violence against women, recognising that transformational social change requires long-term commitment and action.

Endeavour Hills Library set for \$90,000 renovation

The City of Casey has received \$54,000 in funding for the Endeavour Hills Library Renewal Project as part of the State Government's 2021/22 Living Libraries Infrastructure Program grants.

With Council contributing \$36,000, the \$90,000 project will include modernising the service desk and self-check station to create an accessible entrance, a new dedicated meeting room and re-purposing floor space. This funding will assist in enriching our customer experiences, connecting community groups, enabling flexibility and innovative programming, creating quiet study and workspace, while also meeting multi-generational needs.



Strategic Indicators

Indicator	Status	Commentary
Build community capacity to support self-determination and reduce reliance on Government services	Achieved	Planning for the development of Councils Reconciliation Action Plan (RAP) has now been completed. Work is underway to establish an internal working group to ensure that there is a consistent approach across the organisation.
Increase opportunities for community participation in community events and social groups to reduce social isolation	Not achieved	Ongoing implications of the COVID-19 Pandemic significantly restricted event delivery in 2021/22, with many events periodically suspended or adversely impacted. Event planning and delivery has resumed and will continue throughout 2022/23.
Increase Council investment in community grants and funding	Achieved	A draft customer service organisation (CSO) Growth and Attraction framework has been developed and is under review.
Improve community led preparedness to plan for and mitigate local emergency risk	Achieved	The CFA fire danger period ended on 29 March 2022. Throughout the Fire Danger Period, Council officers used an education approach to inspecting properties and engaging with residents about fire preparedness. The team also completed their involvement in the Enliven 3CA South East HotSpots Project which involved using thermal cameras to test different surface temperatures to help raise awareness of heatwave risks. The data gained through participation in this project is also going to be used to help inform CFA Neighbourhood Safer Places policy.
All new Council facilities will be designed to improve community safety outcomes	Achieved	All upcoming Council projects are being designed and delivered with community safety focus. Council's Design Excellence Guide identifies safety as a key design criteria. This guide has been embedded across the organisation. A gender assessment tool 'Safe in Her City' is also being promoted for use throughout the organisation.
Maintain community satisfaction with Council facilities and services	Achieved	Information sourced from Council's Voice of the Customer system Resonate – shows that community satisfaction is at 93 per cent.
Increase the utilisation of Council managed facilities	Achieved	The utilisation for this financial year was 47,530 booking hours, which is a 43 per cent use of our buildings; compared to the same period last year where there was 21,652 booking hours, totalling 13 per cent use of our buildings. This was largely due to the COVID-19 restrictions and limited capacity for much 2020/21.
Form a greater understanding of community needs and decision making at a place-based (local) level through data and research	Achieved	Research partnerships are continuing particularly with the Place-Based Framework for Social Cohesion (Centre for Social Impact). 2021 Census data has been released and Council officers are presenting roadshows of these changes to the community. Demographic and social dashboards are being developed to better serve staff needs.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Community Connection, Health and Wellbeing Provides a broad range of programs, engagement and partnerships to enhance community connection and wellbeing. This includes community development and empowerment to support Casey's multicultural and inclusive communities; enhancing the economic, social and cultural wellbeing of the Aboriginal and Torres Strait Islander communities; supporting child safety and the prevention of family violence; social policy and planning to create healthy and resilient communities; 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.	18,405	17,718	687

Major achievements

Strategic Objective 6:

Ensure good governance and transparent decision making

The City of Casey will grow the capacity of community leadership through dedicated leadership programs and pathways. This will also include identifying opportunities to improve council decision making through governance practices and community engagement. Overall, this will develop platforms for community empowerment.

Strategies

- Grow the capacity of community leadership through dedicated leadership programs and pathways
- Continue to identify opportunities to improve better Council decision making through governance practices and community engagement



Major initiatives

Delivery of the Community Leadership Program Year 1 to empower community leaders' and develop their knowledge of Council's roles and responsibilities

Year 1 of the Community Leadership Program was completed during October 2021. After ten workshops, all 30 participants of Casey's very first annual Community Leadership Program (CLP) graduated in an online celebration ceremony in November 2021. Recruitment for Year 2 of the program commenced in May 2022.

Implement the Casey Good Governance Framework which will improve accountability and strengthen council governance

The Casey Good Governance Framework was endorsed by Council in December 2021. This framework will improve accountability and strengthen governance within Council. The document has been implemented organisation-wide.

Initiatives

Embedding the Community Engagement Policy to ensure Council reflect the communities' voices in our decision-making

Throughout the year, Council continued to educate the organisation on the Community Engagement Policy and ensure deliberative engagement practice was included in all high-level and sensitive engagements for the year. During the financial year, 106 engagement projects reached 77,683 community members and stakeholders and 6,308 submissions were received through various engagement opportunities from participants.

Community Satisfaction Survey results

The City of Casey has scored a positive increase in its customer service performance over the past year, as highlighted in the 2021 Local Government Community Satisfaction Survey (CSS) results. The surveys were conducted throughout the year by independent market research agency, JWS Research, with 800 interviews undertaken among a representative sample of the Casey community.

Coordinated by the Victorian Department of Jobs, Precincts and Regions on behalf of Victorian Councils, the survey asks community members about their Council's facilities, services, infrastructure, community engagement and more.

The rating of the City of Casey's customer service improved with an index score of 71 compared to 68 last year, after work was done to ensure resources were in place to improve the community's contact with

Council across all channels, especially throughout the COVID-19 pandemic.

This rating is higher than both state and interface Council scores, as the City of Casey continues to rank higher in this area than other local governments.

Public perceptions of trust in Council has also steadily increased consistently for the last two years, with 62 per cent of those surveyed either having some level or a great deal of trust in Council to deliver on its responsibilities.

Council performance results from the 2022 Community Satisfaction Survey indicate a slight decline (1–2 index points) in most areas surveyed compared to 2021 results. The Overall Performance index rate remains fairly steady with a drop of just 1 index point. Areas that were identified in need of improvement included local roads, community engagement and consultation, and lobbying.

Strategic Indicators

Indicator	Status	Commentary
Participation and engagement in the Community Leadership Program	Achieved	Year 1 of the Community Leadership Program saw 30 participants graduate in October 2021. A further 155 applications have been received from community members to participate in the 2022 Community Leadership Program.
Percentage of council resolutions made at a council meeting (or at a meeting of a special committee consisting only of Councillors) closed to the public	Achieved	During 2021/22, 15.84 per cent of Council resolutions were made at Closed Council.
Increase the number of opportunities for community/stakeholder involvement in influencing decision-making through engagement	Achieved	This financial year, 106 engagement projects have been undertaken, reaching some 77,683 community members and stakeholders, 6,308 submissions were received through various engagement opportunities from participants. Digital engagement through Casey Conversations attracted 54,577 unique visitors in this financial year. In addition, several meetings were held with the cross-organisational Engagement Experts Group to share case studies and learn best practice engagement principles in line with the new Community Engagement Policy. Significant engagement continued across a range of projects, including finalisation of the Asset Plan (both deliberative and representative) and 2022/23 suite of Corporate Planning documents, including Council Plan Action Plan, Budget, Capital Works, Long-term Financial Plan and other significant projects such as Collison Estate and Climate Action Plan.
Increase community trust in Council	Achieved	This measure is reported as part of the Annual Customer Satisfaction survey. An annual result of 62 per cent was achieved for 'the level of trust in Council to deliver on its roles and responsibilities'. Council has implemented several mechanisms to support good governance, good decision-making and transparency across the organisation. This work allows the community to not only see but be a part of the planning for proposed projects at Council, have greater access to information and be informed as to how decisions are made. For 2021/22, the following mechanisms were endorsed and/or implemented: The Annual Report, The Annual Budget, Environment Strategy 2021-25, Health and Wellbeing Strategy 2021-25, Infrastructure Strategy 2021-25, Economic Development Strategy 2021-25, Good Governance Framework, Complaint Handling Policy, Complaints Against Councillors Policy, Procurement Policy, Prevention of Fraud and Corruption Policy, Approval of Council's Delegations, Approval of s11A Instruments of Authorisation – Planning and Environment Act 1987, Internal Speak Up Campaign, Internal Audit schedule.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Building and Planning Administers and applies relevant legislation and the Casey Planning Scheme. Processes subdivisions including engineering approvals, landscape approvals, street naming and numbering, certification and statement of compliance for plans of subdivision. Provides technical advice to the public, investigates and responds to breaches and dangerous structures, and assesses building works and Report and Consent Applications.	1,267	(69)	1,336
Governance and Risk Coordinates and delivers activities to govern the Council and mitigate risk, including the coordination of Council Meetings, the internal audit program, as well as business continuity, legal issue management, prevention of fraud and corruption, infringement reviews and management of organisational insurances.	6,655	6,581	74
Organisational Planning and Performance Coordinates and delivers all levels of Council's planning, including the development, engagement and monitoring of the Council Plan and Annual Action Plan, as well as the operationalisation of this plan through all services and departments, and the annual reporting of achievements. This service ensures that all Council's activities and service delivery is planned and delivered in line with the community's expectations and priorities.	1,558	1,608	(50)

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2018-19	2019-20	2020-21	2021-22	
Statutory Planning					
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	90.00	96.00	106.00	94.00	Council had a focus on the reduction of live planning applications through the Innovation Bootcamp Initiative “Target 400 and Beyond”. This initiative has helped Council to more efficiently work through applications and the flow on effect of this resulted in an 11.3 per cent reduction in the average number of days required to process planning applications.
Service standard					
Planning applications decided within required time frames [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits/Number of planning application decisions made] The result is multiplied by 100.	69.33%	66.27%	63.32%	60.54%	
Service cost					
Cost of statutory planning [Direct cost of the statutory planning Service/Number of planning applications received]	\$3,416.18	\$3,433.67	\$2,775.50	\$2,697.52	

Service Performance Indicators	Results				Material Variations and Comments
	2018-19	2019-20	2020-21	2021-22	
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]	51.85%	58.82%	58.33%	42.86%	Casey continues to experience a relatively low number of challenged decisions at the Tribunal (~1% of all applications received). This affirms stakeholders accepting the decisions or the basis for the decisions being made by Council. Whilst there was a reduction in the percentage of success of VCAT cases in the 21/22 year, it is worthwhile noting that three (of the 11) VCAT cases related to conditions on two lot subdivisions applications requiring the provision of a Public Open Space Contribution to paid. POS contributions fund new and embellishments to existing open space for the benefit of the community. Due to recent conflicting VCAT decisions, there was uncertainty around when these conditions should be applied. This has been a topic of discussion with the Consulting Surveyors Victoria. The VCAT decisions have provided clarity. In addition to the VCAT matters relating to POS, there were a number multi-unit residential development applications contested. Although registered as a ‘loss’, as part of the VCAT hearing process, on some occasions Council were able to influence a suitable outcome via suggested permit conditions relating to design changes (which, when applied, may have resulted in Council support outside of the VCAT process). Other residential applications sought to achieve a higher standard of design beyond the minimum required by ResCode and were subjective cases relating to neighbourhood character and amenity impacts.

Service Performance Indicators	Results				Material Variations and Comments
	2018-19	2019-20	2020-21	2021-22	
Governance					
Transparency					
Council decisions made at meetings closed to the public [Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors closed to the public/Number of council resolutions made at ordinary or special meetings of council or at meetings of a special committee consisting only of councillors]	3.81%	3.53%	2.90%	15.84%	Casey historically has a low percentage of decisions made at meetings closed to the public. Once our Administrators were appointed, some work was done to assign Council officers increased delegations, thereby reducing the number of decisions required to be made by Council at Council meetings. A lower number of decisions made can impact the percentage of this result. Council maintains its commitment to open and transparent decision making on behalf of our community.
Consultation and engagement					
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	56	52	52	50	

Service Performance Indicators	Results				Material Variations and Comments
	2018-19	2019-20	2020-21	2021-22	
Attendance					
Councillor attendance at council meetings [The sum of the number of councillors who attended each ordinary and special council meeting/(Number of ordinary and special council meetings*) x (Number of councillors elected at the last council general election*)]	88.71%	90.82%	98.25%	95.24%	
Service cost					
Cost of elected representation [Direct cost of the governance service/Number of councillors elected at the last council general election]	\$58,360.82	\$56,662.84	\$218,050.33	\$210,132.31	
Satisfaction					
Satisfaction with council decisions (Audited) [Community satisfaction rating out of 100 with the performance of council in making decisions in the interest of the community]	57.00	50.00	54.00	52.00	

Major achievements

Strategic Objective 7:

Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit

As a future-ready organisation, we will identify and implement a sustainable operating model. Council will enhance its services with a focus on innovation and partnerships. Through service reviews and considering stakeholder impacts we will ensure positive outcomes are delivered to the community. By building Council's ability to pursue innovative partnerships we will ensure greater community outcomes.

Strategies

- Enhance our services with a focus on innovation and partnerships, to ensure positive outcomes are delivered to the community
- Identify and implement a sustainable operating model which enhances Casey's future-readiness
- Build Councils' ability to pursue innovative partnerships for greater community outcomes



Major initiatives

Develop a Partnerships Framework to assist the organisation in governance, guide partnership building and improve oversight

Work on this initiative included a review of the existing partnership policy and expanded on partnerships over sponsorships. A Partnership Framework and Decision Making tool (which includes a checklist and tier assessment matrix) has now been completed. The next phase of the project which will be undertaken via Council's Transformation Strategy. This will ensure effective implementation throughout the organisation and to build officer capacity and understanding of the Framework and Decision Making tool.

Develop and endorse the Transformation Strategy which will ensure Casey is an adaptable, capable and sustainable Council into the future

The Transformation Strategy was created with the mission 'to ensure that Casey becomes an adaptable future-ready organisation, where innovative people and partnerships thrive to deliver maximum community benefit'. The strategy was endorsed by Council in April 2022. Since endorsement, an Action Plan for Year 1 implementation has been prepared. This Action Plan 2022/23 focuses on delivering key changes required to better support our community and customers, and to set foundations for Council's ongoing sustainability. It also has a strong focus on building organisational capabilities.

Initiatives

Develop the frameworks and platforms to enable open data and data sharing to support education, innovation and entrepreneurship, while protecting privacy and security

Casey's Open Data Platform was launched to the public on 25 October 2021. The platform enables the community to gain access to key data about the municipality to support better decision making and action on local issues of concern. It is also an invaluable resource to education providers and provides an important tool for our community and Council to partner and innovate.



Casey launches Open Data Platform making community data more accessible

The City of Casey has launched an Open Data Platform to provide easy access to a range of data about the municipality. The platform allows data to be presented in an easy to use and view format, making it more accessible for the community and businesses to conduct research, make

evidence-based decisions, create new localised business strategies or gain knowledge and understanding of social, economic, and environmental trends.

From information on bus stops, the number of planning permit applications, to gas emissions produced, the data can provide vital information to residents, business owners or entrepreneurs as a source of social innovation or economic growth.

Strategic Indicators

Indicator	Status	Commentary
Keep our customers more informed of the progress of their requests reducing the need for customers to contact Council	Not achieved	Due to resourcing constraints and impacts of the employment market, the project to address this indicator was paused. This will be reconvened in the second quarter of 2022/23. Project scoping will be kicked off to identify requirements and finalise a plan.
Implement a refreshed and contemporary Council operating model that achieves the expected benefits	Achieved	The Transformation Strategy was endorsed by Council in April 2022 and includes the adoption of a new outcomes orientated operating model for the organisation. The new operating model will be implemented across the life of the Strategy, with the Transformation Action Plan 2022/23 currently being finalised.
Improve the overall efficiency of Council's operations	Achieved	Casey's Transformation Strategy 2022-2026 was endorsed by Council in April. The focus of this strategy is ensuring that Casey is a high performing organisation, and able to deliver sustainably to our community into the future. The strategy's implementation will see Casey deliver a range of efficiency focused initiatives as well as improving the way we deliver services to our community. It will include improvements to customer experience, services, the capability of our people and our supporting processes and technology.
Grow self-serving channels to make it easier to connect with council	Achieved	To make it easier to access Council through various channels primarily enabling self-serve, a series of activities are underway. One of the most prominent channels is the website. Analysis is underway to: • Identify the top pages which are most accessed by the community and optimise content to enable better search and accessibility • Digitise or optimise webforms to enable the community to submit requests through this channel. The analysis is expected to enable Council to prioritise and derive a detailed plan to deliver the expected outcomes to the community.
Actively pursue partnerships that are mutually beneficial, with improved community outcomes	Data not available	An update for this indicator for this financial year is not available. Council officers have reviewed and updated the indicator to be more measurable and meaningful.
Improve the shareability of data between agencies and partners for more innovative solutions to meet community needs	Achieved	The Open Data Portal was launched in October 2021 making available 55 data sets to the community, students, and businesses. A two week event, 'Open Datathon' was held to launch the platform and invited users to access the portal and create their own insights. The portal has continued to be improved with phase 2 and 3 of the new datasets completed. Approximately 160 datasets are now available to the community.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Customer Coordinates and manages all Council's customer channels, as well as capturing customer feedback on Council's services and improving customer experience of services.	5,415	5,961	(546)
Finance Provides all elements of financial management associated with the delivery of services and the management of Council. Leads the development and implementation of the long-term financial plan and strategy. Includes budgeting, cashflow management, financial reporting to the community, budget engagement, and property rating services.	5,945	3,157	2,788
Information Technology Provides all the technology hardware, software, and data and information management to enable Council's service delivery, and to keep all data and information safe and secure. Manages corporate records from creation to disposal to meet statutory requirements and coordinate freedom of information.	16,328	15,798	530
Innovation and Change Coordinates and delivers innovation and change activities to improve Council services. Includes Casey's Smart City Launchpad which uses sensors and technology to inform Council's service delivery, process improvement to streamline Council's operations, and change management to ensure improvements are embedded and taken up in the way that best meets community need.	2,200	2,313	(114)
Partnerships and Procurement Drives and coordinates Council's partnerships with other agencies, local businesses, community groups, and contractors. Provides the strategy and advice on property matters and manages the acquisition, leasing, use, and leased property maintenance. Includes tendering, procurement and contract management, and partnership management.	1,782	1,833	(52)
People Provides employment advice and support, recruitment, learning and development, health and safety, and industrial/employee relations for Council. Ensures Council have the right people in the right roles to deliver services for the community.	6,745	6,798	(53)

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2018-19	2019-20	2020-21	2021-22	
Sustainability Capacity					
Staff turnover					
Percentage of staff turnover (Audited) [Number of permanent staff resignations and terminations/Average number of permanent staff for the financial year]	14.82%	10.07%	20.05%	43.11%	The turnover rate can be attributed to some large organisational change pieces inclusive of a Family Day Care restructure, some departmental restructures and a major change piece resulting in substantial departures that will occur across 21/22 financial year and 22/23 financial year in the Aged and Disability Service Review. Furthermore we can attribute some of the turnover to the end of program for the Working for Victoria project and natural turnover via resignation and end of limited tenure contracts.
Stability					
Rates effort					
Rates compared to property values (Audited) [Rate revenue/Capital improved value of rateable properties in the municipality]	0.29%	0.31%	0.31%	0.31%	





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 (ELT) and lead the organisation.

