

Quarterly Community Report October-December 2020



Administrator Message

I am pleased to present the City of Casey's Quarterly Community Report for October – December 2020.

Throughout this quarter, Council continued to deliver services and programs to the Casey community whilst working within COVID-19 restrictions. Council played an integral part in responding to the COVID-19 outbreaks in Hallam, Clyde North and the City of Greater Dandenong. This was achieved through our involvement in the DHHS-led Incident Management Team that was established to deal with contact tracing, food relief, pop-up testing and distributing community messaging.

This quarter also saw work progress on the Citizenship Leadership Program, which will see us develop a program for our Community Leaders to help build knowledge of Council's role and responsibilities, and ultimately enable connections to be built between Council and the community.

Construction of the four new recreation reserves in Cranbourne North, Cranbourne East and Clyde North are nearing completion with full handover expected in April. These recreation reserves will provide our residents with access to quality sports fields and playgrounds and promote opportunities for physical activity.

While a significant number of our arts and cultural facilities remained temporarily closed for the majority of the quarter, Council was able to host a number of digital programs including the Casey Youth Film Festival, exhibition program videos, Hitchcock Haunted Films watch series, four interactive workshops and a Creative Prompts series.

Council relies on community engagement to inform the delivery of services, infrastructure and facilities. There are a number of engagement opportunities scheduled to take place throughout the year that will help shape key areas for Council. We are looking forward to the next phase of the Shape Your City engagement program continuing over the coming months. This engagement program has given the

community opportunities to contribute to Council's overarching 10-year vision and help shape future infrastructure and service delivery in Casey.

I would like to thank all members of the community who took the time to participate in recent community engagement activities, and encourage people across Casey to take every opportunity to get involved to help us shape a better future for our community.

Noelene Duff PSM

Chair of Administrators
City of Casey



Introduction

Each year, a Council Action Plan is developed that includes the key projects and activities which work towards delivering our Council Plan 2017-21.

The Quarterly Community Report provides a detailed statement of Council's performance against the Council Plan 2017-21.

It details the progress of delivering the Council Action Plan 2020/21, financial performance, capital works project delivery and community engagement updates.

Council Plan Performance

This section provides a detailed update on Council's progress in delivering the Council Action Plan 2020/21, for the October - December 2020 period.

There are 30 actions planned for delivery in

2020/21. This includes two carryover actions from the Annual Action Plan 2019/20, which were not completed at 30 June 2020, as planned.

As at 31 December 2020, 30 actions, including the two carryover actions are tracking to plan.

Action Status Overview:

Strategic Objective 1: People Driven



Strategic Objective 2: Place to Prosper



Strategic Objective 3: High Performing Organisation



Legend:



Completed: Action was completed by the target date



At Risk: Action is tracking more than 10% behind target but will be met by the target date



Replaced: Carryover action that has been replaced with a new Council Plan Action



In Progress: Action is underway and tracking against target



Not Completed: Action was not completed, or will not be completed, by the target date



Deferred: Action has been deferred and work will not be undertaken this financial year

Strategic Objective 1: People Driven

The City of Casey strives to deliver services and infrastructure that meets the needs of its growing community. Creating a well-connected transport network is vital to support the rapid growth in the municipality so that our residents and visitors are able to get around with ease. We want to create a place where people feel safe, included within their community and socially connected.

Strategy 1.1 An inclusive, safe and connected community

Action: Launch a citizen leadership program to develop Community Leaders who can help build knowledge of Council's role and responsibilities and build connection with Council's Administrators.

Status: In progress ■

Due date: 30 June 2021

Comment: A four-year budget for the development of the program of work was approved. A tender process was conducted to source a consultant to support elements of the program, including co-design, evaluation framework development and program session facilitation. Five submissions were received and assessed through the tender process, and a consulting company has now been appointed. In addition, work on the co-design of the program commenced, with workshops held with the Executive Leadership Team.

Action: Implement the Gender Equality Action Plan to create leadership opportunities for diverse women, ensure an enabling workplace culture and embed a gender inclusive approach to community programs, services and infrastructure.

Status: In progress ■

Due date: 30 June 2021

Comment: The Champions of Change group was relaunched to bring together new and existing members as well as members of the Women's and Men's Collective. This group will help steer specific projects and develop more in-depth internal conversations on gender equality and family violence prevention.

As part of the 16 Days Campaign, over 900 staff

and community members attended our events and training. A number of records were broken with the 'We Can All Change The Story' Launch with Natasha Stott Despoja, becoming the biggest online event ever held by Casey. In collaboration with the People and Culture department and as a part of the 16 Days campaign, online SBS Gender Training was launched and is now available to all staff, with nearly 300 staff completing the training to date.

The external communication campaign continued and is generating community level awareness and conversations on gender equality. A review of this and previous campaigns are due for completion in January 2021.

Terms of reference and expressions of interest documents have been developed for the Women and Girls Gender Equality Taskforce, with members expected to be recruited in January 2021. The taskforce will support implementation of the Gender Impact Assessments required under the *Gender Equality Act 2020*, providing Council and service providers with an effective two-way channel so the needs and priorities of diverse local women are communicated and influence policies, programs and services.

Action Carried Over From 2019/20

Action: Review the Asset Management Plans based on the 2017/18 review to ensure assets are fit for purpose and sustainable.