Details of the CEO, directors and managers reporting to the directors, as at 30 June 2022 are set out below.



Chief Executive Officer
Glen Patterson

Senior Officers Reporting Directly to the CEO



James Collins

Director City Planning and Infrastructure

Areas of responsibility:

- City and Asset Planning
- City Presentation
- Planning and Building
- Growth and Investment
- Sustainability and Waste
- City Design and Construction



Colette McMahon

Acting Director Community Life

Areas of responsibility:

- Active Communities
- Child, Youth and Family
- Connected Communities
- Safer Communities
- Arts and Cultural Development



Steve Coldham

Director Corporate Services

Areas of responsibility:

- Finance and Rates
- Corporate Governance
- People and Culture
- Property and Procurement
- Communications and Marketing



Jen Bednar

Director Customer and Business Transformation

Areas of responsibility:

- Business Transformation and Innovation
- Strategy and Business Intelligence
- Technology
- Customer and Digital

Chief Executive Officer
Glenn Patterson

**Acting Director
Community Life**
Colette McMahon

**Director
Corporate Services**
Steve Coldham

**Director City
Planning and
Infrastructure**
James Collins

**Director Customer
and Business
Transformation**
Jen Bednar

**Manager Child,
Youth and Family**
Virginia Lloyd

**Acting Chief Financial
Officer (CFO)**
Charles Nganga

**Manager City and
Asset Planning**
Keri New

**Manager Business
Transformation
and Innovation**
Marion Greig

**Acting Manager
Safer Communities**
Daniel Osborne

**Manager
Communications
and Marketing**
Juanita Du Plessis

**Manager City Design
and Construction**
Trevor Griffin

**Manager Customer
and Digital**
Clare Watkins

**Manager Connected
Communities**
Callum Pattie

**Acting Manager
Property and
Procurement**
Thor Hansen

**Manager City
Presentation**
David Richardson

**Manager Strategy and
Business Intelligence**
Will Babington

**Manager Active
Communities**
Angie Peresso

**Acting Manager
Governance**
Caroline Bell

**Manager Growth
and Investment**
Kathryn Seirlis

Manager Technology
Clint Allsop

**Acting Manager
Bunjil Place**
Georgia Cribb

**Manager People
and Culture**
Vicki Blackman

**Manager Planning and
Building Services**
Duncan Turner

**Manager Sustainability
and Waste**
Michael Jansen

As at 30 June 2022

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 2022 is set out below.

Division	Male		Female		Not Specified		Total FTE	Total Headcount
	FTE	Headcount	FTE	Headcount	FTE	Headcount		
Full Time Employees								
CEO's Office	1	1	0	0	0	0	1	1
City Planning and Infrastructure	190	190	107.47	108	0	0	297.47	298
Community Life	76	76	252.6	253	0	0	328.6	329
Corporate Services	24	24	66.5	67	0	0	90.5	91
Customer and Business Transformation	49.52	49	61.92	62	1	1	112.44	112
Total	340.52	340	488.49	490	1	1	830.01	831
Part-Time Employees								
CEO's Office	0	0	0	0	0	0	0	0
City Planning and Infrastructure	5.92	8	41.99	61	0	0	47.91	69
Community Life	28.63	101	318.75	559	0	0	347.38	660
Corporate Services	0.53	1	15.59	22	0	0	16.12	23
Customer and Business Transformation	0.66	1	21.22	30	0	0	21.88	31
Total	35.74	111	397.55	672	0	0	433.29	783
Grand Total	376.26	451	887.04	1,162	1	1	1,263.30	1,614
Unpaid Casual Employees								
Total	9.53	60	17.12	97	0.5	1	27.15	158

Note: Grand Total FTE excludes Unpaid Casual employees.

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 2022 is set out below:

Classification	Male		Female		Not Specified		Total FTE	Total Headcount
	FTE	Headcount	FTE	Headcount	FTE	Headcount		
Band 1	14.1	76	19.51	107	0	0	33.61	183
Band 2	2.1	5	19.05	36	0	0	21.15	41
Band 3	33.32	37	4.84	6	0	0	38.16	43
Band 4	36.2	39	90.51	112	0	0	126.71	151
Band 5	86.04	88	184.4	222	0	0	270.44	310
Band 6	103.54	103	167.34	185	1	1	271.88	289
Band 7	44.47	45	67.33	74	0	0	111.8	119
Band 8	24	24	28.7	30	0	0	52.7	54
Senior Officer	29	29	29.2	31	0	0	58.2	60
Maternal & Child Health Nurse	0	0	41.07	53	0	0	41.07	53
Maternal & Child Health Nurse Coordinator	0	0	3.94	4	0	0	3.94	4
Team Leader Kindergartens	0	0	0.6	1	0	0	0.6	1
Kindergarten Assistant	1.69	2	118.27	165	0	0	119.96	167
Kindergarten Teacher	2.4	3	102.41	126	0	0	104.81	129
Team Leader Pre-school field	0	0	1	1	0	0	1	1
Pre-school field officer	0	0	5.5	6	0	0	5.5	6
Immunisation Nurse	0	0	1.77	3	0	0	1.77	3
Grand Total	376.86	451	885.44	1,162	1	1	1,263.3	1,614

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.

Our Volunteers

The City of Casey is fortunate to have numerous local volunteers, who regularly give their time, energy and expertise to help others in the community and play an essential role in delivering valuable services and support.

During the year, more than 35,000 meals were delivered to vulnerable residents and over 2,400 transport trips helped our residents to attend important appointments. Our volunteers also assisted with running kindergarten programs and community events and participating in the learner driver mentor program.

Unfortunately, during the period, we saw many older volunteers leave the program due to the risks associated with the pandemic as well as the restrictions during lockdown periods.

In addition to Council volunteers, there are thousands of volunteers throughout the City of Casey assisting community groups, sporting clubs and not-for-profit organisations. During the pandemic when Victoria was in lockdown, the CFA and SES were the main volunteering emergency food relief organisations that continued to operate in person due to the importance of these services supporting those in need.

Council would like to thank all our volunteers, past and present, for their amazing contribution to the community throughout the year.

Equal Employment Opportunity program

The organisation recognises and respects the importance of diversity and incorporates the principles of Equal Employment Opportunity (EEO) into recruitment practices. Employees are expected to undergo awareness training in EEO when they commence employment with the City of Casey. All employees are given access to information on our intranet in relation to their rights and responsibilities regarding discrimination.

Enterprise Agreement

The Casey City Council Enterprise Agreement 2021 (EA) was approved by the FairWork Commission and came into effect on 15 October 2021, after a successful majority “yes” vote of 67 per cent. The EA is for four years and has an expiry date of 30 June 2024.

The EA offers modern provisions such as:

- Gender Affirmation Leave
- Additional Workplace Flexibility
- Increase in Parental leave

Council provides employees with sustainable pay rises in a rate capping environment as well as added recognition for all of our employees who have worked incredibly hard during extraordinary times.

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 into existing Council policies, plans, programs, services and infrastructure

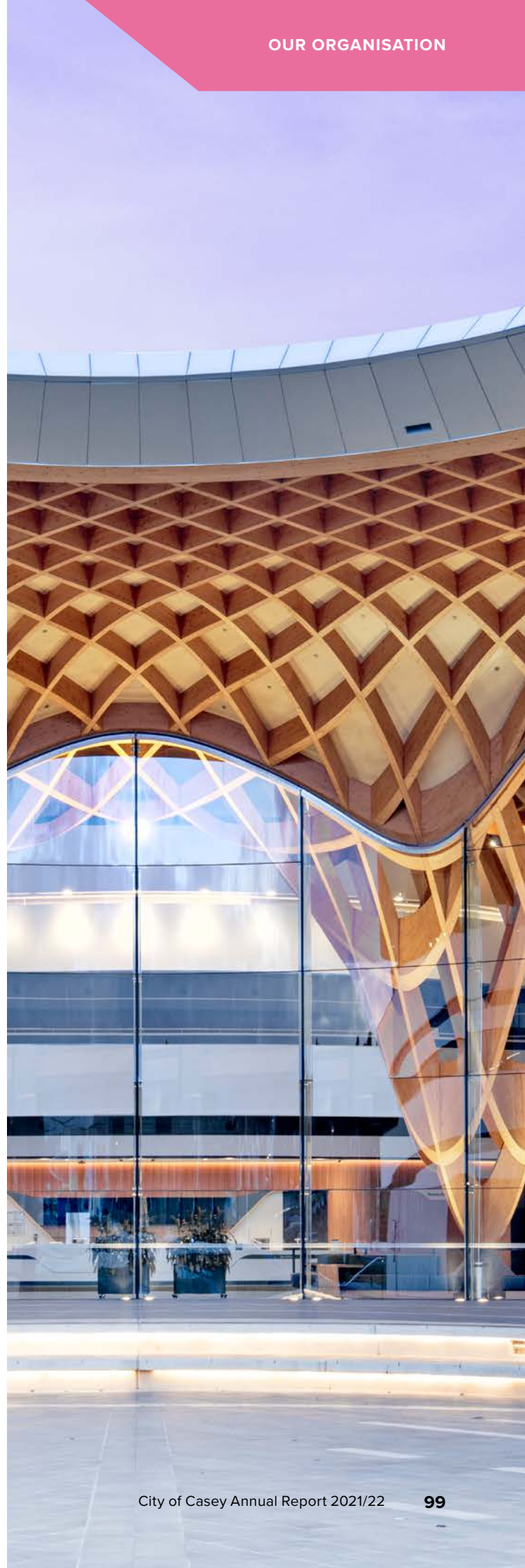
The approach brings a strengthened focus on equality of outcomes, cultural and systemic change and shared leadership. Key actions for Council to deliver include a workplace gender audit (that will form the basis of the refreshed four-year *Gender Equality Action Plan*) and data collection for baselining against workplace gender equality indicators.

Employee Performance and Development

Council continued its commitment to developing and maintaining a high performing workforce through the digitisation and enhancement of our Performance and Development Program. The 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 centred 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. This process will continue to be refined and embedded across the organisation.

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 and continuous improvement in order to deliver better outcomes for the community. Our leadership development program is open to all of our 300+ people leaders to actively participate in. We believe that organisations don't change until people change, and leaders play a key role in creating an environment that is positive to change and is conducive to people doing their best work.



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 some of the key activities and performance in relation to key health and safety objectives:

Initiatives	Performance
Development of Kindergartens OHS manual to ensure consistency across service.	This manual has been completed and is now available to all members of Kindergarten Services.
Ensure staff undertake mandatory e-learning training packages including: • Health and Safety at Work • Bullying and harassment • Office ergonomics	Council has achieved high completion rates for these training packages, with upwards of 90 per cent completion rates.
Delivery of education sessions for Casey Leadership Team outlining Workplace Manslaughter legislation.	Managers referred to WorkSafe's online Industrial Manslaughter information session. All Managers were assigned the information sessions via HRIS.
Communicate Annual Action Plan progress to ELT and staff via the OHS Committee.	Reports are being presented to all OHS Committees for discussion at meetings.
Establishment of Child Youth and Family OHS sub committee.	This committee has been established and meets quarterly.
Commence City Presentation Project Safe Work Method Statements (SWMS) review.	A workgroup was established and all SWMS have been reviewed. This was extended to include safe operating procedures.

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 2021/22 these included:

- Employee Assistance Program
- Provision of health and wellbeing programs
- Provision of 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 and able to do so safely

COVID-19 response staff implications

Council continued to manage the impact of COVID-19 on our workforce, whilst being flexible and adaptable in meeting its obligations under the Government imposed vaccination mandates. In response, a number of processes were developed including:

- Re-introduction of Council's Pandemic Response Team
- Processes to capture employee vaccination information
- Additional staff support through continuation of COVID-19 leave policy
- A revised approach to staff on-boarding and off-boarding
- Hybrid workplace

A key focus of Council's response has been on health and wellbeing. Through the enhancement of our THRIVE program, the aim is to bring practical wellbeing and learning opportunities to staff digitally.





Governance, management and other information



Governance

The City of Casey is constituted under the *Local Government Act 2020* 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
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating for the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

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 conducted open public meetings on the third Tuesday of each month during 2021/22. Members of the community are welcome to attend these meetings and observe from the gallery. It should be noted that, during July to November 2021 this was restricted in line with the State Government health mandates. All Council meetings were live streamed, with a total community reach of over 16,700 viewers. Council meetings also provide the opportunity for community members to submit a question to the Council or make a submission.

Meeting attendance:

The below table details Council meeting attendance by the panel of Administrators until 30 June 2022.

Administrator	Council Meetings (14 total)	Delegated Committee Meetings (0 total)	Total Meetings attended
Duff	14	0	14
Belmar	14	0	14
Boardman	12	0	12

Delegated Committees and Community Asset Committees

The *Local Government Act 2020* allows Councils to establish one or more delegated committees and asset committees.

The Council did not establish any Delegate Committees or Community Asset Committees during 2021/22.

Allowances and expenses

Administrator allowances and expenses

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

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 allowances and expenses for 2021/22:

Administrator	Remuneration	Super*	Total Remuneration	IT and Communications	Total
Mr Boardman	\$149,560	\$14,956	\$164,516	\$381	\$164,897
Mr Belmar	\$149,560	\$14,956	\$164,516	-	\$164,516
Ms Duff	\$285,520	\$28,552	\$314,072	\$287	\$314,359
Total	\$584,640	\$58,464	\$643,104	\$668	\$643,772

*Super SGC 10 per cent for 2021/22

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 2021/22, nine conflicts of interest were declared.

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 John Nguyen (Chair), Ms Carol Pagnon, Mr Ernest Stabek and Administrator Mr Cameron Boardman. Independent members are appointed for a three-year term.

The Audit and Risk Committee meets 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 Manager Governance 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.

External Audit

Council is externally audited by the Victorian Auditor-General. For 2021/22, the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's Office (VAGO). VAGO also presented the Financial Audit Strategy.

The final Management letter, along with managements responses and the Annual Financial and Performance Statements, will be presented to the Committee at its September 2022 meeting.

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 Audit and Risk Committee meetings to report on the status of the annual Audit Plan, present the three (3) year Strategic Internal Audit Plan and to present findings of completed reviews.

The responsible managers for each area reviewed are required to attend Audit and Risk Committee meetings 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 quarterly actions 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.

Risk Management

Council's Enterprise Risk Management Framework is an organisation-wide commitment to a consistent approach to managing risk. The framework and supporting documents align to the international standard for risk management – AS/NZS ISO 31000:2018 and the Victorian Government Risk management framework.

Risk management planning is an ongoing organisation-wide exercise. Each department has a risk profile with strategies to minimise and manage identified risks.

Monitoring of identified high level and strategic risk is reported regularly to Council's Executive Leadership Team, Audit and Risk Committee and Council.

Clear risk appetite guidelines allow staff to confidently make decisions within agreed risk boundaries, encouraging flexibility and accountability. Setting and communicating risk appetite within the organisation also supports effective governance, strategy, culture, and reporting.

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

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. A simulation exercise was conducted in November 2021. Members from the Business Recovery Team (BRT) and various key technology personnel were involved in the exercise, which involved a loss of access to technology due to a cyber incident. The exercise indicated that the Council is in a good position to minimise the impact of a severe interruption event in the immediate term but did provide recommendations to further improve our processes.



Governance and Management Checklist

Governance and Management Item	Requirement	Yes/No	Date
Community Engagement Policy (Policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act	Yes	18/08/2020
Community Engagement Guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	Yes	18/08/2020
Finance Plan (Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act	Yes	28/06/2022
Asset Plan (Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act	Yes	21/06/2022
Revenue and Rating Plan (Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act	Yes	29/06/2021
Annual Budget (Plan under section 94 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)	Adopted in accordance with section 94 of the Act	Yes	28/06/2022
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
Fraud Policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	Yes	12/04/2022
Municipal Emergency Management Plan (Plan under section 60ADB of the Emergency Management Act 2013 for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 60ADB of the Emergency Management Act 2013	Yes	05/06/2020
Procurement Policy (Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to all purchases of goods and services by Council)	Adopted in accordance with section 108 of the Act	Yes	16/06/2020
Business Continuity Policy (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

Governance and Management Item	Requirement	Yes/No	Date
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 (See sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act	Yes	17/09/1996
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 98 of the Local Government Act 2020)	Current framework in operation	Yes	12/12/2017
Council Plan report (Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report	Yes	21/09/2021 14/12/2021 15/03/2022 21/06/2022
Financial reporting (Quarterly statements to Council under section 97(1) of the Local Government Act 2020 comparing budgeted revenue and expenditure with actual revenue and expenditure)	Reports presented to Council in accordance with section 97(1) of the 2020 Act	Yes	19/10/2021 14/12/2021 15/03/2022 21/06/2022
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	31/08/2021 28/09/2021 07/12/2021 23/02/2022 29/06/2022
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 1989 Act)	Reports prepared and presented	Yes	15/03/2022
Annual Report (Annual Report under sections 98, 99 and 100 of the Local Government Act 2020 containing a report of operations and audited financial performance statements)	Presented at a meeting of Council in accordance with section 100 of the Act	Yes	19/10/2021
Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act	Yes	02/02/2021

Governance and Management Item	Requirement	Yes/No	Date
Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act	Yes	S5: 23/09/2021 S6: 29/04/2022 S7: 25/02/2022 S12: 29/03/2021 S13: 03/02/2022 S14: 30/08/2020 S16: 02/02/2022
Meeting Procedures (Governance rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act	Yes	18/08/2020

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



Glenn Patterson

Chief Executive Officer

Dated: 20 September 2022



Noelene Duff PSM

Chair of Administrators

Dated: 20 September 2022





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 as set out in 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

Council adopted a new Procurement Policy in December 2021, which came into force on 1 January 2022. This Policy is consistent with section 108 of the *Local Government Act 2020* (the Act). For the period July-December 2021, the Procurement Policy was not yet required to be consistent with the Act, and as such the following was required to be included within Council's Annual Report:

1 July – 31 December 2021

Reporting Requirement 1: List of contracts entered into with a value above \$150,000 (incl. GST) or more for goods and services or \$200,000 (incl. GST) or more for the provision of works where Council did not engage in a competitive process.