Status: In progress ■

Due date: 30 June 2021

Comment: Council's Finance Committee and the Audit and Risk Committee adopted a revised work program for this action in the previous financial year. This was due to the changes to the Local Government Act regarding the requirement for 10-year Asset Management Plans. Recruitment for

all roles were completed this quarter with work to recommence in 2021.

Work is ongoing on this project with the procedural guides completed this quarter.

Strategic Indicators

Indicator: Increase in the number of programs delivered by Council services (library, maternal and child health, neighbourhood houses and community centres and sporting clubs)

Due to COVID-19 closures of community facilities meant a vast number of these services and programs were delivered online. Examples of these include 9 online pre-recorded programs provided for women and girls, Casey Camp Out, Weekly Bollywood, Men's online discussion group as part of Strengthening New Communities program.

Indicator: Proportion of new Council facilities designed to improve community safety outcomes

Council facilities have been designed to reduce opportunistic crime through territorial re-enforcement, surveillance, access control, space management and environmental maintenance. The four new recreation reserves are examples of these strategies. These reserves have been designed as community facilities which encourage community ownership. Windows and doorways have been designed to maximise surveillance by local residents, landscape designs have improved line-of sight, carparks and buildings include security lighting, buildings contain anti-graffiti surfaces, and way-finding signage reassures the public they are in the right place.

Indicator: Proportion of Casey staff that have completed Child Safe Training online modules

This data for this measure is currently unavailable. Therefore this information will be reported on in the Annual Report 2020/21.

Indicator: Number of policies and procedures reviewed for Child Safe Compliance

Strategy 1.2 A council whose services and facilities are driven by community needs

Action: Design and implement stage two of the Aged and Disability Service Review to explore different service models and address barriers to accessing support

Status: In progress ■

Due date: 30 June 2021

Comment: Council is undertaking a review of its Aged and Disability services in response to Commonwealth reforms. These reforms have been introduced to provide consumers with choice and control over the services they receive, and to introduce innovation, competition and variety in service options. Council's review is necessary to explore the best way to support a growing ageing population, as well as those with a disability.

Action: Collaborate with the development sector to support the early delivery of infrastructure through Development & Infrastructure Contribution Levies.

Status: In progress ■

Due date: 30 June 2021

Comment: Projects to the value of approximately \$130 million will be delivered by Developers supported by progress payments through the CP Reserves. Opportunities for more direct involvement by Developers in the delivery of Community & Recreation facilities is being explored.

Action: Undertake a review to determine if Council should become a service provider of funded three year old kindergarten.

Status: In progress ■

Due date: 30 June 2021

Comment: Work is currently underway to determine the role the City of Casey will play in

the delivery of three year old kindergarten. An external consultant has been engaged who has liaised with local government entities (neighbouring and interface Councils), as well as the Department of Education and Training and relevant internal stakeholders. Recommendations have been presented to the Executive Leadership Team with further work ongoing before being presented to Council in February 2021.

Action: Implement a comprehensive program in response to the COVID-19 pandemic to support our community to rebuild and thrive in both the social and economic environments.

Status: In progress ■

Due date: 30 June 2021

Comment: Council has played an integral part in responding to the COVID-19 outbreaks in Hallam, Clyde North and the City of Greater Dandenong. This has been achieved through our involvement in the DHHS-led Incident Management Team that was established to deal with contact tracing, food relief, pop-up testing and community messaging.

Council secured additional resourcing to support resilience work, and through the Community Activation and Social Isolation (CASI) initiative will be working through the community connector role to bring isolated and disconnected vulnerable people into local support networks to assist them with their recovery.

Council also developed a comprehensive operating procedure in alignment with State Government advice regarding activation and operation of relief services during a Class 1 (natural environmental) emergency to ensure residents who will need relief support during these times will be kept safe under a 'COVID-Safe' operating environment.

Action: Undertake community engagement to inform a new Community Vision that describes the City's aspirations for the next ten years to inform Council's strategic priorities.

Status: In progress ■

Due date: 30 June 2021

Comment: The Community Engagement Policy endorsed by Council on 18 August 2020 and the Community Panel established and implemented in July 2020.

The second phase of the statutory engagement program, known as Shape Your City, ran between 14 September and 30 October. During this time, 6,477 members of the community participated and contributed feedback through online surveys, telephone surveys, online conversations hosted by community members or ambassadors, moderated online forums, and live discussion boards. Feedback from this phase of engagement will be used to identify key strategic objectives and themes for the mandated documents under the Local Government Act (e.g. Ten-year Community Vision, Council Plan, Ten-year Financial Plan). It will also inform the third phase of the statutory engagement program (deliberative engagement) as well as support the development of key corporate strategies including the Environment Strategy, Economic Development Strategy, Infrastructure & Place Strategy, and the Health & Wellbeing Strategy, identified through the Strategic Planning Framework.

Actions Carried Over From 2019/20

Action: Work with local schools and service providers to implement a partnership approach to develop a master plan for the Doveton Pool in the Park site

Status: In progress ■

Due date: 30 June 2021

Comment: The project is progressing to plan with an Open Space Assessment and Heritage Assessment completed in December 2020. Preparation of the site feature survey, design concepts and a community engagement plan will be completed in by the end of March 2021.

Action: Develop an Urban Forest Strategy, in line with the Living Melbourne Strategy, to enable strong natural assets and enhance liveability

Status: Replaced ■

Due date: 30 June 2021

Comment: Progress toward this action will now be reported under Strategic Objective 2, in the action to 'Protect, plant and manage trees in streets and parks to grow strong natural assets and foster a greener, more liveable Melbourne'.