The following contracts met the conditions for an exemption from engaging in a competitive process under Council's then Procurement Policy between 1 July and 31 December 2021:

- Telstra Relocation Work – Construction of Ballarto Road
- Annual Licence Fee for ServiceNow ITBM and ITSM Licenses
- Supply and Installation of a Human Resources/ Payroll Management System
- Casey Stadium Fire Services Upgrade
- Signal Controller and Associated Connections and Maintenance – South Gippsland Highway/ Ballarto Road Roundabout

1 January – 30 June 2022

Reporting Requirement 2: List of contracts entered into with a value above Council's Procurement Policy contract value of \$500,000 (incl. GST) for Invitation to Tender or Expression of Interest. This list must also include contracts where Council did not invite a Tender or Expression of Interest, and which did not meet the conditions to purchase goods, services or works without inviting a Public Tender or Expression of Interest.

The following is a list of contracts the Council entered into with a value above \$500,000 (incl. GST) for Invitation to Tender or Expression of Interest between 1 January and 30 June 2022:

- City of Casey Ancillary Valuations Contract
- Casey Fields Soccer Pavilion – Level 2
- Provision of Internal Audit Services
- Max Pawsey Storm Water Harvesting and Oval Upgrade
- Provision of Cleaning Services
- ROR – Annual Supply of Linemarking
- Clyde Township Family & Community Centre (FCC)
- Hallam Gardens Children's Centre Renewal
- Chevron Avenue Road Sealing Project
- Pearcedale Recreation Reserve Pavilion
- Tooradin Public Hall Renewal
- Rossmoyne Children's Centre Renewal
- Casey Fields Oval 4 and 5 Cricket Pavilion Extension and Renewal Project
- Fountain Gate Kindergarten Extension and Renewal
- Smart City Councils Regional Partnership for the Procurement of IoT Solutions and Services
- Provision of Outplacement Services
- Lighting Upgrade works at Casey Fields Tennis
- Golf Links Road – Construction of Shared Path
- Littlecroft Family and Children's Centre Extension & Renewal
- Transition and Ongoing Licensing of TechnologyOne SaaS*

*This contract met the conditions for an exemption from Public Tender under Council's Procurement Policy.

No contracts were entered into where the Council did not invite a tender or seek an expression of interest and which did not meet the conditions to purchase goods or services without inviting a public tender or expression of interest.

Disability access and inclusion

Southern Region Disability Alliance (SRDA)

The Southern Region Disability Alliance (SRDA) was formed in 2019 as a partnership between Cardinia Shire Council, City of Casey and the City of Greater Dandenong to collectively advance outcomes for people with a disability across all components of community life. The SRDA works together with service providers, community organisations and the community to achieve this across the southern-metropolitan region of Melbourne.

Currently the SRDA has approximately 125 members, representing the disability sector, including disability support services, carer organisations, individuals Carers and people with a disability, disability support staff, Council staff and public health organisations.

Regular meetings have been held to provide a platform for the sector to discuss key issues, network and develop projects to improve outcomes for people with a disability.

A SRDA sub-committee has been formed to plan and deliver a week of activities in November 2022 with the aim to celebrate and raise awareness to the inclusion of people with disabilities. The week will conclude with an expo to promote the services and programs that can support choice and control of people with disabilities in areas of health and wellbeing and community participation.

Many areas across Council have implemented actions to create a whole of Council approach to accessibility. Updates on the plans actions are as follows:

Increasing the awareness and supporting staff and community on disability access and inclusion

- Council and community have been supported with detailed information in a variety of ways, such as presentations to project leads at the recent Innovative Team Bootcamp, to ensure Council projects consider the access and inclusion of people with disability.
- Input provided for the Sport and Recreation Strategy, inclusive playground development, Living and Ageing Well reference group, Wilson Botanic Gardens Berwick Reference group, the Municipal Health and Wellbeing Strategy and Transport Strategy for an ageing population.
- Council staff were supported to deliver the Special Olympics for people with intellectual disabilities and provided with resources to support inclusive practises.
- Information dissemination of resources via email to contacts (500 recipients) including information about COVID-19, welfare resources, accessible community activities/ events and updates on funding and the National Disability Insurance (NDIS).

Advocacy

Advocacy has been provided to support community concerns in areas such as access to buildings, infrastructure, transport and accessible communication. Key issues have been:

- Advocating to Parks Victoria for improved wheelchair access to Cardinia Creek Parklands in Berwick
- Investigating options to create a dedicated time for children with autism to access all-abilities playground, Livvi's Place in Cranbourne
- Advocating internally to improve accessibility in all Council buildings and facilities

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:

Community Engagement

- Distribution of information to build the capacity of carers, sent out to carers regularly, information includes building resilience of a carer, improving health and wellbeing and general information to support the caring role.
- Carers living, visiting, or connected to the City of Casey were engaged in a consultation via the Carer Experience survey and face-to-face interviews. The aim was to gain evidence and identify carer needs and ascertain the health and wellbeing challenges within the caring role. A report has been generated and shared with carer organisations and relevant Council staff.

Lynbrook Carers Hub

- Ongoing support provided to Uniting Vic Tas to deliver the Lynbrook Carers Hub. The Hub has been very well attended and provides a variety of activities, including educational sessions, provision of practical tips, guest speakers, health and well-being workshops and outings. The group meet each Friday during school terms at the Lynbrook Community Centre. However, during COVID-19 lockdown activities were delivered online. Approximately 26 Carers regularly attended the program.
- The Lynbrook Carers Hub has been highly successful, and with this Uniting Vic Tas have engaged another staff member to support the group.
- Currently Council provides two thirds of the costs to deliver the program and Uniting Vic Tas fund the balance.
- It is important to note that there are approximately 32,926 carers (ABS 2021) living

in the City of Casey and that there is a need to replicate further Hubs across the municipality to ensure all carers can be supported in similar programs.

- Currently discussions are being held with Uniting Vic Tas on how the Lynbrook Carers Hub or similar program can be expanded across the municipality.

Domestic Animal Management Plan

During 2021/22, the City of Casey continued with its implementation of the Domestic Animal Management Plan. This included the completion of the 2017-2021 Plan and the development and introduction of the 2021-2025 plan which was adopted by Council on 14 December 2021. The new plan continues its focus on responsible pet ownership, education, and ensuring the value of having a pet cat and dog registered within the municipality. The City of Casey currently has 36,199 cats and dogs registered within the municipality.

A total of 693 dogs and 1,145 cats were collected and impounded after they were found off their property and unable to be reunited due to lack of registration. Local Laws officers investigated 350 dog attacks and rush offences resulting in 27 dogs being seized pending court outcomes. A total of 27 matters were prepared for court, which resulted in successful prosecutions for each.

Encouraging Responsible Pet Ownership

With the easing of COVID-19 restrictions, the team has had the opportunity to be involved in several community events to educate and engage with residents about responsible pet ownership. Educating residents on dog and cat registration and pet identification has been a focus for the past 12 months. Council used a range of communication channels to share essential information with residents about things that may impact their animals, such as animal registration and notifying registered pet owners of predicted noise disturbances.

During 2021/22 several projects were run to achieve the objectives in encouraging responsible pet ownership in our city; this included:

- **Responsible Pet Ownership Video**
A Responsible Pet Ownership Video was shown a total of 2,250 times over an eight week period at Village Cinemas Fountain Gate
- **A Pet Desexing Grant application**
An application was made for the Pet Desexing Grant from the Victorian Government for \$30,000 to deliver a pet desexing program in the City of Casey. If successful, this grant will support efforts to reduce cat overpopulation and euthanasia rates in Casey and would be received by vulnerable and disadvantaged members of our community
- **Information packs for parties involved in dog attacks**
The pack contains information on the process and investigation of dog attacks that occur in the City of Casey and answers frequently asked questions by victims and dog owners
- **Cat Curfew Awareness Campaign**
A Cat Curfew Awareness Campaign was a key strategy developed to educate residents on cat confinement requirements within the City of Casey. The awareness campaign included promotional avenues such as on hold messages, newspaper articles, advertising on community hub screens and social media
- **Development of a dedicated microsite**
After reviewing feedback received during the development of the Domestic Animal Management Plan (DAMP) 2021-2025 it was resolved that the development of a dedicated microsite would be beneficial as a one stop shop to pet owners. This microsite will house all information relating to the DAMP 2021-2025 including upcoming events, programs and legislation requirements and other pet related communication. The microsite is currently under construction and will be launched at the beginning of 2023.

Supporting pet owners dealing with family violence

A Family Violence and Pets Assistance Program was developed and launched to support victims leaving situations of family violence. The program provides temporary housing to domestic pets belonging to victims. Since its launch, the program has been promoted through multiple Council owned communication channels and has received positive feedback from the community and importantly, from the victims who have had need to use the program.

Council Inspections

All property inspections were undertaken for dogs that have been declared dangerous, menacing or are a restricted breed. These inspections are to ensure all housing and legislative requirements under the *Domestic Animals Act 1994* were compliant so that our community is kept safe. Local Laws officers have prosecuted two owners of Declared Dangerous Dogs for failing to adhere to the requirements of the Act.

All Domestic Animal Businesses (DAB) have renewed their registration and have been audited and inspected. DAB's include pet shops, boarding kennels, pounds and shelters, training establishments, breeding, and rearing businesses. Reactive inspections were also undertaken in Casey to identify illegal breeding establishments.

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 2021/22 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. From 1 July 2022, the application fee is \$30.60 and the charge for searching is \$22.90 per hour.

There were 82 Freedom of Information requests lodged in 2021/22. 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

Speak Out Campaign

The City of Casey is committed to avoiding corruption and preventing any cases of fraud by establishing an ethical culture and promoting integrity and honesty. Casey has zero-tolerance of fraud, theft, corruption, or misconduct of any kind.

Council has several measures in place to prevent fraud and corruption including:

- A confidential reporting hotline
- The Prevention of Fraud and Corruption Policy
- Protected Disclosures Procedures

The internal and external Speak Out Campaign commenced in June 2022 and will be more broadly communicated ongoing through Councils website, social media channels and our staff intranet.

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 2020/21 financial year, five (5) 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 2021/22 financial year.





Development Contributions Plan



Table 1: Total DCP Levies received in 2021/22 financial year

City of Casey	Year Approved	DCP	Levies Received \$
Lyndhurst	2002	DCP003	0
Old Cranbourne East	2008	DCP004	61,944
Cranbourne-Thompsons Rd LSP6	1993	DCP005	0
N-Warren Sth Cell Q	1997	DCP006	0
Fountain Gate-Narre Warren CBD	1997	DCP007	20,384
Berwick South	1998	DCP008	0
Ti-Tree Creek	1998	DCP009	0
Cranbourne East	2010	DCP010	2,475,219
Cranbourne North	2011	DCP011	0
Cranbourne West	2010	DCP012	1,211,467
Clyde North	2011	DCP013	8,822,406
Botanic Ridge	2013	DCP014	3,976,944
Clyde	2014	DCP015	28,009,897
Berwick Waterways	2014	DCP018	4,589,368
Brompton Lodge	2016	DCP019	1,333,577
Total			50,501,205

Table 2: DCP land, works, services or facilities accepted as works-in-kind in 2021/22 financial year

Name of DCP	Year App	Project ID	Project Description	Item Purpose	Project Value (\$)
Cranbourne West	2010	12040_S0009	Property 53A Lochaven	Road	697,164
Cranbourne West	2010	12110_S0001	Property 63	Road	500,826
Cranbourne West	2010	12815_S0003	Alarah East R23, R24	Recreation Infrastructure	473,027
Cranbourne West	2010	12110_S0002	Property 53B Casey Grange	Road	321,511
Botanic Ridge	2013	14150_S0001	Property 7 (Kingbird)	Road	90,000
Clyde	2014	15111_S0013	Property 6 Clyde Springs	Road	655,600
Clyde	2014	15226_S0009	Property 6	Road	118,800
Clyde	2014	15714_S0001	Property 35	Active Open Space	3,135,103
Berwick Waterways	2014	18180_S0001	Part 1 (Alira)	Road	617,470
Berwick Waterways	2014	18180_S0002	Part 2A (Alira)	Road	766,514
Berwick Waterways	2014	18180_S0004	Part 2B (Alira)	Road	435,250
Berwick Waterways	2014	18170_S0005	Part 5 (ORA)	Road	124,014
				Total	7,935,279

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	5,057,031	2,752,229	14,501,602	17,253,831
Total		5,057,031	2,752,229	14,501,602	17,253,831

Table 4: Land, works, services or facilities delivered in 2021/22 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
DCP005	1993	PJ01	Glasscocks Rd	2,541,175	0	1,996,618	0	4,537,793	80.00%
			Berwick Springs Wetlands Reserve – Masterplan Implem						
DCP006	1997	PJ01		3,500	0	0	0	3,500	95.00%
DCP007	1997	PJ01	Street Lighting	96,074	0	0	34,000	130,074	95.00%
DCP008	1998	DCP08-PJ03	Bernly Gardens Sports Reserve	709,517	0	67,447	114,136	891,100	50.00%
			Construct Ballarto Road – b/w SGHwy and Casey Fields Blvd						
DCP010	2010	RD09		107,428	0	0	0	107,428	2.15%
DCP010	2010	RD14	INS – SGHwy & Ballarto Rd roundabout & ped signals	1,004,288	0	0	0	1,004,288	29.14%
DCP011	2011	AR03	Construction of White Recreation Fields	2,565,423	0	0	0	2,565,423	64.87%
DCP011	2011	AR04	Construction of White Recreation Pavilion	2,728,366	0	534,381	0	3,262,747	100.00%
DCP012	2010	CI02	Pavilion Active Playing Field 1 Fball/Cricket/Netball	1,558,147	0	0	0	1,558,147	100.00%
DCP012	2010	OS01a	Active Playing Field 1 Fball/ Cricket/Nball	3,117,346	0	0	2,964,934	6,082,280	100.00%
DCP012	2010	OS15A	Recreation facilities in southern residential area	99,735	473,027	0	0	572,762	16.19%
DCP013	2022	RD01A	North-South Arterial	6,317,500	0	0	0	6,317,500	100.00%
			Grices Rd West Duplicate Berwick-Cran Rd- Viewgrand Dr						
DCP013	2011	RD14		2,677,654	0	0	0	2,677,654	97.80%
			Nth-Sth Collector Rd Hillcrest Christian College						
DCP013	2011	RD17		139,309	0	0	0	139,309	8.63%

Table 4: Land, works, services or facilities delivered in 2021/22 financial year from DCP levies collected (continued)

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
DCP013	2011	RD18	Berw-Cran Rd Grices Rd Signal Intersect 6	2,188,398	0	3,404,355	2,424,383	8,017,136	100.00%
DCP013	2022	RD20	Intersection flaring 0.02ha	350,000	0	0	0	350,000	100.00%
DCP013	2022	RD21	Intersection flaring 0.02ha	350,000	0	0	0	350,000	100.00%
DCP013	2011	CI04	Community Centre 2 Western	2,495	0	0	0	2,495	0.05%
DCP013	2011	OS02	Active Playing Fields 2 South-eastern	24,668,850	0	0	450,000	25,118,850	100.00%
DCP013	2022	OS03A	Active Playing Fields 3 Western	438,842	0	0	0	438,842	25.00%
DCP014	2013	RD03	2 lane from Sth Gippsland hwy to Craig Rd	69,898	0	0	0	69,898	2.55%
DCP014	2013	AR07	Active Recreation East – Sports field	6,938,003	0	474,264	1,800,000	9,212,267	99.16%
DCP014	2013	AR08	Active Recreation East – Pavilion	164,845	0	0	0	164,845	5.81%
DCP015	2014	RD-53-02A C	Tuckers Road (Hardys Road to Bells Road)	144,225	0	0	0	144,225	5.81%
DCP015	2014	RD-53-03AA C	Bells Road (Hardys Road to Thompsons Road)	1,249,344	0	0	0	1,249,344	41.40%
DCP015	2014	RD-54-01A C	Hardys Road (Berwick-Cranbourne Road to Bells Road)	2,637,546	0	0	0	2,637,546	36.63%
DCP015	2014	RD-54-01L	Hardys Road (Berwick-Cranbourne Road to Bells Road)	1,107,000	655,600	0	0	1,762,600	24.73%

Table 4: Land, works, services or facilities delivered in 2021/22 financial year from DCP levies collected (continued)

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
DCP015	2014	RD-54-03A C	Tuckers Road (Ballarto Road to Hardys Road)	1,071,754	0	0	0	1,071,754	13.23%
DCP015	2014	RD-54-03 L	Tuckers Road (Ballarto Road to Hardys Road)	1,924,950	0	0	0	1,924,950	22.63%
DCP015	2014	RD-54-04A C	Bells Road (Pattersons Rd to Hardys Road)	1,151,307	0	0	0	1,151,307	22.18%
DCP015	2014	RD-54-07 C	Railway Road (Clyde township)	86,805	0	0	0	86,805	1.40%
DCP015	2014	IN-53-04 C	Bells Road/Thompson Road	448,692	0	0	0	448,692	6.32%
DCP015	2014	IN-53-06 C	Thompsons Rd/nth-sth connector East of Bells Rd-east	3,082	0	0	0	3,082	0.07%
DCP015	2014	IN-53-08 C	Bells Road/East-west connector	1,656,684	0	0	0	1,656,684	34.52%
DCP015	2014	IN-53-11 C	Bells Road/Sofra Road	1,837,549	0	0	0	1,837,549	35.35%
DCP015	2014	IN-53-12 C	Berwick-Cranbourne Road/Hardys Road	4,957,281	0	304,396	0	5,261,677	79.35%
DCP015	2014	IN-53-13 C	Hardys Rd/Nth Sth connector east of Berw-Cranb Rd	1,815,603	0	0	0	1,815,603	46.83%
DCP015	2014	IN-53-14 C	Hardys Road/connector MTC	2,230,269	0	0	0	2,230,269	63.92%
DCP015	2014	IN-53-15 C	Tuckers Road/Hardys Road	5,199,811	0	0	0	5,199,811	89.50%