Action: Develop a roadmap to articulate how the City of Casey will facilitate 'Smart City' concepts

and broader innovation across our communities to improve liveability and community wellbeing.

Status: Replaced ■

Due date: 30 June 2021

Comment: Progress toward this action will now be reported under Strategic Objective 3, in the action to 'Undertake community engagement to determine how Casey can use emerging smart city technology to improve liveability, wellbeing and sustainability'.

Strategic Indicators

Indicator: Community satisfaction results for community engagement and consultation

The annual Community Satisfaction Survey will be undertaken in February 2021. Therefore this measure will be reported on in the Annual Report 2020/21.

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

This taskforce no longer exists. This has been superseded by the engagement requirements of the new *Local Government Act 2020* and Council's subsequent newly endorsed *Community Engagement Policy*, including the establishment of a representative community panel and other engagement channel improvements.

Indicator: Community satisfaction with Council facilities and services

Due to COVID-19 closures, surveys could not be conducted regarding community satisfaction at Council facilities

Indicator: Increase in the number of bookings at Council managed facilities

Due to COVID-19 closures, bookings were not made at Council facilities.

Strategy 1.3 A city with an accessible and well-connected transport network

Action: Work with State and Federal Government to ensure major rail and transport upgrades deliver an integrated and reliable network.

Status: In progress ■

Due date: 30 June 2021

Comment: Council continues to work with State and Federal Government on major transport projects to ensure they are integrated, in addition to meeting current and future community needs. A Major Transport Projects Interface Team has been established to coordinate all Council inputs and advocacy with respect to these state and federal projects. The focus for this quarter has been on advocating for amenity improvements within the projects, such as connecting pedestrian / cycle paths, landscaping, positive built form and user amenities such as a toilet facility at Merinda Park Station.

Action: Deliver paths and trails in Casey that improve connection and promote sustainable modes of transport.

Status: In progress ■

Due date: 30 June 2021

Comment: The implementation plan for the Walk and Ride Strategy has been completed which supported the Capital Works Program nominations in November 2020.

Advocacy continues for the delivery of Shared Use Paths in current Major Road & Transport Projects and Growth Area Estate Development.

Strategic Indicators

Indicator: Casualty accident rates for local roads in Casey compared to Melbourne Metropolitan area and similar Interface Councils

This data for this measure is only available once a year. Therefore an analysis of crash statistics will be undertaken and reported on in the Annual Report 2020/21.

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

The draft Paths and Trails Strategy was presented to Council. Planning permit approvals encourage the development of shared path and trail networks. Our open spaces and linear reserves (such as waterways) are designed to include walking and cycling trails. Path and trail networks are constructed to new facilities to ensure connectivity, and end of trip facilities are provided where appropriate. Networks are prioritised to key destinations including activity centres, train stations, schools, open space and recreational facilities. The Capital Works program is currently delivering a linking paths program, pedestrian bridges, a shared path from Settler's Run to Botanic Ridge, etc. Planning for the Great Southern Rail Trail with collaboration from neighbouring councils is underway.

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

As part of the Federal Budget announcements in October 2020 Council received \$142 million to much-needed arterial road upgrades:

- Hall Road in Cranbourne West will receive \$84.5 million
- Western Port Highway will receive \$27.2 million for intersection upgrades
- Narre Warren North Road is set to receive \$31 million for duplication works between Fox Road and Belgrave Hallam Road

Council has also been allocated up to \$12 million through the Local Roads and Community Infrastructure Fund from the Federal Government on a use it or lose it basis. Road projects that have so far been approved to received funding include: Manks Road in Clyde, with further to be identified in 2021.

Advocacy to local MPs for funding towards transport infrastructure at the end of 2020 in the lead up to submitting its formal 2021-22 budget submissions has also occurred.

Strategic Objective 2: A Place to Prosper

The City of Casey aims to be a place in which our residents and visitors can thrive, with a local economy that fosters innovation and supports local jobs. Casey aspires to be a leading local authority, that leverages the strength of the region in advocacy, regional planning and investment. We want to enhance our natural environment and provide access to cultural experiences and events that celebrate the diversity of our community and foster connection and wellbeing.

Strategy 2.1 The destination for arts, culture, sport and leisure that attracts visitors and brings communities together

Action: Deliver four new recreation reserves (Cranbourne North, Cranbourne East and Clyde North) to provide residents access to sports fields and playgrounds and promote opportunities for physical activity.

Status: In progress ■

Due date: 30 June 2021

Comment: Construction of the four new recreation reserves is nearing completion with full handover expected in April of 2021.

At Selandra Recreation Reserve, Cranbourne North and Ramleigh Recreation Reserve, Clyde North, construction of the buildings are almost complete, landscaping is well underway, the West oval has been sprigged and the East oval has been turfed.

At Kilora Recreation Reserve, Clyde North and Livingston Recreation Reserve, Cranbourne East, construction of the buildings are mostly complete, landscaping is well underway and both netball courts and cricket nets are complete. Turf for the playing field will be placed in January 2021.

Action: Provide a range of digital programs to connect the community to arts and cultural experiences from Bunjil Place during its closure and beyond.

Status: In progress ■

Due date: 30 June 2021

Comment: During this quarter Council continued to develop the digital program offer and delivery

frameworks. The framework and team provide the necessary strategic foundation for internal development of digital content, detailing content channels and tactical marketing platforms that seek to drive engagement with our target audiences. A number of digital programs were offered including the Casey Youth Film Festival, exhibition program videos, Hitchcock Haunted Films watch series, four interactive workshops and a Creative Prompts series.

Action: Partner with elite level sporting groups and state sporting associations to attract major events to the region and ensure representation in the Casey community.

Status: In progress ■

Due date: 30 June 2021

Comment: Works continues across a number of sporting codes and organisations. Recent announcement of four AFLW matches will be the return of elite sport to Casey since the COVID-19 restrictions were imposed.

Strategic Indicators

Indicator: Attraction of sporting events of regional, state and national significance

No sporting events were held between July and December 2020 due to the COVID-19 pandemic, however it was announced that AFLW matches will be held at Casey Stadium in 2021.

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

Casey continues to attract events of regional, state, national and international significance. Due to the impact of COVID-19 on program delivery, a reduced number of events have taken place during the quarter:

- John Mawurndjul: I am the old and the new – International significance
- NAIDOC Week (Virtually) – state significance
- Casey City Church - Christmas Carols (via Outdoor Screen and Stream) – regional significance
- Melbourne Chamber Orchestra – Beethoven 250 (via Outdoor Screen) - state significance

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

Due to the impact of COVID-19 on program delivery, a reduced number programs were delivered this quarter, including:

- Leisure/Sport: Each for Equal – Women Breaking down the barriers in sport (delivered virtually) Boxing Day Cricket Test (outdoor Screen)
- Indigenous: NAIDOC WEEK (delivered virtually - Nov), John Mawurndjul: I am the old and the new, Curator Talk: Lisa Slade and Nikki Cumpston OAM
- Cultural: Nanda Malini Live In Concert, The Gypsies Musical Concert, Letters to the Photograph
- Youth: EOY Concerts for Dance Schools/ Vocal – 1 delivered
- Littlefoot (delivered virtually), Bailey Arts Club, Education Program: Art Industry Context, Weekly Arts Artigators, Friday Night Flicks – 1 delivered
- Senior: Talk: Behind the Scenes of I am the old and the new
- Access: There was no public facing programs due to COVID-19 however a number of digital resources were captioned. Curator Talk: Lisa Slade and Nikki Cumpston OAM.
- Talk: Behind the Scenes of I am the old and the new
- Education: Education Program: Art Industry Context

Strategy 2.2 A thriving economy with local jobs, investment and new industries

Action: Partner with industry, government and the community to improve regional collaboration, long-term planning, infrastructure funding and governance reforms.

Status: In progress ■

Due date: 30 June 2021

Comment: Council continued to work towards the South East Melbourne City Deal, in partnership with state and federal governments and the Greater South East Melbourne (GSEM) group of councils. Council played a major role in GSEMs stakeholder engagement framework to further expand their collaboration with industry and the community.

Actions were undertaken as part of Casey's COVID-19 Action Plan to release building and development bonds, deploy Developer Contribution Plans reserve for road infrastructure and ensure punctual application processing targets yielded great results for the quarter. It was mainly due to the actions of the COVID-19 Action Plan, Council was able to improve regional collaboration, get on with common-sense planning, and bring forward infrastructure delivery

Council also partnered with State Government to deliver the South East Economic Corridor report which will guide long-term planning for future employment land in the south east region. Work commenced on a new Economic Development Strategy, which will support new and existing partnerships and other opportunities for innovation and collaboration.

Action: Make best use of underutilised Council land by creating opportunities for new civic, community and commercial developments.

Status: In progress ■

Due date: 30 June 2021

Comment: The Strategic Utilisation of Council Owned Land (SUCOL) Program seeks to take advantage of select assets in the Council

property portfolio that are under-utilised and/or capable of a more strategic use or redevelopment opportunity.

During the quarter, Council progressed with the Cranbourne Project by reviewing Council facilities and landholdings in the Cranbourne Town Centre and Casey Complex and engaging a consultant to prepare a business case for this initiative. Council are reviewing the SUCOL Work Plan and are preparing a new five-year program for Council's consideration.

Action: Improve the local economy and create jobs by attracting new investment, supporting business growth and enhancing the planning, design and management of activity centres.

Status: In progress ■

Due date: 30 June 2021

Comment: Council continued to collaborate with Greater South East Melbourne (GSEM) Councils as part of the City Deal process, which has increased the desirability of GSEM to investors to secure greater investment. InvestVic inquiries for prospective investors have also continued to be dealt with in a timely manner with hopes of securing investment and jobs in Casey. Despite Council being extremely proactive towards all things investment attraction and job creation, the impact of COVID-19 pandemic has largely curtailed positive gains in this space. Council launched its Backing Business in Casey support package, designed to boost business recovery post COVID-19 and increase business capabilities to create a stronger, more resilient local economy. Initiatives within the package include Business Grants Program, Mentor Matching Service, the #imstilopen business promotion and Innovation Crowd 2.0.

In September 2020, Council endorsed a new Activity Centres Strategy. This strategy describes how retail and commercial development can be consolidated into a network of conveniently located activity centres. It focuses on boosting local jobs and creating a more walkable and liveable city. On 20 December 2020, the Minister for Planning approved Planning Scheme Amendment C258 case, which implements the new Activity Centres Strategy into the Casey planning scheme.

Council is also preparing a Planning Scheme

Amendment C275 case to implement the Cranbourne Major Activity Centre Structure Plan 2020 into the Casey Planning Scheme.