Table 4: Land, works, services or facilities delivered in 2021/22 financial year from DCP levies collected (continued)

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
DCP015	2014	IN-53-15 L	Tuckers Road/Hardys Road	521,092	0	0	0	521,092	38.84%
DCP015	2014	IN-53-17 C	Bells Road/Hardys Road	2,727,069	0	0	0	2,727,069	56.91%
DCP015	2014	IN-54-12 C	Bells Road/South connector	2,405,205	0	0	0	2,405,205	62.34%
DCP015	2014	BR-53-03 C	Bells Road culvert over Ti Tree Creek	673,935	0	0	0	673,935	100.00%
DCP015	2014	BR-53-05 C	Tuckers Road over desalination easement	12,062	0	0	0	12,062	7.23%
DCP015	2014	BR-54-04 C	Hardys Road crossing of drainage area	222,097	0	0	0	222,097	68.50%
DCP015	2014	CO-54-03 C	Family and Children's Centre (Level 1) SouthWest	1,411,474	0	114,326	800,000	2,325,799	30.59%
DCP015	2014	CO-54-04 C	Family and Children's Centre (Level 1) SouthCentral	1,444,053	0	52,470	200,000	1,696,523	31.01%
DCP015	2014	P-54-03 C	Pavilions within active reserves SouthWest	2,285,664	0	0	0	2,285,664	100.00%
DCP015	2014	LS-54-03 C	Local sports reserves SouthWest	5,151,658	0	2,557,864	1,767,969	9,477,492	87.31%
DCP019	2016	RD02-C	Chevron Avenue upgrade	33,167	0	0	0	33,167	7.87%
DCP090	2014	DCP90-RD22	Volk Road construction	2,786,749	0	0	0	2,786,749	70.31%
Totals				\$106,032,918	\$1,128,627	\$9,506,121	\$10,555,422	\$127,223,088	

Infrastructure Contributions Plan

Table 1: Total ICP monetary component received in 2021/22 financial year

Name of Collecting Agency	Name of ICP	Monetary component in levies received in 2021/22 financial year (\$)	Value of works in kind received in satisfaction of monetary component in 2021/22 financial year (\$)	Total monetary contribution received in 2021/22 financial year (\$)
City of Casey	Cardinia Creek South	6,860,406.00	10,138,396.97	16,998,802.97
City of Casey	Minta Farm	6,647,275.00	0.00	6,647,275.00
Total		\$13,507,681.00	\$10,138,396.97	\$23,646,077.97

Table 2: Inner public purpose land received in 2021/22 financial year

Name of Collecting Agency	Name of ICP	Land (or Project ID)	Land (or project) description
City of Casey	Cardinia Creek South	LP02	Provision of Local Park
City of Casey	Cardinia Creek South	LP03	Provision of Local Park
City of Casey	Cardinia Creek South	IN08	Land for intersection
City of Casey	Cardinia Creek South	LP06	Provision of Local Park
City of Casey	Cardinia Creek South	RD02	Pattersons Road widening
City of Casey	Cardinia Creek South	IN04	Pattersons intersection
City of Casey	Cardinia Creek South	RD05	Pattersons Road widening
City of Casey	Cardinia Creek South	RD05	Pattersons Road widening
City of Casey	Cardinia Creek South	IN02	Land for intersection
City of Casey	Cardinia Creek South	IN03	Land for intersection
City of Casey	Cardinia Creek South	RD06	Bells Road widening
City of Casey	Cardinia Creek South	LP19	Provision of Local Park
City of Casey	Minta Farm	IN01	North-South Arterial Road
City of Casey	Minta Farm	IN02	North-South Arterial Road
City of Casey	Minta Farm	RD01	North-South Arterial Road
City of Casey	Minta Farm	IN02	North-South Arterial Road
City of Casey	Minta Farm	IN03	North-South Arterial Road
City of Casey	Minta Farm	RD01	North-South Arterial Road
City of Casey	Minta Farm	IN02	North-South Arterial Road
City of Casey	Minta Farm	IN03	North-South Arterial Road

Table 3: Total Land Equalisation Amount (LEA) received and Land Credit Amount (LCA) paid in 2021/22 financial year

Name of Collecting Agency	Name of ICP	Total of any LEAs received in 2021/22 financial year (\$)	Total of any LCAs paid in 2021/22 financial year (\$)
City of Casey	Minta Farm	2,959,319.28	3,675,025.93
City of Casey	Cardinia Creek South	2,247,515.00	0.00
Total		5,206,834.28	3,675,025.93

Table 4: ICP works, services or facilities accepted as works-in-kind in 2021/22 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Item purpose	Project value (\$)
City of Casey	Cardinia Creek South	IN04	Pattersons/Orana Blvd Intersection	Road	1,938,235.00
City of Casey	Cardinia Creek South	IN08	Alexander Blvd/Burnbank Pde intersection	Road	1,066,155.00
City of Casey	Cardinia Creek South	IN01	Pattersons/Bells Road intersection	Road	972,735.74
City of Casey	Cardinia Creek South	RD05	Bells Road length	Road	1,133,222.22
Total					5,110,347.96

Table 5: Total ICP monetary contributions expended by development agency in 2021/22 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	ICP money expended (\$)	Percentage of project delivered
City of Casey	Minta Farm	IN01	O'Shea Rd/North-south arterial intersection	772,000.00	20%
Total				772,000.00	

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 2021/22 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Use and development of land
City of Casey	Cardinia Creek South	IN01	Bells/Patterson Intersection	Road
City of Casey	Cardinia Creek South	RD01	Pattersons Road widening	Road
City of Casey	Cardinia Creek South	RD05	Bells Road widening	Road
City of Casey	Cardinia Creek South	LP15	Provision of Local Park	Local Park
City of Casey	Cardinia Creek South	LP04 part	Provision of Local Park	Local Park
City of Casey	Cardinia Creek South	LP05	Provision of Local Park	Local Park
City of Casey	Minta	LP07	Provision of Local Park	Local Park
City of Casey	Minta	LP06	Provision of Local Park	Local Park

Table 7: Use of works, services or facilities accepted as works-in-kind in 2021/22 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Use of land
City of Casey	Cardinia Creek South	IN04	Pattersons/Orana Blvd Intersection	Road
City of Casey	Cardinia Creek South	IN08	Alexander Blvd/Burnbank Pde intersection	Road
City of Casey	Cardinia Creek South	IN01	Pattersons/Bells Road intersection	Road
City of Casey	Cardinia Creek South	RD05	Bells Road length	Road

Table 8: Expenditure of ICP land equalisation amounts in 2021/22 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Land equalisation amounts expended (\$)
City of Casey	Minta Farm	IN01	North-South Arterial Road	297,375.62
City of Casey	Minta Farm	IN02	North-South Arterial Road	553,817.50
City of Casey	Minta Farm	RD01	North-South Arterial Road	94,594.62
City of Casey	Minta Farm	IN02	North-South Arterial Road	517,882.29
City of Casey	Minta Farm	IN03	North-South Arterial Road	385,263.73
City of Casey	Minta Farm	RD01	North-South Arterial Road	730,436.87
City of Casey	Minta Farm	IN02	North-South Arterial Road	859,197.49
City of Casey	Minta Farm	IN03	North-South Arterial Road	236,457.81
Total				3,675,025.93





Grants to community groups and organisations



GRANTS TO COMMUNITY GROUPS AND ORGANISATIONS

A total of \$1,251,107 of grants were provided to community groups and organisations in 2021/22 compared to \$1,162,231 in 2020/21. 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 2021/22, Council provided grants to over 255 community groups and organisations, as listed below:

Community group/organisation	Total grants
1st Cranbourne Scout Group	\$1,259.00
1st Devon Meadows Scout Group	\$960.00
2nd Chance Cat Rescue	\$986.00
ACE Foundation – Aiding Casey Education	\$1,000.00
Adventist Development Relief Agency (auspice for Casey ADRA Café)	\$7,000.00
Afghan Australian Association of Victoria	\$3,600.00
Afghan Australian Philanthropic Association	\$5,300.00
Afghan Women's Organisation Victoria	\$1,537.00
AFMVICCARE	\$12,000.00
Akoonah Park Men's Shed	\$1,000.00
Al Hussein Cultural Association	\$1,500.00
Al-Emaan Women Organisation	\$5,000.00
Aspire Church	\$7,436.36
AUSEA Culture Chinese & Arts Academy	\$2,300.00
Australian African Association	\$5,000.00
Australian Breast-feeding Association Casey-Cardinia Group	\$5,000.00
Australian Foundation for Disability	\$5,000.00
Backpacks 4 VIC Kids	\$6,000.00
Bakhtar Cultural & Publishing Association	\$12,556.25
Balla Balla Community Centre	\$2,000.00
BATS Theatre Company	\$5,037.50
Beaconsfield Baptist Church	\$5,000.00
Berwick and District Agricultural and Horticultural Society	\$26,537.00
Berwick Anglican Church	\$2,000.00
Berwick Anglican Church Playgroup	\$479.00
Berwick Ayalkoottam	\$5,000.00
Berwick Bridge Club	\$1,000.00

Community group/organisation	Total grants
Berwick Business Group	\$3,000.00
Berwick Church of Christ	\$500.00
Berwick Churches Soccer Club	\$ 500.00
Berwick City Soccer Club	\$1,000.00
Berwick Cricket Club	\$1,000.00
Berwick Football Club	\$1,000.00
Berwick Junior Football Club	\$910.00
Berwick Lightning Basketball Club	\$5,000.00
Berwick Little Athletics	\$1,000.00
Berwick Neighbourhood Centre	\$3,955.00
Berwick Senior Citizens Centre	\$1,000.00
Berwick Springs Junior Football Club	\$1,000.00
Berwick Toy Library	\$7,000.00
Beyond Disability	\$2,626.00
Bipolar Life Victoria	\$3,500.00
BK 2 Basics Melbourne	\$10,000.00
Blairlogie Living and Learning	\$1,500.00
Blind Bight Community Centre	\$4,980.00
Bombers Cricket Club	\$450.00
Brentwood Park Neighbourhood House	\$13,555.00
Buddhist Vihara Victoria	\$5,000.00
Building Better Australians Community Group	\$955.00
Cannons Creek Residents Association	\$1,000.00
Casey & District Multiple Birth Association	\$5,978.00
Casey Basketball Association	\$5,000.00
Casey Camera Club	\$1,000.00
Casey Cardinia Rotaract	\$970.00
Casey Chinese Senior Support Group	\$3,500.00
Casey City Church	\$15,339.00
Casey Concert Band	\$9,067.50
Casey Friendship Association	\$5,749.00

Community group/organisation	Total grants
Casey Multi-Faith Network	\$1,000.00
Casey North Community Information & Support Service	\$25,600.00
Casey Philharmonic Orchestra	\$7,052.50
Casey Radio	\$5,803.20
Casey Tamil Manram	\$3,000.00
Casey Thunder Football Club	\$1,000.00
Casey U3A	\$1,000.00
Casey Warriors Rugby League Club	\$1,000.00
Casey/Cardinia Life Activities Club	\$1,635.00
Christians Helping In Primary Schools (CHIPS)	\$5,000.00
Clyde Football Club	\$6,744.00
Coastal Villages Community Buses	\$319.00
Community Information and Support Cranbourne	\$5,000.00
Compassionate Hands	\$5,960.00
Connection Arts Space	\$10,075.00
Cook 4 CALD	\$6,000.00
Cranbourne Christian Fellowship Centre (Turningpoint Support Centre)	\$10,800.00
Cranbourne Football & Netball Club	\$1,000.00
Cranbourne Italian Senior Citizens Club	\$952.00
Cranbourne Junior Football Club	\$1,000.00
Cranbourne Lions Choir – Cranbourne Chorale	\$8,537.50
Cranbourne Lions Concert Band	\$7,993.90
Cranbourne Little Athletics Centre	\$1,000.00
Cranbourne Netball Club	\$1,000.00
Cranbourne Presbyterian Church	\$5,000.00
Cranbourne South Riding Club	\$1,000.00
Cranbourne Turf Club	\$15,339.00
Cross Purpose Church	\$1,000.00
Dandenong Cranbourne RSL Sub Branch	\$5,113.00
Devon Meadows Junior Football Club	\$1,000.00
Divine Family Care	\$4,300.00
Doveton Football Netball Club	\$5,000.00
Doveton Neighbourhood Learning Centre	\$20,797.00
Doveton Steelers Rugby League Club	\$4,000.00

Community group/organisation	Total grants
Doveton Tennis Club	\$1,000.00
EACH	\$6,000.00
Eastern Region SCATS Seniors	\$1,000.00
Edelweiss Casey Choir	\$3,800.00
El Hukkama Senior Citizens Group	\$3,100.00
Endeavour Hills Junior Football Club	\$2,000.00
Endeavour Hills Men's Shed	\$5,000.00
Endeavour Hills Neighbourhood Centre	\$6,000.00
Endeavour Hills Rugby Club	\$1,000.00
Endeavour Hills Soccer Club	\$1,000.00
Endeavour Hills Tennis Club	\$2,500.00
Endeavour Ministries	\$5,000.00
Endeavour Sporting (Soccer) Club	\$1,000.00
Enliven Victoria	\$3,500.00
Ermha365	\$30,000.00
Family Life	\$5,000.00
Fatemiya Cultural Centre	\$4,000.00
Find a Penny Foundation	\$1,000.00
Fit to Drive Foundation	\$4,978.00
Footscape	\$1,000.00
Foundation Learning Centre	\$2,666.00
Fountain Gate Cricket Club	\$1,000.00
Freedom Christian Church	\$1,000.00
Friends of Ermera	\$4,308.50
Gethsemane Church Charity	\$16,113.00
Hallam Community Learning Centre	\$4,761.00
Hallam Kalora Park Cricket Club	\$1,000.00
Hallam Tennis Club	\$1,000.00
Hallam Valley Pony Club	\$1,000.00
Hampton Park Bowls Club	\$1,000.00
Hampton Park Care Group	\$950.00
Hampton Park Community House	\$6,400.00
Hampton Park Seniors Club	\$500.00
Hampton Park Turkish Seniors	\$5,000.00
Hampton Park Uniting Church	\$9,500.00
Harkaway Tennis Club	\$887.00
Hartley Ridge/Singleton Preschool Association	\$318.00
Heiaty Samen Al Hojaj	\$4,500.00

GRANTS TO COMMUNITY GROUPS AND ORGANISATIONS

Community group/organisation	Total grants
Indian Senior Citizens Association of Casey	\$4,500.00
IndianCare	\$5,000.00
JNU Melbourne Chinese Language and Culture School	\$4,000.00
Korus Connect	\$685.00
LÁrte Central	\$6,000.00
Left and Right Counselling	\$4,900.00
Life Saving Victoria	\$5,000.00
Lions Club of Cranbourne	\$5,030.00
Lynbrook Cricket Club	\$2,000.00
Lynbrook Residents Association	\$5,477.00
Lyndhurst Football Netball Club	\$899.00
Lysterfield District Trail Riders	\$725.00
Malay Council of Victoria	\$1,500.00
Manna Gum Playgroup	\$880.00
Melbournaires Barbershop Chorus (auspice for Phoenix Harmony Chorus)	\$200.00
Melbourne Community Support Organisation	\$3,000.00
Melbourne Crickeroos Cricket Club	\$1,000.00
Melbourne Districts United	\$680.00
Melbourne Youth Chorale	\$4,000.00
Merinda Park Learning and Community Centre	\$1,000.00
Moru Community of Victoria	\$2,500.00
Multicultural Arts Victoria	\$9,067.50
Multicultural Women Victoria	\$4,500.00
Multicultural Youth Support Service	\$5,000.00
Mums Supporting Families in Need	\$5,000.00
Narre South Cricket Club	\$550.00
Narre South Saints Football Netball Club	\$992.00
Narre Warren Bowls Club	\$1,000.00
Narre Warren Calisthenics Club	\$1,050.00
Narre Warren Christian Church – Transit Soup Kitchen and Food Support	\$11,000.00
Narre Warren Cricket Club	\$2,000.00
Narre Warren Football Netball Club	\$1,000.00
Narre Warren Girl Guides	\$959.00

Community group/organisation	Total grants
Narre Warren Netball Club	\$904.00
Narre Warren North Uniting Church and Community Carols Committee	\$5,037.50
Narre Warren South Scout Group	\$1,000.00
Narre Warren State Emergency Service	\$4,985.00
Nathdwara Education & Cultural Trust	\$1,000.00
National Seniors Australia – Berwick District	\$1,000.00
National Servicemen's Association of Australia – South East Vic Sub-Branch	\$1,200.00
Nepalese Association of South East Melbourne	\$4,000.00
Nonofo Fealofani	\$2,500.00
Oakgrove Community Centre	\$9,000.00
Omagh Cultural Association of Victoria	\$1,000.00
One Ball	\$15,000.00
Oromo Relief Association Australia – South Pacific Region	\$2,500.00
Pacific Seed	\$1,100.00
Paulino Loro Foundation	\$1,000.00
Pearcedale Baxter Junior Football Club	\$4,500.00
Peninsula Community Legal Centre	\$30,000.00
Playgroup Victoria (auspice for MyTime)	\$680.00
Polyglot Theatre	\$10,075.00
Probus Club of Casey Combined	\$1,000.00
Provenance Artists	\$11,640.00
Pulari Victoria	\$995.00
Rapid Relief Team	\$4,875.00
Reclink Australia	\$35,000.00
Recovery and Restoration of Endangered Species (R.A.R.E.S.) Foundation	\$2,200.00
Relationships Australia Victoria	\$5,000.00
Riding for the Disabled – Doveton	\$1,000.00
Rotary Club of Berwick	\$736.00
Rotary Club of Cranbourne	\$4,090.00
Selandra Community Garden	\$1,000.00
ShareNcare	\$2,500.00

Community group/organisation	Total grants
Sikh Volunteers Australia	\$5,000.00
South East Bangladeshi Cultural Foundation	\$3,000.00
South East Community Links	\$37,000.00
South East Community Links (auspice for Baran Club)	\$1,000.00
South East Melbourne Netball Club	\$1,000.00
South East Pasifika	\$1,000.00
South East Volunteers	\$25,700.00
South Eastern Contemporary Art Network (SECAN)	\$799.00
South-East Monash Legal Service	\$20,000.00
Southern Cross Kids Camps	\$5,000.00
Southern Migrant and Refugee Centre	\$1,000.00
Spanish Window Community Service (Ventana Hispana)	\$800.00
Sri Lankan Dance Academy of Victoria	\$7,052.50
Sri Lankan Theatre Group	\$999.00
Sri Lankan Elders Welfare Association	\$1,000.00
St Andrews Uniting Church Berwick	\$2,100.00
St Vincent De Paul Doveton	\$5,000.00
St Vincent De Paul Endeavour Hills	\$5,000.00
Swaranjali Musical & Cultural Society	\$1,000.00
Talbingo 3-Year-Old Kindergarten	\$2,710.70
Tamil Senior Citizens Fellowship Victoria	\$900.00
Taskforce Community Agency	\$44,834.00
The Association of Hazaras in Victoria	\$3,000.00
The Australian Indian Innovations	\$5,000.00
The Bridge	\$34,500.00
The Casey Choir	\$10,075.00
The Chinese Xinjiang Senior Citizens Association of Australia	\$2,700.00
The Combined Club of Berwick	\$1,000.00
The Combined Probus Club of Berwick	\$1,400.00
The Combined Probus Club of Narre Warren	\$509.00

Community group/organisation	Total grants
The Cultural Historical Association of Rodriguans and Mauritians in Victoria	\$794.00
The Glendonald Association	\$6,000.00
The Golden Years Senior Group	\$4,300.00
The Mauritian Silver Edge Club	\$636.00
The Sisterhood Empowerment Campaign	\$1,000.00
The Water Well Project	\$4,950.00
Theodora's Cheerful Givers	\$10,700.00
TigerSharks Swimming Club	\$1,000.00
Tooradin Calisthenics Club	\$998.00
Tooradin Dalmore Netball Club	\$285.00
Tooradin Football Netball Club	\$1,000.00
U3A Cranbourne	\$1,595.00
United Cultural Support	\$5,500.00
Victoria Australia Samoa Seniors Incorporated (VASSI)	\$5,000.00
Victorian Aboriginal Child Care Agency	\$13,333.00
Victorian Afghan Students Association	\$4,000.00
Victorian Masters Athletics (Casey)	\$900.00
Victorian Nagarathar Sangam Australia	\$981.00
Victorian Tamil Cultural Association	\$5,000.00
Vipassana Buddhist Meditation Association of Wat Sereychum	\$5,000.00
Vishva Hindu Parishad of Australia (Vic)	\$1,000.00
Voices of Casey Incorporated	\$3,000.00
Warneet Fishing Club	\$400.00
Warren Opportunity Shop	\$855.00
We Care Community Services	\$5,000.00
Wellsprings for Women	\$44,000.00
Whitelion Youth Agency	\$17,000.00
Windmill Theatre Company	\$11,037.50
Women Making it Work	\$913.00
Women's Housing	\$4,000.00
Writers Victoria	\$9,112.85
YMCA Victoria	\$4,800.00



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, and has a population of approximately 368,800, which is expected to grow to 549,200 by 2041. 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.

Strategic Context

The world around us is constantly changing. COVID-19 is the latest significant challenge facing our community, but the frequency and complexity of change is constantly evolving. In order for us to remain relevant and resilient into the future, Council is focusing its actions and priorities on being relevant for our emerging future. At Casey, we are committing to think and act differently to ensure our long-term resilience, impact and community empowerment. Working collaboratively, Council will shift to being a future-ready organisation that can create more resilient and empowered communities, connections and places, whilst delivering on our future Council Plan and Community Vision.

Sustainable Capacity Indicators

For the Year Ended 30 June 2022

Indicator/measure	Results				Material variations and comments	
	2018-19	2019-20	2020-21	2021-22		
R15(3) Sch3 R16(1) R17(2)	Population					
	Expenses per head of municipal population [Total expenses/Municipal population]	\$944.40	\$998.43	\$1,016.72	\$1,108.88	
	Infrastructure per head of municipal population [Value of infrastructure/ Municipal population]	\$6,711.16	\$7,400.26	\$7,586.81	\$8,398.84	The increase is due to the revaluation of Infrastructure during the year resulting in an increase of \$210 million.
	Population density per length of road [Municipal population/ Kilometres of local roads]	192.87	196.85	197.88	196.26	
	Own-source Revenue					
	Own-source revenue per head of municipal population [Own-source revenue/ Municipal population]	\$795.48	\$781.33	\$780.47	\$804.84	
	Recurrent Grants					
	Recurrent grants per head of municipal population [Recurrent grants/Municipal population]	\$192.11	\$176.88	\$176.20	\$189.89	
	Disadvantage					
	Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	7.00	7.00	7.00	7.00	

Sustainable Capacity Indicators (continued)

Indicator/measure	Results				Material variations and comments
	2018-19	2019-20	2020-21	2021-22	
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] x 100	14.82%	10.07%	20.05%	43.15%	During the 2021/22 financial year, the higher than usual turnover rate can be attributed to some large organisational change pieces. Of the total resignations/terminations for the year, 15% are attributed to departures from the conclusion of the Working for Victoria program, 14% are attributed to departures as a result of the Aged and Disability Service Review and 3% can be attributed to departures from the Family Day Care restructure. It is expected that departures due to the Aged and Disability service review will continue into the 2022/23 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
- “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	
		2018-19	2019-20	2020-21	2021-22		
R15(3) Sch3 R16(1) R17(2)	Aquatic Facilities						
	Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/ Municipal population]	6.14	4.19	1.06	2.65	The easing of the COVID-19 restrictions that have impacted the service over the past few years has meant our pools could be reopened for more of the 21/22 year. As such, we were able to welcome back the community to our facilities and visits have almost tripled (from approximately 387,000 to 976,000) this year.	
	Animal Management						
	Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ Total number of animal management prosecutions] x 100	N/A	78.95%	83.33%	90.00%		
	Food Safety						
Health and Safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	94.12%	100%	100%	100%			

Service Performance Indicators (continued)

Indicator/measure	Results				Material variations and comments
	2018-19	2019-20	2020-21	2021-22	
Governance					
Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	57.00	50.00	54.00	52.00	
Libraries					
Participation <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years/the sum of the population for the last three years] x100	9.19%	8.85%	7.48%	6.37%	Active borrowing was significantly impacted by COVID-19 due to libraries being closed for periods of time throughout the year. Meanwhile, the population growth in the region increased steadily throughout the year. Libraries are actively campaigning for new members to encourage new and existing residents to borrow and use library services. This includes marketing and promotion through schools, local media, social media and working with other community partners to raise awareness of library services.

Service Performance Indicators (continued)

Indicator/measure	Results				Material variations and comments
	2018-19	2019-20	2020-21	2021-22	
Maternal and Child Health (MCH)					
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100	70.33%	68.82%	68.13%	69.14%	
Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year)/ Number of Aboriginal children enrolled in the MCH service] x100	67.49%	68.67%	81.31%	85.45%	
Roads					
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	63.00	59.00	62.00	56.00	

Service Performance Indicators (continued)

Indicator/measure	Results				Material variations and comments
	2018-19	2019-20	2020-21	2021-22	
Statutory Planning					
Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application/ Number of VCAT decisions in relation to planning applications] x100	51.85%	58.82%	58.33%	42.86%	Casey continues to experience a relatively low number of challenged decisions at the Tribunal (~1% of all applications received). This affirms stakeholders accepting the decisions or the basis for the decisions being made by Council. Whilst there was a reduction in the percentage of success of VCAT cases in the 21/22 year, it is worthwhile noting that 3 (of the 11) VCAT cases related to conditions on two lot subdivisions applications requiring the provision of a Public Open Space Contribution to be paid. POS contributions fund new and embellishments to existing open space for the benefit of the community. Due to recent conflicting VCAT decisions, there was uncertainty around when these conditions should be applied. This has been a topic of discussion with the Consulting Surveyors Victoria. The VCAT decisions have provided clarity. In addition to the VCAT matters relating to POS, there were a number of multi-unit residential development applications contested. Although registered as a 'loss', as part of the VCAT hearing process, on some occasions Council were able to influence a suitable outcome via suggested permit conditions relating to design changes (which, when applied, may have resulted in Council support outside of the VCAT process). Other residential applications sought to achieve a higher standard of design beyond the minimum required by ResCode and were subjective cases relating to neighbourhood character and amenity impacts.

Service Performance Indicators (continued)

Indicator/measure	Results				Material variations and comments
	2018-19	2019-20	2020-21	2021-22	
	Waste Collection				
Waste diversion	47.26%	49.81%	51.42%	50.26%	
<i>Kerbside collection waste diverted from landfill</i>					
[Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

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

Financial Performance Indicators

Dimension/ indicator/measure	Results					Forecast			Material variations and comments
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
Efficiency									
R15 (2) Sch3 R16 (1) R16 (2) R17 (2)	N/A	\$1,567.21	\$1,605.06	\$1,599.01	\$1,636.91	\$1,682.78	\$1,731.63	\$1,782.61	
Revenue level Average rate per property assessment [General rates and Municipal charges/ Number of property assessments]									
R17 (3) BP	\$2,571.93	\$2,750.96	\$2,808.31	\$2,989.93	\$3,103.08	\$2,955.09	\$3,034.38	\$3,063.21	Higher reimbursements of Council Developer Contributions and higher contract costs for waste management charges contribute to the increase, and such increases are in line with the predicted development activity and expected to continue across the forecast period.
Liquidity									
Working capital Current assets compared to current liabilities [Current assets/ Current liabilities] x100	428.35%	311.88%	298.26%	271.38%	201.35%	206.74%	225.05%	235.91%	Current assets have been reduced in 2021/22 due to the delivery of the capital works programs. It is forecast to decline further in 2022/23 in line with the proposed capital works program and the budgeted drawdown of cash reserves.

Financial Performance Indicators (continued)

Dimension/ indicator/measure	Results				Forecast				Material variations and comments
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash/ Current liabilities] x100	313.96%	207.34%	-23.15%	204.17%	0%	0%	0%	0%	Unrestricted cash is positive in 2021/22 and reflects the definition of unrestricted whereby cash balances are subtracted from current restrictions (primarily trust funds and grants received in advance) including \$308.6 million of term deposits in 2021/22. In previous reporting periods, all financial assets (including term deposits) were not counted as unrestricted, affecting this information's historic comparability. Across the forecast period, these restrictions are not expected to exceed Casey's capacity to meet its obligations from cash.
Obligations									
Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense/Asset depreciation] x100	N/A	83.36%	85.40%	86.93%	107.95%	68.16%	63.74%	65.89%	

Financial Performance Indicators (continued)

Dimension/ indicator/measure	Results				Forecast				Material variations and comments
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
Loans and Borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings/Rate revenue] x100	26.60%	22.04%	18.09%	14.36%	18.38%	14.31%	10.30%	6.56%	Rates revenue increases are in line with the approved rate cap. In contrast, during 2021/22 and across the forecast period, scheduled borrowing repayments will result in a general reduction in loans and borrowings. During 2022/23, additional borrowings are proposed for critical capital works.
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	4.20%	3.85%	3.63%	3.38%	3.17%	3.64%	3.64%	3.45%	
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities/Own source revenue] x100	26.46%	22.19%	22.53%	17.58%	19.94%	15.24%	11.02%	7.84%	Provision for landfill has been reduced substantially (by \$2.62 million) during the year due to changes in key assumptions associated with index and discount rates. Also, the repayment of interest-bearing liabilities has impacted the variance.

Financial Performance Indicators (continued)

Dimension/ indicator/measure	Results				Forecast				Material variations and comments
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	
Operating Position									
Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/Adjusted underlying revenue] x100	18.04%	-3.09%	-2.32%	-9.91%	-16.36%	-7.66%	-7.61%	-5.58%	The underlying deficit for 2021/22 has increased from 2020/21 and this mainly reflects higher reimbursements of Council Developer Contributions and a higher contract cost for waste management charges. The deficit for 2022/23 is forecast to decrease further due to expected increases in waste charges and lower revenue from operating grants as Council is exiting from Aged and Disability services.
Stability									
Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue/ Adjusted underlying revenue] x100	58.38%	70.89%	70.17%	71.78%	75.70%	75.67%	75.90%	76.03%	
Rates effort <i>Rates compared to property values</i> [Rate revenue/ Capital improved value of rateable properties in the municipality] x100	0.29%	0.31%	0.31%	0.31%	0.27%	0.28%	0.29%	0.29%	

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 Financial 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.

Former Indicators

For the Year Ended 30 June 2022

Indicator/Measure	Results			
	2017-18	2018-19	2019-20	2020-21
Animal Management				
Health and Safety	23	63	Retired in 2020	Retired in 2020
<i>Animal Management Prosecutions</i>				
[Number successful animal management prosecutions]				
Efficiency				
Revenue Level	\$1,702.37	\$1,742.11	Retired in 2020	Retired in 2020
<i>Average residential rate per residential property assessment</i>				
[Residential rate revenue/Number of residential property assessments]				
Obligations				
Asset Renewal	55.91%	60.89%	Retired in 2020	Retired in 2020
<i>Asset renewal compared to depreciation</i>				
[Asset renewal expense/Asset depreciation] x100				

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 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics). In preparing this statement, Council utilised March 2022 data published by ABS.

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 Financial Plan.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted 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 Financial Plan on 28 June 2022 and which forms part of the Council Plan. The Financial Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Financial Plan can be obtained by contacting Council or through Council's website.

Certification of the Performance Statements

OFFICIAL

Certification of the Performance Statement

R18(1)
R18(2)

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



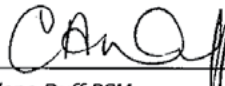
Simone Wickes
Principal Accounting Officer
Dated: 20 September 2022
Narre Warren

In our opinion, the accompanying performance statement of the City of Casey for the year ended 30 June 2022 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

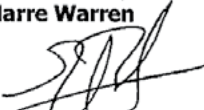
We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



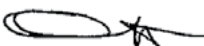
Noelene Duff PSM
Chair of Administrators
Dated: 20 September 2022
Narre Warren



Cameron Boardman
Administrator
Dated: 20 September 2022
Narre Warren



Miguel Belmar
Administrator
Dated: 20 September 2022
Narre Warren



Glenn Patterson
Chief Executive Officer
Dated: 20 September 2022
Narre Warren

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Independent Auditor's Report

To the Administrators 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 2022 • sustainable capacity indicators for the year ended 30 June 2022 • service performance indicators for the year ended 30 June 2022 • financial performance indicators for the year ended 30 June 2022 • other information and • certification of the performance statement. In my opinion, the performance statement of Casey City Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020</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>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Administrators' responsibilities for the performance statement	The Administrators are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Administrators determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Administrators 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
28 September 2022



Travis Derricott
as delegate for the Auditor-General of Victoria



Financial Report



Understanding the City of Casey's Financial Statements

Introduction

The Financial Statements are prepared in accordance with the requirements of the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, 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 to understand and analyse the Financial Report.

What you will find in the Financial Statements

The Financial Statements report on how 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 2020* the Financial Statements must be made available at the administration headquarters of the Local Government.

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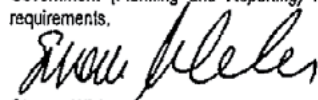
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Certification of the Financial Statements

City of Casey
2021/2022 Financial Report

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Simone Wickes
Principal Accounting Officer

Date : 20/09/2022

Narre Warren

In our opinion, the accompanying financial statements present fairly the financial transactions of the Casey City Council for the year ended 30 June 2022 and the financial position of the Council as at that date.

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.

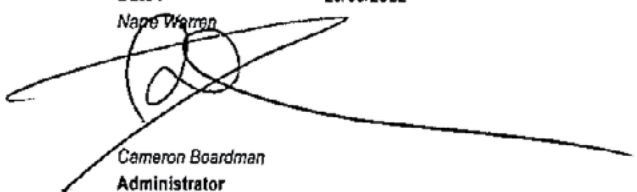
We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Noelene Duff
Administrator

Date : 20/09/2022

Narre Warren



Cameron Boardman
Administrator

Date : 20/09/2022

Narre Warren



Glenn Patterson
Chief Executive Officer

Date : 20/09/2022

Narre Warren



Independent Auditor's Report

To the Administrators 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 2022 • 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 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</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 APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Administrators' responsibilities for the financial report	The Administrators of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Administrators 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 Administrators are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

**Auditor's
responsibilities
for the audit of
the financial
report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Administrators
- conclude on the appropriateness of the Administrators' 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 Administrators 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
28 September 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

Financial Statements

Comprehensive Income Statement

For the Year Ended 30 June 2022

Income	Note	2022	2021
		\$'000	\$'000
Rates and charges	3.1	267,137	254,197
Statutory fees and fines	3.2	13,318	13,200
User fees	3.3	15,353	16,367
Grants – operating	3.4	69,844	72,129
Grants – capital	3.4	25,332	17,160
Contributions – monetary	3.5	77,428	71,092
Contributions – non-monetary	3.5	132,023	149,328
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(1,710)	(3,349)
Share of net profits (or loss) of associates and joint ventures	6.3	(155)	192
Other income	3.7	2,776	3,951
Total income		601,346	594,267
Expenses			
Employee costs	4.1	140,578	134,913
Materials and services	4.2	194,752	166,913
Depreciation	4.3	65,355	59,557
Amortisation – right of use assets	4.4	1,777	1,589
Bad and doubtful debts	4.5	477	423
Borrowing costs	4.6	1,400	1,651
Finance costs – leases	4.7	869	868
Other expenses	4.8	3,814	4,784
Total expenses		409,022	370,698
Surplus/(deficit) for the year		192,324	223,569
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	381,530	23,974
Total other comprehensive income		381,530	23,974
Total comprehensive result		573,854	247,543