The Amendment will update the planning controls for the Centre, promote growth in local employment opportunities by supporting a range of retail, commercial and small-scale industrial/manufacturing-type uses, and encourage higher density residential development.

On 15 December 2020, Council endorsed the updated the Structure Plan and resolved to seek authorisation from the Minister for Planning to commence the amendment process.

Action: Facilitate the unlocking of future employment land to ensure Casey residents have access to and choice of employment opportunities.

Status: In progress ■

Due date: 30 June 2021

Comment: The South East Economic Corridor Strategic Context Report to 2060 (SEEC report) was published by the Victorian Planning Authority, in partnership with Council, in November 2020. The report outlines a vision and a number of strategic imperatives proposed to support the unlocking of future employment land for greater local job opportunities. The SEEC report seeks to define the strategic role and drafting instructions of the six remaining employment precinct structure plans (e-PSPs) yet to be prepared in the South East.

Council continued to liaise with developers and state government in the early stages of preparation of Precinct Structure Plans for future e-PSPs, including Croskell and Casey Fields South.

Council formally committed to supporting the retention of future employment land in Cranbourne West and Casey Fields South, which had previously been subject to proposals to replace future employment land with residential developments.

Strategic Indicators

Indicator: Increase in the number of participants involved in business development programs

221 participants were involved in business development programs during July and December 2020. This is significantly lower to previous years due to COVID-19.

Indicator: Satisfaction of participants of the business development programs

The July - December 2020 satisfaction rating is 92%, well above the target of 85%.

Indicator: Attraction of international investors to drive new and existing industries

As result of COVID-19, international borders have remained shut with no clear line of sight on when these will be reduced. A future strategy will reconsider this action and what it involves once there is a clearer line of sight on what international trade after COVID-19 looks like.

The attraction of international investors to drive new and existing industries remains premised on the findings of the Economic Development Strategy, which remains a work in progress. It is anticipated a draft will be developed by mid-2021. In the meantime, the Regional Partnerships and Investment Attraction team has received additional resources and outlined their operational plan for 2021 – the team has been significantly impacted by COVID-19 and so their work will be key to reinvigorating investment.

Indicator: Increase in the number of local jobs

This data for this measure is only available once a year. Therefore this measure will be reported on in the Annual Report 2020/21

Indicator: Increase in the number of businesses in Casey

The number of businesses in Casey as at the 30 December 2020 is 26,436 up 6.4% from 30 June 2020 when there was 24,839 registered businesses in Casey.

Indicator: Increase in membership on Casey Cardinia Jobs Portal

The membership on Casey Cardinia Jobs was 6,231 as at 31 December 2020, which is 7.4% increase from the 30 June 2020 membership count of 5,799.

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

COVID-19 has impacted ability to run these programs. This financial year one Successful Migrant Career Acceleration Program was conducted in September 2020 with a second one in October. However numbers have been very low so Council will assess whether to pursue with the online versions.

Strategy 2.3 A city that sustainably plans and manages growth while protecting its diverse landscape

Action: Mitigate the impact of climate change by reducing Council's carbon footprint and supporting the community to reduce greenhouse emissions.

Status: In progress ■

Due date: 30 June 2021

Comment: Work on the initiative continues to progress well. The Executive Leadership Team attended a presentation from a Climate Change specialist which highlighted the risks associated with climate change. It was accepted that organisational action is required to address these risks. Development of a community emissions management plan has commenced.

Action: Increase the diversion of waste from landfill through new kerbside services such as Food Organics Garden Organics and leading the procurement of advanced waste processing.

Status: In progress ■

Due date: 30 June 2021

Comment: Council introduced a voluntary food organics recycling service which allows residents to place food waste into the existing garden waste kerbside bin. Approximately 4,000 caddies were delivered to early adopters, and work is currently underway to develop an audit methodology to determine success of this initiative.

An expression of interest has been completed for the procurement of advanced waste processing technology for 16 Councils in South East Melbourne. Thirty submissions were received from

a mix of Australian and international companies and consortia. The submissions were evaluated and shortlisted to three candidates. Outline specification documents were prepared and distributed to the sort listed bidders, responses have been received and appraised by the Council panel.

Action: Protect, plant and manage trees in streets and parks to grow strong natural assets and foster a greener, more liveable Melbourne.

Status: In progress ■

Due date: 30 June 2021

Comment: Work on the Urban Forest Strategy has stalled with the unsuccessful recruitment of key project staff. A more concentrated effort on recruiting will occur next quarter, with the project team still expecting to develop the strategy in the next six months.

Action: Develop a Domestic Waste Water Management Plan in order to minimise the environmental and public health risks associated with onsite domestic septic systems.

Status: In progress ■

Due date: 30 June 2021

Comment: A draft Domestic Waste Water Management Plan has been developed and has been provided to both internal and external stakeholders for feedback. Once the feedback has been collated, the relevant changes will be incorporated into the draft plan.

Community consultation via Casey Conversations have been planned for January/February 2020 for a two week period, with any changes to be considered and a proposal provided for Council adoption.

Action: Introduce changes to the planning scheme that reflect contemporary policies and community priorities.

Status: In progress ■

Due date: 30 June 2021

Comment: Work on the project continues to track to plan. An audit of adopted Land-use strategic documents (outside of the scheme) has been completed. In addition, a submission was made to the State Government on Green Wedge provision changes.