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

Balance Sheet

As at 30 June 2022

Assets	Note	2022	2021
Current assets		\$'000	\$'000
Cash and cash equivalents	5.1	26,534	21,847
Trade and other receivables	5.1	35,353	35,712
Other financial assets	5.1	294,574	327,234
Non-current assets classified as held for sale	6.1	3,236	-
Other assets	5.2	2,673	2,039
Total current assets		362,370	386,832
Non-current assets			
Other financial assets	5.1	14,000	8,000
Investments in associates, joint arrangements and subsidiaries	6.3	4,403	4,558
Property, infrastructure, plant and equipment	6.2	6,117,731	5,528,968
Right-of-use assets	5.8	11,138	12,915
Total non-current assets		6,147,272	5,554,441
Total assets		6,509,642	5,941,273
Liabilities			
Current liabilities			
Trade and other payables	5.3	32,144	31,227
Trust funds and deposits	5.3	40,019	30,868
Unearned income/revenue	5.3	27,244	29,768
Provisions	5.5	27,425	28,747
Interest-bearing liabilities	5.4	7,808	7,631
Lease liabilities	5.8	1,499	1,455
Total current liabilities		136,138	129,696
Non-current liabilities			
Provisions	5.5	11,285	13,904
Interest-bearing liabilities	5.4	30,549	38,358
Lease liabilities	5.8	10,346	11,845
Total non-current liabilities		52,180	64,107
Total liabilities		188,318	193,803
Net assets		6,321,324	5,747,470
Equity			
Accumulated surplus		2,825,709	2,633,471
Reserves	9.1	3,495,615	3,113,999
Total Equity		6,321,324	5,747,470

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

Statement of Changes in Equity

For the Year Ended 30 June 2022

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2022		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		5,747,470	2,633,471	2,875,216	238,783
Surplus/(deficit) for the year		192,324	192,324	-	-
Net asset revaluation increment/(decrement)	6.2	381,530	-	381,530	-
Transfers to other reserves	9.1	-	(171,269)	-	171,269
Transfers from other reserves	9.1	-	171,184	-	(171,184)
		6,321,324	2,825,709	3,256,746	238,868
Balance at end of the financial year		6,321,324	2,825,709	3,256,746	238,868

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2021		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		5,499,928	2,391,103	2,851,242	257,583
Surplus/(deficit) for the year		223,569	223,569	-	-
Net asset revaluation increment/(decrement)	6.2	23,974	-	23,974	-
Transfers to other reserves	9.1	-	(94,183)	-	94,183
Transfers from other reserves	9.1	-	112,982	-	(112,982)
		5,747,470	2,633,471	2,875,216	238,783
Balance at end of the financial year		5,747,470	2,633,471	2,875,216	238,783

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 2022

	Note	2022 Inflows/ (Outflows)	2021 Inflows/ (Outflows)
		\$'000	\$'000
Cash flows from operating activities			
Rates and charges		266,847	256,368
Statutory fees and fines		13,318	13,200
User fees		18,479	13,405
Grants – operating		71,207	78,146
Grants – capital		21,327	31,947
Contributions – monetary		77,411	71,092
Interest received		1,727	4,712
Trust funds and deposits taken		39,441	51,270
Net GST refund/payment		15,553	13,276
Employee costs		(142,862)	(129,291)
Materials and services		(198,825)	(174,396)
Trust funds and deposits repaid		(30,191)	(51,595)
Net cash provided by/(used in) operating activities	9.2	153,432	178,134
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(167,860)	(134,708)
Proceeds from sale of property, infrastructure, plant and equipment		3,813	3,504
Payments for investments		(111,568)	(171,115)
Proceeds from sale of investments		138,228	137,000
Net cash provided by/(used in) investing activities		(137,387)	(165,319)
Cash flows from financing activities			
Finance costs		(1,405)	(1,663)
Repayment of borrowings		(7,631)	(7,571)
Interest paid – lease liability		(869)	(868)
Repayment of lease liabilities		(1,455)	(1,217)
Net cash provided by/(used in) financing activities		(11,360)	(11,319)
Net increase (decrease) in cash and cash equivalents		4,686	1,496
Cash and cash equivalents at the beginning of the financial year		21,847	20,351
Cash and cash equivalents at the end of the financial year		26,534	21,847
Financing arrangements	5.6		
Restrictions on cash and cash equivalents	5.1(c)		

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 2022

	Note	2022	2021
Property		\$'000	\$'000
Land		50,032	16,588
Total land		50,032	16,588
Buildings		432	475
Building improvements		39	9
Total buildings		471	484
Total property		50,503	17,072
Plant and equipment			
Plant, machinery and equipment		1,059	1,829
Computers and telecommunications		8,512	7,445
Total plant and equipment		9,571	9,274
Infrastructure			
Roads		34,471	33,249
Bridges		1,381	372
Footpaths and cycleways		3,226	3,574
Drainage		3,702	1,585
Recreational, leisure and community facilities		61,886	65,373
Parks, open space and streetscapes		2,229	3,782
Other infrastructure		891	427
Total infrastructure		107,786	108,362
Total capital works expenditure		167,860	134,708
Represented by:			
New asset expenditure		110,187	83,245
Asset renewal expenditure		26,949	28,544
Asset expansion expenditure		861	602
Asset upgrade expenditure		29,863	22,317
Total capital works expenditure		167,860	134,708

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

Notes to the Financial Report

For the Year Ended 30 June 2022

Note 1 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 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

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.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

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, and disclosure has been made of any material changes to comparatives.

(b) Impact of COVID-19

The COVID-19 pandemic has had a significant impact on the operations of the City of Casey. As a result of the pandemic, the State Government declared a state of emergency on 16 March 2020 which was ended on 16 December 2021. Restriction during this period resulted in adverse impacts on Council service delivery.

During 2021/22 the COVID-19 pandemic continued to impact on Council's operations. Council has noted the following significant impacts on its financial operations:

- Revenue reductions – lower revenue from user fees of community facilities (\$1.5 million budget variance)
- Revenue foregone – as a result of a moratorium on penalty interest for unpaid rates (\$0.7 million budget variance)
- Additional costs – whilst council has incurred additional costs associated with addressing the pandemic, these were absorbed within the current year budget and available funding sources.

Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$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.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income and expenditure

	Budget 2022	Actual 2022	Variance 2022	Variance 2022	
Income	\$'000	\$'000	\$'000	%	Ref
Rates and charges	267,566	267,137	(429)	0%	
Statutory fees and fines	12,236	13,318	1,082	9%	1
User fees	17,555	15,353	(2,202)	-13%	2
Grants – operating	68,026	69,844	1,818	3%	3
Grants – capital	16,788	25,332	8,544	51%	4
Contributions – monetary	43,716	77,428	33,712	77%	5
Contributions – non monetary	120,000	132,023	12,023	10%	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	50	(1,710)	(1,760)	-3520%	7
Share of net profits/(losses) of associates and joint ventures	30	(155)	(185)	-617%	8
Other income	970	919	(51)	-5%	
Interest	752	1,857	1,105	147%	9
Total income	547,690	601,346	53,656	10%	
Expenses					
Employee costs	143,802	140,578	3,224	2%	10
Materials and services	205,487	194,752	10,735	5%	11
Depreciation	60,906	65,355	(4,449)	-7%	12
Amortisation – Right-out-use assets	1,645	1,777	(132)	-8%	
Bad and doubtful debts	45	477	(432)	-960%	13
Borrowing costs	1,705	1,400	305	18%	14
Finance costs – Leases	853	869	(16)	-2%	
Other expenses	6,722	3,814	2,908	43%	15
Total expenses	421,165	409,022	12,143	3%	
Surplus/(deficit) for the year	126,525	192,324	41,514	33%	

(i) Explanation of material variations

Variance	Item	Explanation
Ref		
1	Statutory fees and fines	Statutory fees were higher than budget mainly due to increased levels of new development and planning activity, resulting in higher fees for town planning, building services and subdivisions & engineering fees as well as animal registration fees received.
2	User fees	Lower user fees were mainly due to the closure of Leisure & Community Facilities as a result of COVID-19 restrictions in the first half of the year and lower fees relating to Family Day Care services due to this service ceasing as at December 21.
3	Grants – operating	Grants are higher than budget due to advance payment of the VGC grant (75% in advance) and due to higher number of unbudgeted grants received during the year in lieu of new funded initiatives.
4	Grants – capital	Capital Grants were higher than budget due to additional grants, timing of project milestones and project delivery, some were delayed from prior years.
5	Contributions – monetary	Higher contributions mainly within Developer Contributions due to higher 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.
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Higher than usual net loss on disposal of assets were due to unexpected losses on disposals and write offs as new replacement infrastructure assets are commissioned.
8	Share of net profits/(losses) of associates and joint ventures	Loss incurred by the Casey Cardinia Library Corporation due to increase in expenses across the major expense line items.
9	Interest	Interest on investments is higher than budget, following higher interest rates, seen in the second half of the financial year and higher than budget cash balances triggered by higher developer contributions received and lower capital spend than budget.
10	Employee costs	Employee costs were lower than budget mainly due to vacancies across the Council Departments.
11	Materials and services	Materials and services costs were lower than budget mainly due to lower reimbursements of Council Developer Contributions and lower Family Day Care, payments to educators due to exiting this service in December 21.
12	Depreciation	Depreciation expense was higher than budget and underpinned by the higher than expected levels of WIP (buildings) capitalised and contributed assets.
13	Bad and doubtful debts	Bad and doubtful debts were above budget due to higher provision for unpaid infringements.
14	Borrowing Cost	Lower costs due to budgeted new Loan borrowing being deferred to future years.
15	Other expenses	Other expenses were below budget due to lower than expected landfill costs.

2.1.2 Capital Works

	Current Year Budget 2022	Carry- forward Budget 2022	Total Budget 2022	Actual 2022	Variance 2022	Variance 2022	
Property	\$'000	\$'000	\$'000	\$'000	\$'000	%	Ref
Land	533	51,412	51,945	50,032	(1,913)	-4%	1
Total Land	533	51,412	51,945	50,032	(1,913)	-4%	
Building	-	2,803	2,803	432	(2,371)	-85%	2
Building Improvements	-	79	79	39	(40)	-50%	
Total buildings	-	2,882	2,882	471	(2,411)	-84%	
Total property	533	54,295	54,828	50,503	(4,325)	-8%	
Plant and equipment							
Plant, machinery and equipment	3,030	124	3,154	1,059	(2,095)	-66%	3
Computers and telecommunications	10,713	5,068	15,781	8,512	(7,269)	-46%	4
Total plant and equipment	13,743	5,193	18,936	9,571	(9,365)	-49%	
Infrastructure							
Roads	42,117	34,672	76,789	34,471	(42,318)	-55%	5
Bridges	212	2,531	2,743	1,381	(1,362)	-50%	6
Footpaths and cycleways	4,159	653	4,812	3,226	(1,586)	-33%	7
Drainage	6,715	3,192	9,907	3,702	(6,205)	-63%	8
Recreational, leisure and community facilities	74,760	25,179	99,939	61,886	(38,053)	-38%	9
Parks, open space and streetscapes	3,310	12,329	15,639	2,229	(13,410)	-86%	10
Other infrastructure	2,951	233	3,184	891	(2,293)	-72%	11
Total infrastructure	134,224	78,789	213,013	107,786	(105,227)	-49%	
Total capital works expenditure	148,500	138,276	286,776	167,860	(118,916)	-41%	
Represented by:							
	90,526	93,131	183,657	110,187	(73,470)	-40%	
Asset renewal expenditure	32,576	15,778	48,353	26,949	(21,404)	-44%	
Asset expansion expenditure	2,891	1,025	3,916	861	(3,055)	-78%	
Asset upgrade expenditure	22,508	28,342	50,850	29,863	(20,987)	-41%	
Total capital works expenditure	148,500	138,276	286,776	167,860	(118,916)	-41%	

(i) Explanation of material variations

Variance	Item	Explanation
Ref		
1	Land	Land purchases by Council have been slightly lower than budget, these deals are still in negotiations and are expected to be completed in the future.
2	Buildings	There were building projects that are running behind schedule and expect to be completed in 2022/23. Many of the delays are as a result of COVID-19 impacts at the start of the year and supply chain issues.
3	Plant, machinery and equipment	The lower than budget plant machinery and equipment expenditure has been impacted by delays in the replacement plant that has either not occurred due to supply chain issues or has been reduced due to changes to operating procedures (Fleet Policy).
4	Computers and telecommunications	The lower than budget computers and telecommunications expenditure is due to delays in some of the technology Project implementations impacted by staff shortages and resourcing and supply chain issues.
5	Roads	The lower than budget expenditure is due to a number of extremely large multi-year projects being delayed as a result of external approvals together with COVID-19 impacts and supply chain issues.
6	Bridges	The lower than budget expenditure variance is due to delays in procurement plans and schedules which were impacted by COVID-19 and supply chain issues.
7	Footpaths and cycleways	The lower than budget expenditure variance is due to delays in procurement plans and schedules which were impacted by COVID-19 and supply chain issues.
8	Drainage	The lower than budget expenditure variance is due to delays in approvals, procurement plans and schedules which were impacted by COVID-19 and supply chain issues.
9	Recreational, leisure and community facilities	The current variance is a result of various projects which are currently experiencing delays as a result of COVID-19 impacts and supply chain issues. They are anticipated to be completed or be well underway in the 2022/23 financial year.
10	Parks, open space and streetscapes	The lower than budget expenditure variance is due to delays in approvals, procurement plans and schedules which were impacted by COVID-19 and supply chain issues.
11	Other infrastructure	The budget included in this category is expended across many projects in other categories for recharge of project managers time, this has been impacted by delays in completion of other projects.

Note 2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 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, Statutory Planning and Building Services, City and Asset Planning and Growth and Investment.

2.2.2 Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
2022	\$'000	\$'000	\$'000	\$'000	\$'000
Customer and Business Transformation	10	28,371	(28,361)	10	3,573
Corporate Services	297,669	28,277	269,392	23,598	2,847,754
Community Life	79,582	136,025	(56,443)	66,094	645,076
City Planning and Infrastructure	224,086	216,349	7,737	5,474	3,013,240
	601,347	409,022	192,324	95,176	6,509,642
2021	\$'000	\$'000	\$'000	\$'000	\$'000
Customer and Business Transformation	445	27,009	(26,564)	445	4,378
Corporate Services	280,326	28,349	251,976	20,309	2,648,726
Community Life	77,326	128,146	(50,820)	61,579	631,706
City Planning and Infrastructure	236,170	187,193	48,976	6,955	2,656,463
	594,267	370,698	223,569	89,289	5,941,273

Note 3 Funding for the delivery of our services

3.1 Rates and charges

	2022	2021
	\$'000	\$'000

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district.

The CIV of a property is its Capital Improved Value.

The valuation base used to calculate general rates for 2021/22 was \$84.465 billion (2020/21 \$81.726 billion).

Residential	195,041	185,684
Commercial	12,158	12,816
Industrial	7,021	6,864
Farm/Rural	1,490	1,441
Supplementary rates and rate adjustments	3,036	5,063
Interest on rates and charges	1,194	(8)
Garbage Charge	47,197	42,337
Total rates and charges	267,137	254,197

The date of the latest general revaluation of land for rating purposes within the municipal district was 01/01/2022, and the valuation will be first applied in the rating year commencing 1 July 2022.

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

	2022	2021
	\$'000	\$'000
Infringements and costs	1,760	1,507
Town planning fees	1,978	1,858
Building	859	873
Land information certificates	339	312
Subdivision Fees	5,042	4,726
Animal registration and fines	2,405	2,653
Health registration and fees	890	1,238
Elections	41	26
Fire management	3	7
Total statutory fees and fines	13,318	13,200

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

	2022	2021
	\$'000	\$'000
Client fees – community care	991	1,159
Client fees – family day care	270	1,467
Leisure centre and recreation	1,861	1,153
Kindergarten fees	1,978	4,589
Hire fees – council facilities	2,559	1,337
Pound release fees	404	246
Building services	1,321	1,107
Re-infrastructure/road opening fees	271	320
Recoveries	2,215	1,326
Reimbursements	1,531	1,824
Other fees and charges	1,952	1,839
Total user fees	15,353	16,367

User fees by timing of revenue recognition		
User fees recognised at a point in time	15,353	16,367
Total user fees	15,353	16,367

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:

	2022	2021
Summary of grants	\$'000	\$'000
Commonwealth funded grants	38,097	39,642
State funded grants	57,079	49,647
Total grants received	95,176	89,289

(a) Operating Grants

	2022	2021
Recurrent – Commonwealth Government	\$'000	\$'000
Connected Communities	8,499	9,980
Child Youth and Family	754	4,958
Safer Communities	6	12
Financial Assistance Grants	23,421	19,651
Recurrent – State Government		
Connected Communities	3,732	3,432
Child Youth and Family	26,739	22,020
Growth and Investment	-	5
Safer Communities	1,477	1,381
Total recurrent operating grants	64,627	61,438

	2022	2021
Non-recurrent – Commonwealth Government	\$'000	\$'000
Community Safety	-	583
Active Communities	-	21
Non-recurrent – State Government		
Active Communities	202	241
Arts and Cultural Development	-	18
Child Youth and Family	1,731	2,334
City and Asset Planning	118	121
City Presentation	88	2,357
Connected Communities	863	1,694
Finance and Rates	109	107
Growth and Investments	1,201	471
Safer Communities	543	551
Statutory Planning and Building	115	19
Strategy & Business Intelligence	9	107
Business Transformation & Innovation	-	58
Customer & Digital	1	99
Technology	-	180
People and Culture	69	551
Sustainability & Waste Management	168	1,178
Total non-recurrent operating grants	5,217	10,691
Total operating grants	69,844	72,129

(b) Capital Grants

	2022	2021
Recurrent – Commonwealth Government	\$'000	\$'000
Victorian Grants Commission (Local roads)	3,783	2,804
Roads to recovery	1,634	1,634
Total recurrent capital grants	5,417	4,438
Non-recurrent – State Government		
Infrastructure & Capital Projects	19,915	12,723
Total non-recurrent capital grants	19,915	12,723
Total capital grants	25,332	17,160

(c) Unspent grants received on condition that they be spent in a specific manner

	2022	2021
Operating	\$'000	\$'000
Balance at start of year	8,761	2,267
Received during the financial year and remained unspent at balance date	4,989	8,761
Received in prior years and spent during the financial year	(4,864)	(2,267)
Balance at year end	8,886	8,761

Capital		
Balance at start of year	21,007	6,335
Received during the financial year and remained unspent at balance date	9,671	21,007
Received in prior years and spent during the financial year	(13,544)	(6,335)
Balance at year end	17,134	21,007

(d) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 Revenue from Contracts with Customers. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

	2022	2021
Income recognised under <i>AASB 1058 Income of Not-for-Profit Entities</i>	\$'000	\$'000
General purpose	27,204	22,455
Specific purpose grants to acquire non-financial assets	23,698	15,527
Other specific purpose grants	44,274	51,308
	95,176	89,289

3.5 Contributions

	2022	2021
	\$'000	\$'000
Monetary	77,428	71,092
Non-monetary	132,023	149,328
Total contributions	209,451	220,420

Contributions of non monetary assets were received in relation to the following asset classes		
Land	54,365	56,180
Buildings	246	150
Roads	39,448	52,253
Other infrastructure	37,964	40,745
Total non-monetary contributions	132,023	149,328

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

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

	2022	2021
	\$'000	\$'000
Proceeds of sale	3,813	3,504
Written down value of assets disposed	(5,523)	(6,853)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,710)	(3,349)

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

	2022	2021
	\$'000	\$'000
Interest	1,857	3,007
Other rent	919	944
Total other income	2,776	3,951

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

	2022	2021
	\$'000	\$'000
Wages and salaries	120,264	115,323
WorkCover	3,769	3,001
Superannuation	11,975	11,087
Fringe benefits tax	172	255
Other	4,397	5,248
Total employee costs	140,578	134,913

(b) Superannuation

Council made contributions to the following funds:

	2022	2021
Defined benefit fund	\$'000	\$'000
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	247	291
	247	291
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	6,180	5,895
Employer contributions – other funds	5,614	4,906
	11,794	10,801
Employer contributions payable at reporting date.	1,341	1,282

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

4.2 Materials and services

	2022	2021
	\$'000	\$'000
Building maintenance	5,726	5,696
General maintenance	41,969	44,249
Utilities	9,574	7,769
Office administration	41,438	38,311
Information technology	6,265	5,664
Insurance	2,518	2,283
Consultants	4,636	4,262
Rebate and Reimbursements	967	4,949
Council Developer Contributions	36,889	15,503
Waste Management	44,769	38,226
Total materials and services	194,752	166,913

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

	2022	2021
	\$'000	\$'000
Property	19,006	17,467
Plant and equipment	5,338	5,804
Infrastructure	41,011	36,286
Total depreciation	65,355	59,557

Refer to note 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

	2022	2021
	\$'000	\$'000
Property	138	12
Vehicles	1,510	1,398
Other equipment	129	179
Total Amortisation – Right of use assets	1,777	1,589

4.5 Bad and doubtful debts

	2022	2021
	\$'000	\$'000
Parking fine debtors	46	284
Other debtors	431	139
Total bad and doubtful debts	477	423

Movement in provision for doubtful debts

	2022	2021
	\$'000	\$'000
Balance at the beginning of the year	1,884	1,519
New provisions recognised during the year	476	423
Amounts already provided for and written off as uncollectible	(14)	(58)
Balance at end of year	2,346	1,884

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.