Strategic Indicators

Indicator: Use of the Employment Land Capacity statement to inform planning decisions

The South East Economic Corridor Strategic Context Report to 2060 (SEEC report) was published by the Victorian Planning Authority, in partnership with Council, in November 2020. The report outlines a vision and a number of strategic imperatives proposed to support the unlocking of future employment land for greater local job opportunities. The SEEC report seeks to define the strategic role and drafting instructions of the six remaining employment precinct structure plans (e-PSPs) yet to be prepared in the South East.

The SEEC report informed Council's decision on 1 December 2020 to retain employment land in Cranbourne West and Casey Fields South, which had previously been subject to rezoning proposals to residential.

The report will inform Council's advocacy during the preparation of the Croskell and Casey Fields South e-PSPs set to commence in 2021/22.

Indicator: An increase in the diversity, health and resilience in Casey's urban forest

An interim list of trees for planting in Casey is being used that will be resilient to climatic changes in the future. This will be further developed with the adoption of the Urban Forest Strategy. The information regarding the number of trees planted will be reported on in the Annual Report 2020/21.

Indicator: Residents have access to high quality nature reserves

The maintenance of natural reserves is ongoing. Reserves remained open during COVID-19 restrictions in Melbourne

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

Community participation in biodiversity and sustainability services and programs was approximately 9,980 during the quarter.

Strategic Objective 3: A High Performing Organisation

The City of Casey strives to be an efficient and effective organisation. Council is focussed on innovation and continuous improvement to transform the way we deliver services to the community. We aim to optimise the use of technology and digital solutions, and will focus on our customers to create a seamless customer experience.

Strategy 3.1 A leader in applying technology and innovation

Action: Undertake community engagement to determine how Casey can use emerging smart city technology to improve liveability, wellbeing and sustainability.

Status: In progress ■

Due date: 30 June 2021

Comment: Following delays in this project due to COVID-19 and the challenges associated with community engagement during this time, the project is now nearing completion. Comprehensive community engagement has now been successfully completed. The program document was endorsed by the Executive Leadership Team and implementation of the program will commence in early 2021. Further engagement and partnership development will support implementation of this work.

Action: Develop and begin implementing a Transformation Strategy that ensures Casey is an agile, capable and sustainable Council into the future.

Status: In progress ■

Due date: 30 June 2021

Comment: The Transformation Strategy for Casey will support Council to be more agile, innovative and sustainable. The insight phase has been completed which has seen the identification of four core challenges to be addressed through the strategy implementation.

The future state vision and goals are expected to be developed by the end of February 2021. A partner organisation is being engaged to support the detailed design of the transformation and the

finalisation of the Transformation Strategy and business case.

Action: Deliver new online features to provide customers with additional choice and flexibility, including a chat bot, to use more services 24/7.

Status: In progress ■

Due date: 30 June 2021

Comment: This quarter saw continuous improvement updates to the virtual assistant channel and a program was put in place to upskill additional customer service officers to operate this channel.

Planning is currently underway to develop a natural language chat bot for three user cases, including rates balance enquiries, missed bin collections and pet registrations.

Strategic Indicators

Indicator: Data analytics and visualisations used across critical services

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

Indicator: Use of open standards and common platforms

The Customer 360 project involved an example of using open standards and common platforms. As part of the Intelligent Workplace program of work, Council have been digitising paper forms and automating processes. To achieve this, the Microsoft Power Platform has been used which is a common platform within local government.

Indicator: Increase in Council transactions available through digital channels

The following transactions now have a digital option:

- Online entries for Victorian youth week
- Virtual Assistant for Waste, Rates, Pets and Animals
- Inspire leadership forum
- Animal Infringements

Due to COVID-19, resources were redeployed to support Casey staff working remotely and allow them to continue to serve the community

Strategy 3.2 An efficient and effective, customer focussed Council with sufficient resources to meet priorities

Action: Implement a proactive governance program addressing the matters identified by the Independent Broad-based Anti-corruption Commission's (IBAC) Operation Sandon.

Status: In progress ■

Due date: 30 June 2021

Comment: Work is progressing well, with the project team undertaking work as required under the Integrity and Ethics Action Plan. Nine actions under the Integrity and Ethics Action Plan have been completed with a further 12 in progress.

Action: Ensure the planning of infrastructure essential for Council and the community is financially sustainable and fit for purpose.

Status: In progress ■

Due date: 30 June 2021

Comment: The Infrastructure Strategy will set the overarching direction for Councils infrastructure. This will include how we cater for current and future community needs, financial sustainability and partnerships across other levels of government and private stakeholders. Phase 2 of community engagement has been completed through the Shape Your City program, and preparation is now underway for the

deliberative engagement in March 2021.

Work completed included the preparation of the Community Services Infrastructure Plan which includes the recent fit for purpose assessment of all Council community facilities, the review of Asset Management Plans and use of the Project Management Framework to ensure new infrastructure is appropriately scoped and meets relevant standards.

Action: Expand the Voice of the Customer (VoC) Program across more services to ensure we are listening to our customers and their feedback is used to improve the way we deliver services.

Status: In progress ■

Due date: 30 June 2021

Comment: The Voice of the Customer (VoC) software will enable Council to expand customer feedback surveys into more services and will provide immediate visualisation and segmentation of live data. Surveying has commenced across a further two departments (Sustainability and Waste and Child, Youth and Family). The VoC program currently surveys customers post-service across 323 different functions ranging across five departments. The program is on track to onboard a further five departments in the January-March 2021 quarter, along with expanding to surveying across new functions in departments already onboard.