4.6 Borrowing costs

	2022	2021
	\$'000	\$'000
Interest – Borrowings	1,400	1,651
Total borrowing costs	1,400	1,651

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

	2022	2021
	\$'000	\$'000
Interest – Lease Liabilities	869	868
Total finance costs	869	868

4.8 Other expenses

	2022	2021
	\$'000	\$'000
Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals	97	63
Auditors' remuneration – Internal	76	83
Councillors' allowances	663	630
Leases	73	138
Grants and contributions	4,853	4,455
Increase/(Decrease) in landfill provision	(1,947)	(585)
Total other expenses	3,814	4,784

Note 5 Our financial position

5.1 Financial assets

	2022	2021
	\$'000	\$'000
(a) Cash and cash equivalents		
Current		
Cash on hand	40	34
Cash at bank	6,460	3,905
Term deposits	20,035	17,909
Total cash and cash equivalents	26,534	21,847
(b) Other financial assets		
Term deposits – current	294,574	327,234
Term deposits – non-current	14,000	8,000
Total other financial assets	308,574	335,234
Total financial assets	335,108	357,081
(c) Councils cash and cash equivalents and other financial assets are subject to external restrictions that limit amounts available for discretionary use. These include:		
• Trust funds and deposits (Note 5.3)	40,019	30,868
• Government grants received in advance for the use of Capital Works	17,134	21,007
Total restricted funds	57,153	51,875
Total unrestricted cash and cash equivalents and other financial assets	277,955	305,206

Intended allocations

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

	2022	2021
	\$'000	\$'000
• Developer Contributions	103,546	158,771
• General Reserves to fund operating activities	49,933	34,184
Asset Reserves to fund capital works program	85,390	45,829
Total funds subject to intended allocations	238,870	238,785

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

	2022	2021
(d) Trade and other receivables	\$'000	\$'000
Current		
Statutory receivables		
Rates debtors	24,595	23,709
Special rate assessment	391	521
Infringement debtors	2,502	2,116
Provision for doubtful debts – infringements	(2,038)	(1,575)
Net GST receivable	5,111	3,789
Other receivable	442	315
Non statutory receivables		
Trade and other receivables	4,659	7,147
Provision for doubtful debts – other debtors	(309)	(309)
Total current trade and other receivables	35,353	35,712

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.

(e) 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)	3,007	4,918
Past due by up to 30 days	245	234
Past due between 31 and 180 days	588	1,185
Past due between 181 and 365 days	122	230
Past due by more than 1 year	386	270
Total trade and other receivables	4,348	6,838

5.2 Non-financial assets

	2022	2021
(a) Other assets	\$'000	\$'000
Prepayments	1,874	1,370
Other	799	669
Total other assets	2,673	2,039

5.3 Payables, trust funds and deposits and unearned income/revenue

	2022	2021
(a) Trade and other payables	\$'000	\$'000
Current		
Non-statutory payables		
Trade payables	28,628	26,449
Accrued expenses	3,120	4,492
Statutory payables		
Net GST payable	396	285
Total trade and other payables	32,144	31,227

	2022	2021
(b) Trust funds and deposits	\$'000	\$'000
Current		
Refundable deposits	81	78
Fire services levy	578	678
Retention amounts	37,862	28,566
Other refundable deposits	1,498	1,547
Total trust funds and deposits	40,019	30,868

	2022	2021
(c) Unearned income	\$'000	\$'000
Current		
Income received in advance – operating	10,110	8,761
Grants received in advance – capital	17,134	21,007
Total unearned income	27,244	29,768

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from state/commonwealth government. Unearned income/revenue are derecognised as and when the terms of the agreement is fulfilled. Refer to Note 3.

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 number of circumstances, including in relation to building works, tender deposits, contract deposits and use of civic facilities.

Fire Service Levy – Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts – Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

5.4 Interest-bearing liabilities

	2022	2021
Current	\$'000	\$'000
Borrowing secured	7,808	7,631
	7,808	7,631
Non-current		
Borrowings secured	30,549	38,358
	30,549	38,358
Total	38,358	45,989
Borrowings are secured by the rates of the Council		
(a) The maturity profile for Council's borrowings is:		
Not later than one year	7,808	7,631
Later than one year and not later than five years	30,550	32,706
Later than five years	-	5,651
	38,358	45,989

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
2022	\$'000	\$'000	\$'000
Balance at beginning of the financial year	31,241	11,411	42,651
Increase/(decrease) in provisions	5,550	(905)	4,645
Amounts used	(5,551)	(1,104)	(6,655)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(910)	(1,022)	(1,932)
Balance at the end of the financial year	30,330	8,380	38,710
2021	\$'000	\$'000	\$'000
Balance at beginning of the financial year	28,099	13,114	41,213
Additional provisions	5,128	(847)	4,282
Amounts used	(2,717)	(1,119)	(3,836)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	731	263	994
Balance at the end of the financial year	31,241	11,411	42,651

(a) Employee provisions

	2022	2021
Current provisions expected to be wholly settled within 12 months	\$'000	\$'000
Annual leave	8,603	8,628
Long service leave	2,645	2,891
Retirement gratuity	94	89
	11,342	11,607
Current provisions expected to be wholly settled after 12 months		
Annual leave	3,392	3,082
Long service leave	11,572	12,861
	14,964	15,943
Total current employee provisions	26,306	27,550
Non-current		
Long service leave	4,014	3,672
Retirement gratuity	10	20
Total non-current employee provisions	4,024	3,691
Aggregate carrying amount of employee provisions:		
Current	26,306	27,550
Non-current	4,024	3,691
Total aggregate carrying amount of employee provisions	30,330	31,241

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

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:	2022	2021
Discount rate	3.69%	1.49%
Wage index rate	3.85%	3.00%

	2022	2021
(b) Landfill restoration	\$'000	\$'000
Current	1,119	1,197
Non-current	7,261	10,213
	8,380	11,411

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 \$8.380 million, inclusive of ongoing operational costs of up to \$1.119 million per annum for up to 12 years.

A provision of \$8.380 million (2020/21 \$11.411 million) is provided, based on the net present value of the estimated ongoing site management and monitoring costs over 12 years from 2021/22.

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:	2022	2021
Discount rate	3.30%	0.88%
Index rate	3.00%	3.00%

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30th June

	2022	2021
	\$'000	\$'000
Credit card facilities	120	85
Other borrowing facilities	38,936	46,567
Total facilities	39,056	46,652
Used facilities	38,391	46,018
Unused facilities	665	634

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.

2022	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	288	-	-	-	288
Auditing Services	127	132	209	-	467
Building Cleansing	2,752	2,878	2,966	-	8,596
Energy Supply	9,027	8,510	19,234	24,907	61,679
Environmental Health Services	2,495	2,299	-	-	4,794
Facilities Management	125	131	-	-	256
Graffiti Removal	336	348	31	-	714
Home Care Services	48	-	-	-	48
Information Technology	5,077	4,066	6,999	-	16,142
Leisure Centre Management	3,152	2,151	-	-	5,303
Open Space Management	16,364	13,819	14,766	-	44,949
Professional Services	6,206	4,838	22	-	11,066
Property Valuation	392	264	-	-	656
Records Management	201	210	-	-	411
Street Cleansing	759	-	-	-	759
Telecommunications	130	-	-	-	130
Waste Management	39,149	34,476	107,138	33,784	214,547
Total	86,629	74,121	151,364	58,691	370,805
Capital					
Buildings	50,553	-	-	-	50,553
Roads	8,576	-	-	-	8,576
Other Capital Works	5,770	-	-	-	5,770
Total	64,899	-	-	-	64,899

2021	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	825	287	-	-	1,112
Building Cleansing	3,051	-	-	-	3,051
Energy Supply	6,567	5,350	15,721	30,765	58,403
Environmental Health Services	2,643	571	-	-	3,215
Graffiti Removal	394	43	4	-	440
Home Care Services	349	-	-	-	349
Information Technology	6,825	1,134	341	-	8,301
Leisure Centre Management	1,211	1,248	658	-	3,117
Open Space Management	16,866	13,293	17,264	-	47,423
Professional Services	5,161	3,000	2,318	-	10,478
Records Management	94	-	-	-	94
Street Cleansing	1,359	592	-	-	1,950
Telecommunications	660	-	-	-	660
Waste Management	37,069	37,349	77,299	22,295	174,012
Total	83,074	62,867	113,604	53,060	312,605

Capital					
Buildings	52,432	-	-	-	52,432
Roads	24,320	-	-	-	24,320
Other capital works	5,499	-	-	-	5,499
Total	82,250	-	-	-	82,250

(b) Operating lease receivables

Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2022	2021
	\$'000	\$'000
Not later than one year	1,068	2,121
Later than one year and not later than five years	2,161	5,461
Later than five years	3,320	7,945
Total	6,549	15,527

5.8 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.

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.

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.

The City Of Casey has 4 peppercorn leases and 7 Low value assets on land and buildings, use of these properties is restricted to community service and welfare activities.

Right-of-Use Assets	Property	Vehicles	Office Equipment	Total
	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2021	504	12,202	209	12,915
Additions	-	-	-	-
Amortisation charge	(129)	(1,510)	(138)	(1,777)
Balance at 30 June 2022	375	10,692	71	11,138

Lease Liabilities	2022	2021
Maturity analysis – contractual undiscounted cash flows	\$'000	\$'000
Less than one year	2,267	2,324
One to five years	8,431	8,658
More than five years	4,252	6,293
Total undiscounted lease liabilities as at 30 June:	14,951	17,275

Lease liabilities included in the Balance Sheet at 30 June:		
Current	1,499	1,455
Non-current	10,346	11,845
Total lease liabilities	11,845	13,300

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:	2022	2021
	\$'000	\$'000
Short-term leases	-	-
Leases of low value assets	1	1
Total	1	1
Variable lease payments (not included in measurement of lease liabilities)	-	-

Non-cancellation 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	1
Later than one year but not later than five	2	4
Total lease commitments	3	5

Note 6 Assets we manage

6.1 Non current assets classified as held for sale

	2022	2021
	\$'000	\$'000
Cost of acquisition	3,236	-
Total non current assets classified as held for sale	3,236	-

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2021	Additions	Contributions	Revaluation	Depreciation	Disposal	Write- off	Transfers	At Fair Value 30 June 2022	Carrying amount 30 June 2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	2,762,817	-	54,365	171,658	-	(285)	-	34,407	(3,236)	3,019,726
Buildings	501,501	-	246	(247)	(19,006)	(266)	-	23,775	-	506,003
Plant and equipment	17,733	-	-	-	(5,338)	(693)	-	3,216	-	14,918
Infrastructure	2,182,784	-	77,412	210,119	(41,011)	(4,279)	-	40,019	-	2,465,045
Work in progress	64,132	167,860	-	-	-	-	(18,536)	(101,417)	-	112,039
Total	5,528,968	167,860	132,023	381,530	(65,355)	(5,523)	(18,536)	-	(3,236)	6,117,731

Summary of Work in Progress	Opening WIP	Additions	Write-off	WIP Reclass	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property – Land	1,287	50,032	(42)	-	(34,407)	16,870
Property – Buildings	1,019	471	(143)	24,139	(23,775)	1,711
Plant and equipment	1,685	9,571	(8,987)	1,394	(3,216)	447
Infrastructure	60,141	107,786	(9,364)	(25,533)	(40,019)	93,011
Total	64,132	167,860	(18,536)	-	(101,417)	112,039

(a) Property

	Land – specialised	Land – non specialised	Land Improvements	Total Land & Land Improvements	Buildings specialised	Buildings – non specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2021	1,440,383	1,322,434	-	2,762,817	649,238	97,263	746,501	2,306	3,511,624
Accumulated depreciation at 1 July 2021	-	-	-	-	(191,648)	(53,352)	(245,000)	-	(245,000)
	1,440,383	1,322,434	-	2,762,817	457,590	43,911	501,501	2,306	3,266,624
Movements in fair value									
Additions	8,178	26,229	-	34,407	22,823	952	23,775	-	58,182
Contributions	9,584	44,781	-	54,365	225	21	246	-	54,611
Revaluation	49,455	122,203	-	171,658	-	(247)	(247)	-	171,411
Disposal	-	(285)	-	(285)	(67)	(681)	(748)	-	(1,033)
Write-off	-	-	-	-	-	-	-	(185)	(185)
Acquisition of WIP assets at cost	-	-	-	-	-	-	-	50,503	50,503
Transfers	1,200	(4,436)	-	(3,236)	-	-	-	(58,182)	(61,418)
WIP Reiclass	6,610	(6,610)	-	-	(4,003)	4,003	-	24,139	24,139
	75,027	181,882	-	256,909	18,978	4,048	23,026	16,275	296,210

(a) Property (continued)

	Land – specialised \$'000	Land – non specialised \$'000	Land Improvements \$'000	Land & Land Improvements \$'000	Buildings specialised \$'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	-	-	-	-	(2,549)	(16,457)	(19,006)	-	-	(19,006)
Accumulated depreciation of disposals	-	-	-	-	-	482	482	-	-	482
Revaluation increments/ decrements	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	(2,549)	(15,975)	(18,524)	-	-	(18,524)
At fair value										
30 June 2022	1,515,410	1,504,316	-	3,019,726	668,216	101,311	769,527	18,581	3,807,834	
Accumulated depreciation at 30 June 2022	-	-	-	-	(194,197)	(69,327)	(263,524)	-	-	(263,524)
Carrying amount	1,515,410	1,504,316	-	3,019,726	474,019	31,984	506,003	18,581	3,544,310	

(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 2021	15,311	15,249	16,012	46,572	1,685	48,257
Accumulated depreciation at 1 July 2021	(9,053)	(8,153)	(11,634)	(28,839)	-	(28,839)
	6,258	7,096	4,378	17,733	1,685	19,418
Movements in fair value						
Additions	1,086	785	1,345	3,216	-	3,216
Disposal	(2,198)	-	-	(2,198)	-	(2,198)
Acquisition of WIP assets at cost	-	-	-	-	9,571	9,571
Write-off	-	-	-	-	(8,987)	(8,987)
Transfers	-	-	-	-	(3,216)	(3,216)
WIP reclass	-	-	-	-	1,394	1,394
	(1,112)	785	1,345	1,018	(1,238)	(220)
Movements in accumulated depreciation						
Depreciation and amortisation	(1,894)	(1,294)	(2,150)	(5,338)	-	(5,338)
Accumulated depreciation of disposals	1,505	-	-	1,505	-	1,505
Impairment losses recognised in operating result	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
	(389)	(1,294)	(2,150)	(3,833)	-	(3,833)
At fair value 30 June 2022	14,199	16,034	17,357	47,590	447	48,037
Accumulated depreciation at 30 June 2022	(9,442)	(9,447)	(13,784)	(32,672)	-	(32,672)
Carrying amount	4,757	6,587	3,573	14,918	447	15,365

(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 2021	1,392,740	69,798	199,577	773,824	136,837	29,798	130,168	47,824	2,780,564	60,141	2,840,705
Accumulated depreciation at 1 July 2021	(234,481)	(14,361)	(46,104)	(153,187)	(52,662)	(17,113)	(71,969)	(7,906)	(597,780)	-	(597,780)
	1,158,259	55,438	153,473	620,637	84,175	12,685	58,199	39,919	2,182,784	60,141	2,242,925
Movements in fair value											
Additions	13,868	698	3,356	5,405	10,883	46	3,775	1,987	40,018	-	40,018
Contribution	37,964	2,601	6,872	27,054	173	-	2,748	-	77,412	-	77,412
Revaluations	174,782	-	8,152	70,753	124	-	-	7,304	261,115	-	261,115
Disposal	(3,554)	-	(1,171)	(3,562)	(765)	-	(1,237)	(165)	(10,454)	-	(10,454)
Write-off	-	-	-	-	-	-	-	-	-	(9,364)	(9,364)
Acquisition of WIP assets at cost	-	-	-	-	-	-	-	-	-	107,786	107,786
Transfers	-	-	-	-	-	-	-	-	-	(40,019)	(40,019)
WIP Reiclass	-	-	-	-	-	-	-	-	-	(25,533)	(25,533)
	223,060	3,299	17,209	99,650	10,415	46	5,286	9,126	368,091	32,870	400,961

(c) Infrastructure (continued)

	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
Movements in accumulated depreciation											
Depreciation and amortisation	(16,065)	(945)	(3,405)	(8,448)	(4,258)	(1,509)	(5,342)	(1,039)	(41,011)	-	(41,011)
Accumulated depreciation of disposals	3,295	-	512	517	637	-	1,092	124	6,177	-	6,177
Revaluation increments/decrements	(27,778)	-	(4,784)	(17,295)	(233)	-	(127)	(778)	(50,995)	-	(50,995)
Transfers	-	-	-	-	(292)	-	218	74	-	-	-
	(40,548)	(945)	(7,677)	(25,226)	(4,146)	(1,509)	(4,159)	(1,619)	(85,829)	-	(85,829)
At fair value 30 June 2022	1,615,800	73,097	216,786	873,474	147,252	29,844	135,454	56,950	3,148,657	93,012	3,241,669
Accumulated depreciation at 30 June 2022	(275,029)	(15,306)	(53,781)	(178,413)	(56,808)	(18,622)	(76,128)	(9,525)	(683,612)	-	(683,612)
Carrying Amount	1,340,771	57,791	163,005	695,061	90,444	11,222	59,326	47,425	2,465,045	93,012	2,558,057

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	2-17 years	2
• fixtures, fittings and furniture	4-10 years	2
Computers and telecommunications	5 years	2
Infrastructure		
• road – pavements	26-108 years	10
• road – seals	5-77 years	10
• roads – kerb, channel and minor culverts and traffic management	15-100 years	10
• car parks	24-68 years	5
• bridges – deck	39-119 years	5
• bridges – structures	39-119 years	5
Footpaths and cycleways	12-83 years	5
Drainage	20-100 years	5
Outdoor sports facilities	9-125 years	5
Waste Management	10-50 years	5
Open space and landscaping community facilities	9-150 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 in 2021/2022 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 and Civil Infrastructure in 2021/22.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	1,504,316	-	30-Jun-22
Specialised Land	-	-	1,515,410	30-Jun-22
Specialised Buildings	-	-	458,622	30-Jun-20
Non Specialised Buildings	-	47,383	-	30-Jun-20
Total	-	1,551,699	1,974,032	

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with Council adopted Asset Valuation Policy and Asset Valuation Manual and conducted by professional qualified engineers.