Action: Implement a Financial Sustainability Plan that guides resourcing and decision making to meet the needs of the growing community across a constrained budget.

Status: In progress ■

Due date: 30 June 2021

Comment: The 2020/21 Budget and Long Term Financial Plan for the City of Casey are based on principles around sound financial management. Early engagement with the Council in May-June 2020 focused on the current budget settings and the principles of financial sustainability to underpin a longer term financial sustainability plan.

Preparations for the 2021/22 planning cycle are

well advanced and principles of sound financial management are underpinning the early drafting of a budget and long term financial plan for 2021/22 and beyond.

The principles have been canvassed with Council and are focus on a guided approach for management of the operating and capital budgets, inclusive of setting a framework for borrowings for major capital projects. Engagement with the Council on the Budget will occur in March 2021.

Strategic Indicators

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

The Technology Governance Framework guides that way that technology is delivered across Casey's services, ensuring that technology change meets the needs of customers. Innovation and the initiation of technology change for it to better enable the business is fully supported by Technology, and the Customer and Business Transformation division more broadly. These processes have evolved and are largely in place, with continuous improvement activities now ongoing. The broader IT Strategic Service Plan and Business Transformation activities that are now in progress will further expand the activities that take Casey and Casey's services into the coming decade and beyond.

Indicator: Improved staff Culture and Engagement scores

The November 2020 staff pulse survey overall result was 76.8% which is slightly increased from the previous six months. Of note is that results slightly increased during COVID-19 and the Independent Broad-based Anti-Corruption Commission (IBAC) hearings and we are still above the local government benchmark of approximately 20 other Councils in all aspects. A number of organisations in the private sector are dealing with reduced engagement scores during this time.

Indicator: Community Satisfaction Survey results for Customer Service

This measure will be reported on in the Annual Report 2020/21.

Indicator: Ease of customer interaction with council measured through the Net Easy Score

This measure will be reported on in the Annual Report 2020/21.

Indicator: Expenses per head of municipal population

The City of Casey spent \$371.20 per head of municipal population based on a population figure of 353,872.

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

Our recent employee survey measured employee satisfaction in 'share my ideas' scored 80.5% and 'working independently' scored 80.5% as well. This was a very minor increase from the last survey.

Indicator: Employees are change agile and committed to living our values

Our recent employee survey measured employee satisfaction in organisational change. We scored 79.8% for 'understanding our needs for change' and 66.5% on 'implements change well'. The is a minor decrease compared to the last survey and is statistically insignificant.

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

The People & Culture People plan inclusive of policy and process reviews are continually focussed on ensuring that Employees are treated fairly, have equal access to opportunities and resources and can contribute fully to the City of Casey's success.



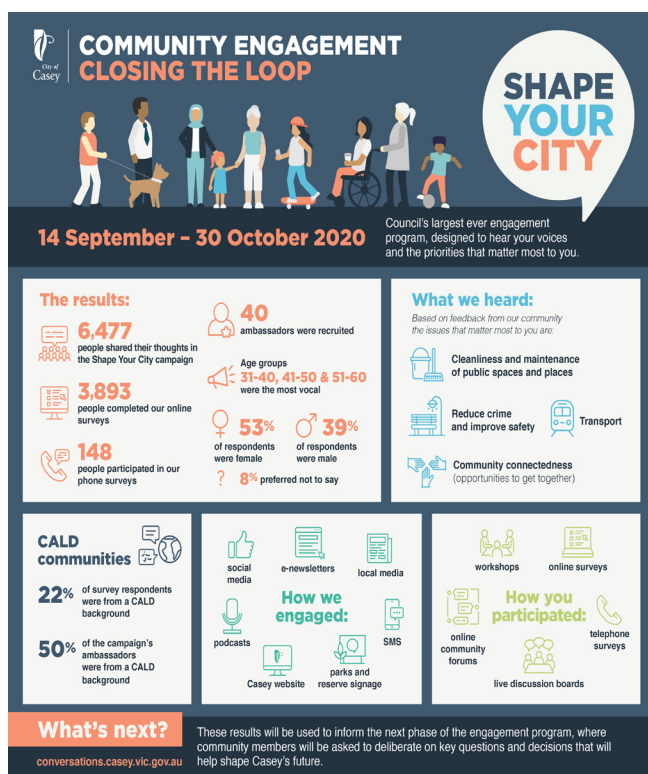
Community Engagement

During the October - December 2020 quarter, the City of Casey ran four consultations with the community using a mix of online engagement on Casey Conversations, email and receiving feedback by mail.

Shape Your City

The City of Casey's largest consultation campaign, Shape Your City, recorded feedback from more than 6,400 people. The engagement program aimed to capture the voices of people who live, work and play in Casey, to identify what matters most to them in their local area.

Virtual community forums, workshops, facilitated conversations and online surveys provided residents with a chance to say what matters most to them as the City of Casey plans for future infrastructure and service delivery. Shape Your City also brought to life Council's commitment to ensuring the diverse voices of our community are reflected in future decisions. Respondents indicated that green and open space, community safety, roads and public transport were of a top priority for them.



Council will now analyse the results and further engage with stakeholders to get a better understanding of what the data means. These insights will also inform

the last stage of our engagement program, where community members will be asked to deliberate on key questions to help guide Council decision making about Casey's future.