The date of the current valuation is detailed in the following table. Revaluation of Roads, Paths and Off-street car parks and Stormwater drainage was conducted in 2021/22. Revaluation of Parks, Open spaces and streetscape assets was conducted in 2020/21. Bridges and Waste management assets were revalued in 2019/20.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	1,340,771	30-Jun-22
Bridges	-	-	57,791	30-Jun-20
Footpaths and cycleways	-	-	163,005	30-Jun-22
Drainage	-	-	695,061	30-Jun-22
Outdoor Sports facilities	-	-	90,444	30-Jun-21
Waste Management	-	-	11,222	30-Jun-20
Parks, open space and streetscapes	-	-	59,326	30-Jun-21
Off Street car parks	-	-	47,425	30-Jun-22
Total	-	-	2,465,045	

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 per cent and 95 per cent. 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 current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$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 current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. Replacement 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 rates is available, rates are estimated using the following:

- 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 five years to 119 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 changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2022	2021
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	566,069	528,911
Parks and reserves	896,443	859,581
Community Facilities	47,520	46,982
Corporate	5,378	4,909
Total specialised land	1,515,410	1,440,383

6.3 Investments in associates, joint arrangements and subsidiaries

	2022	2021
	\$'000	\$'000
(a) Investments in associates		
Casey Cardinia Library	4,127	4,263
<i>Background</i>		
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 74.049% of its net equity.		
Fair value of Council's investment in Casey Cardinia Library	4,127	4,263
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	4,263	4,058
Reported surplus(deficit) for year	(136)	205
Council's share of accumulated surplus(deficit) at end of year	4,127	4,263
Council's share of expenditure commitments		
Operating commitments	86	103
Council's share of expenditure commitments	86	103

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. With changes to the *Local Government Act 1989*, Council is currently reviewing its library service model.

Committees of management

Council's policy is to seek all committees of Management to incorporate pursuant to the *Associations Incorporation Reform Act 2021*. The adopted incorporated Committee of Management structure provides committees with power and autonomy to effectively manage and plan for the long term future of the facility they utilise. The operation 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 buildings managed by Committees of Management are owned by Council and have been brought to account as assets of Council.

(b) Investments in associates

	2022	2021
	\$'000	\$'000
Narre Warren User Group	276	295
<i>Background</i>		
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 (2020/21 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)		
Summarised statement of comprehensive income		
Council's share of accumulated surplus(deficit) at start of year	295	308
Reported surplus (deficit) for year	(19)	(13)
Total comprehensive result	276	295
Movement in carrying value of specific investment		
Carrying value of investment at start of year	295	308
Share of surplus (deficit) for year	(19)	(13)
Carrying value of investment at end of year	276	295
Net Assets	276	295

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.

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

Note 7 People and Relationships

7.1 Council and key management remuneration

	2022	2021
	No.	No.
(a) Related Parties		
<i>Parent entity</i>		
The City of Casey is the parent entity		
<i>Subsidiaries and Associates</i>		
Interests in subsidiaries and associates are detailed in Note 6.3.		
(b) Key Management Personnel		
Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Casey City Council. The Administrators, Chief Executive Officer and Directors are deemed KMP.		
Administrators		
Ms Noelene Duff PSM – Chair of Administrator Panel		
Mr Cameron Boardman		
Mr Miguel Belmar		
Total Number of Administrator Panel Members	3	3
Executive Leadership Team		
Chief Executive Officer, Mr Glenn Patterson		
Director, Customer and Business Transformation, Ms Jen Bednar		
Director, City Planning and Infrastructure, Mr James Collins		
Director, Community Life, Mr Steve Coldham – to 3 April 2022		
Director, Community Life, Ms Colette McMahon – from 4 April 2022		
Director, Corporate Services, Ms Sheena Frost – to 9 July 2021		
Director, Corporate Services, Ms Holly De Kretser – from 10 July 2021 to 8 October 2021		
Director, Corporate Services, Ms Keri New – from 9 October 2021 to 31 March 2022		
Director, Corporate Services, Mr Steve Coldham – from 4 April 2022		
Total of Chief Executive Officer and other Key Management Personnel	5	5
Total Key Management Personnel	8	8
	2022	2021
(c) Remuneration of Key Management Personnel	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,128	2,067
Long-term benefits	37	36
Post-employment benefits	175	168
Termination benefits	24	-
Total	2,364	2,271

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2022	2021
	No.	No.
\$160,000 – \$169,999	2	2
\$240,000 – \$249,999	1	-
\$260,000 – \$269,999	-	1
\$270,000 – \$279,999	1	-
\$280,000 – \$289,999	-	1
\$290,000 – \$299,999	-	1
\$300,000 – \$309,999	-	1
\$310,000 – \$319,999	1	1
\$330,000 – \$339,999	1	-
\$350,000 – \$359,999	1	-
\$480,000 – \$489,999	1	1
	8	8

(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:

	2022	2021
Income range:	No.	No.
<\$151,000	1	-
\$151,000 – \$159,999	1	-
\$160,000 – \$169,999	8	6
\$170,000 – \$179,999	8	4
\$180,000 – \$189,999	3	2
\$190,000 – \$199,999	5	3
\$200,000 – \$209,999	1	4
\$210,000 – \$219,999	2	5
\$220,000 – \$229,999	6	9
\$230,000 – \$239,999	7	1
\$240,000 – \$249,999	3	1
\$270,000 – \$279,999	1	-
	46	35
Total Remuneration for the reporting year for Senior Officers included above, amounted to (\$'000)	9,149	7,034

7.2 Related party disclosure

	2022	2021
(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	7,146	7,076
Provision of financial and other services to the Casey Cardinia Library Corporation	(34)	(34)
	7,112	7,042
Procurement Australia		
Provision of Professional Services	39	39
	39	39

(b) Outstanding balances with related parties

There were no outstanding balances with related parties that required disclosure during the 2021-22 or 2020-21 reporting years.

(c) Loans to/from related parties

No loans have been made, guaranteed, or secured by Council to related parties during the 2021-22 or 2020-21 reporting years.

(d) Commitments to/from related parties

No commitments have been made, guaranteed, or secured by Council to related parties during the 2021-22 or 2020-21 reporting years.

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. At balance date the Council is not aware of any contingent assets.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

The following are potential contingencies to be considered by council at the balance sheet date.

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 2022. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 are \$230K.

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 was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six year liability period following the cessation of the Scheme (to 30 June 2027). During the liability period, adjustment payments may be required (or received). The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria. If required, adjustments will occur at the 3-year and 6-year points during the liability period, and will affect participating members.

(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.

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

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 2020. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period. Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(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 parallel shift of +1.0% and -1.0% in market interest rates (AUD) from year-end rates of 1.30% to 4.98%

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.

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

No matters have occurred after balance date that require disclosure in the financial report.

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
2022	\$'000	\$'000	\$'000
Property			
Land and land improvements	2,009,968	171,658	2,181,626
Buildings	180,054	(247)	179,807
	2,190,022	171,411	2,361,433
Infrastructure			
Roads	328,527	147,003	475,530
Bridges	30,550	-	30,550
Footpaths and cycleways	7,225	3,368	10,593
Drainage	255,900	53,458	309,358
Recreational, leisure and community facilities	33,547	(109)	33,438
Waste management	926	-	926
Parks, open space and streetscapes	20,138	(127)	20,011
Off-street car parks	8,381	6,526	14,907
	685,194	210,119	895,313
Total asset revaluation reserves	2,875,216	381,530	3,256,746
2021			
	\$'000	\$'000	\$'000
Property			
Land and land improvements	2,009,968	-	2,009,968
Buildings	180,260	(206)	180,054
	2,190,228	(206)	2,190,022
Infrastructure			
Roads	329,380	(853)	328,527
Bridges	30,550	-	30,550
Footpaths and cycleways	7,348	(123)	7,225
Drainage	255,990	(90)	255,900
Recreational, leisure and community facilities	17,715	15,832	33,547
Waste management	926	-	926
Parks, open space and streetscapes	11,119	9,019	20,138
Off-street car parks	7,986	395	8,381
	661,014	24,180	685,194
Total asset revaluation reserves	2,851,242	23,974	2,875,216

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
2022	\$'000	\$'000	\$'000	\$'000
Asset Reserve	45,829	(24,849)	64,410	85,390
Developer Reserve	158,772	(129,211)	73,986	103,547
General Reserve	34,184	(17,124)	32,873	49,933
Total Other reserves	238,783	(171,184)	171,269	238,870

2021				
Asset Reserve	69,889	(34,090)	10,030	45,829
Developer Reserve	155,716	(65,552)	68,608	158,772
General Reserve	31,979	(13,340)	15,545	34,184
Total Other reserves	257,584	(112,982)	94,183	238,783

Other Reserves represent unspent funds set aside for specific future expenditure on Assets and Capital Works, Developer Works and General Operations.

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2022	2021
	\$'000	\$'000
Surplus/(deficit) for the year	192,324	223,569
Profit/(loss) on disposal of property, infrastructure, plant and equipment	1,710	3,349
Contributions – Non-monetary assets	(132,023)	(149,328)
Depreciation/Amortisation	67,132	61,146
Finance Costs	2,274	2,531
Share of net profits of associates and joint ventures	155	(192)
Prior year capital works expensed	6,493	6,807
Payments for property, infrastructure, plant and equipment expensed	12,041	13,144

Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	827	(980)
(Increase)/decrease in interest receivable	(130)	1,704
(Increase)/decrease in prepayments	(504)	(937)
Increase/(decrease) in trade and other payables	350	(4,485)
(Decrease)/increase in unearned income/revenue	(2,524)	20,693
(Decrease)/increase in other liabilities	9,251	(325)
Increase/(decrease) in provisions	(3,944)	1,438
Net cash provided by/(used in) operating activities	153,432	178,134

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

Council makes both employer and employee contributions to the Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

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 Casey City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of *AASB 119 Employee Benefits*.

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.

As at 30 June 2021, 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 109.8%. The financial assumptions used to calculate the VBI were:

- Net investment returns 4.75% pa
- Salary information 2.75%
- Price inflation (CPI) 2.25% pa.

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Vision Super has advised that the VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:

- Net investment returns 5.5% pa
- Salary information 2.5% pa to 30 June 2023 and 3.5% pa thereafter
- Price inflation 3.00%

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 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 2021 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2022, this rate was 10.0% of members' salaries (9.5% in 2020/21). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 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%.

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 2021 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2021 (Interim) \$m	2020 (Triennial) \$m
• A VBI Surplus	214.7	100.0
• A total service liability surplus	270.3	200.0
• A discounted accrued benefits surplus	285.2	217.8

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 2021.

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 2021.

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 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022.

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Superannuation Contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of Scheme	Rate	2022 \$,000	2021 \$,000
Vision super	Defined benefit	10% (2021:9.5%)	247	291
Vision super	Accumulation fund	10% (2021:9.5%)	6,180	5,895

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 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$230K.

Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2021-22 year.

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 2020.
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.
Financial 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.

Appendix A: Our Community information

Population

Casey's population is expected to grow to 549,200 by 2041.²

It is estimated that between June 2020 and June 2021, Casey grew by 4,500 people, making it the most populous LGA in Victoria, as well as the fourth fastest growing LGA in Victoria and the eleventh largest growing in Australia.³

Most of Casey's future growth (56% between 2021 and 2041) will likely occur in Clyde and Clyde North.²

Age

The largest age cohort in Casey is estimated to be people aged 35-39 years old (31,600 people in 2021).

By 2041, the largest age cohort is expected to be 5-9 year olds (43,300 people).²

The median age is 34.

23% of Casey's population are children aged 0-14 years old, 13% are young people aged 15-24, 53% are people aged 25-64, and 11% are people aged 65 and over.¹

Education

44% of Casey residents do not have a qualification, 20% have vocational training, and 17% have a bachelor or higher degree.⁴

53% of Casey residents have completed year 12 (or equivalent), this is similar to the Victorian figure of 54%.⁴



Cultural Diversity

Three in four Casey residents have at least one parent born overseas, with two in five born overseas themselves from more than 150 different countries.¹

13% of people born overseas arrived between 2016 and 2021.¹

The top three ancestries in Casey are English, Australian and Indian.¹

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.¹

The top three religious affiliations are Christianity, Islam and Hinduism. 28% of Casey residents have no religious affiliation.¹

42% of Casey residents speak a language other than English at home. Of those, 86% speak English well or very well.¹

The top three languages used at home other than English are Punjabi, Sinhalese and Hazaraghi, among many others.¹

6% of Casey residents who speak another language, also have difficulty speaking English.¹

Casey has the fourth highest number of residents on bridging Visa E (one representation of people seeking asylum) in Greater Melbourne, after Brimbank, Greater Dandenong and Whittlesea.⁵

Casey is listed as the third highest place of first settlement for people on humanitarian visas in Greater Melbourne, after Greater Dandenong and Hume.⁵



Aboriginal and Torres Strait Islander population

55% of Casey's Aboriginal and Torres Strait Islander residents are aged under 25 years. Casey has the second largest Aboriginal and Torres Strait Islander youth population (aged under 25 years) in Greater Melbourne after Wyndham.¹

87% of Aboriginal and Torres Strait Islander people aged over 15 years of age are employed.⁴

46% are couple families with children, 33% are one parent families and 19% are couples without children.

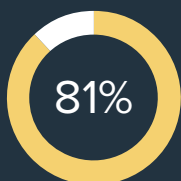


How we live Households

There are an estimated 113,400 households, 93,000 families and 118,000 dwellings in the City of Casey in 2021.¹

It is expected that there will be 183,300 households, 148,100 families, and 191,200 dwellings in the City of Casey by 2041.⁴

In 2021, 47% of households are couple families with children, 21% are couples without children, 12% are one parent families and 16% are lone person households.¹



The fastest growing household type in Casey is expected to be couples without children growing from 27,000 in 2021 to 48,900 in 2041, an 81% increase.⁴

19% of households in Casey earn a high income (\$2,500 or more per week) and 13% were classified as low-income households (less than \$650 per week), compared with 22% and 16% respectively for the south east metropolitan region.⁴



Employment

92,800 people or 67% of employed residents leave the municipality for work and 26,000 people commute into Casey to work.⁴

The top three industries bringing workers to Casey are health care and social assistance (17% of all jobs), retail (17% of all jobs) and education and training (14% of all jobs).⁶

The top three industries that Casey residents work in are manufacturing, health care and social assistance, and retail.⁶

There was a 3% increase in the number of Casey residents working in the health care and social assistance industry and an 2% increase in the education and training industry between 2016 and 2021.⁶

\$11.49 billion

In 2021, Casey's local economy generated \$11.49 billion in net wealth (Gross Regional Product or GRP) making up over 2% of Victoria's GSP (Gross State Product).⁶

27,300

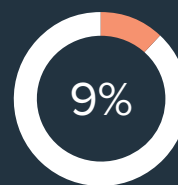
There are 27,300 local businesses in Casey.⁶



Health and Wellbeing

24% of Casey residents are living with one or more long-term health conditions. 7% of Casey residents are living with a long-term mental health condition (including depression or anxiety).¹

5% of Casey residents are living with a profound disability requiring assistance.¹



9% of Casey residents volunteer through an organisation or group.¹

Footnotes:

¹ ABS, 2021

² Forecast.id 2019

³ ABS Estimated Resident Population, 2021

⁴ Profile.id 2016

⁵ DHA, 2021

⁶ NIEIR, 2021

NB: All percentages have been rounded to the nearest whole number. All figures have been rounded to the nearest hundred.

NB: Data is reflective of both 2016 and 2021 census data with further data releases to be expected in the coming months. Figures and projections are subject to change.



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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PO Box 100,
Narre Warren VIC 3805

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

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 @cityofcaseycouncil

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