Further information can be found here <https://conversations.casey.vic.gov.au/shape-your-city>

Sports & Physical Activity Strategy

A Draft Sport and Physical Activity Strategy was released for public consultation on 26 October 2020 for a period of 3 weeks. Members of the public and key stakeholders were asked to provide feedback on whether Council had identified the right priorities and initiatives in order to achieve the desired outcomes and whether they could see these initiatives having personal and community benefit.

In total, Council received feedback from 367 individuals and groups.

- 286 residents and 17 clubs responded to the survey on Casey Conversations.
- 28 members of sporting clubs participated in a Facebook e-poll.
- 7 peak bodies, sport leagues and physical activity providers, two of whom specialise in inclusive practice, provided specific feedback on the document.
- 26 members of community groups and organisations shared their feedback with officers through online meetings, including women from culturally diverse backgrounds and others who face barriers to participation.

The community feedback resulted in one of the five priorities being renamed and a number of initiatives edited to better reflect the comments received. Additional initiatives were included in the Strategy where it was clear that the document had not captured the community's needs appropriately or where a specific theme was lacking.

The Sport and Physical Activity Strategy was adopted using the input from the community at Council Meeting on 15 December, 2020. The 4-year action plan will identify and prioritise the initiatives and necessary collaborations across council teams.

Further information can be found here <https://conversations.casey.vic.gov.au/sport-physical-activity-strategy>

Domestic Animal Management in the City of Casey

The City of Casey would like to thank all the residents for taking the time, to participate in the survey and providing us with feedback on the management of dogs and cats in Casey, for the Domestic Animal Management Plan 2021-2025 (DAMP). The consultation was aimed at providing the community an opportunity to advise Council on dog and cat issues that are occurring in their neighbourhoods, and to incorporate that feedback into key objectives in the DAMP to ensure all residents are living in a municipality that is safe and enjoyable, where people and pets can safely co-exist within the community.

We heard the following feedback from our participants:

- 1,974 participants were unaware that all Council's parks and reserves were off lead apart from 17 nominated on lead areas
- 806 participants were unaware of our dog friendly spaces
- 890 participants were unaware of the 24/7 cat curfew
- 1,998 participants were unaware if they feed a stray cat they can be deemed the owner of it under the *Domestic Animals Act 1994*
- 1,886 participants do not know what their animals registration fee's contribute to
- 42% of people believe they do not get value for registration
- Participants want more education, promotion and information
- The most common nuisances occurring are dogs barking and dog owners not picking up after their pets

Based on the feedback from the consultation, education and communication will be a priority in all strategic themes within the DAMP.

The project team will now commence strategy development and objectives will be reviewed and prepared. All the feedback received from consultations will be considered and implemented where possible. The next steps involved in the development of the DAMP include data analysis, registration and population statistics, Casey community profile, and data on animal related requests for certain categories such as dog attacks and animal nuisance. Once the data analysis has occurred, and objectives completed, a draft DAMP will be available for comment and feedback.

Further information can be found here <https://conversations.casey.vic.gov.au/damp21-25>

Casey Australia Day Awards

From 18 September to 2 October 2020, the community were asked to help redesign the current Casey Australia Day Awards. As a result of the engagement a series of key changes have been made to the event.

A new award category was added, called the Casey Local Hero. The feedback regarding the style of the ceremony was overwhelmingly in favour of a picnic / bbq casual style event. For the first time, a COVID-safe safe picnic event for invited nominees and their guests on the lawns in front of Bunjil Place and presentation of the awards outside. The engagement supported some critical changes and helped us make changes to how we have delivered the awards previously.

Further information can be found here <https://conversations.casey.vic.gov.au/cadawards>

Get Involved in Upcoming Projects

Be the first to hear of any new opportunities to have your say by registering your details on our dedicated community engagement website – www.conversations.casey.vic.gov.au.

We will continue to provide you with more opportunities to have your say and be involved in Council projects, strategies and decision-making. Your input is critical in helping us provide the services and infrastructure needed to support the growing community and make City of Casey Australia's most liveable city.

Note: the URL for Casey Conversations has recently changed to conversations.casey.vic.gov.au. If you have bookmarked any links, we recommend that you update them to take full advantage of the change.

Capital Works Highlights

Ramlegh Active Open Space Development, Ramlegh Springs Estate Clyde North

Edrington Ward

The Ramlegh Active Open Space Development project at the Ramlegh Springs Estate in Clyde North includes a multipurpose pavilion for school and community use, outdoor spaces for recreation, including a district level play space, shared walking and cycling paths and landscaping, sport playing surfaces for school and community use, including three soccer pitches, two cricket ovals, cricket nets and associated infrastructure and space for the delivery of programs promoting wellbeing and healthy lifestyles.

Recent works completed include defect repairs to the pavilion, sprigging and turf works to playing surfaces, soft scaping of turf areas and garden beds, laying of asphalt to car park and the installation of fencing to the cricket nets. The project is scheduled for completion in March 2021.



Ramlegh Active Open Space Development, Ramlegh Springs Estate

Edwin Flack Reserve JE Hower Pavilion, Berwick

Edrington Ward



Edwin Flack Reserve JE Hower Pavilion, Berwick

The JE Hower Pavilion has undergone renewal works as part of a larger upgrade to the reserve which includes lighting to the oval and a new netball Pavilion.

The renewal works are due for completion in January 2021 and primarily consist of LED upgrades, new flooring and paint to the change rooms bathrooms and umpires room. There was a small extension to increase the size of the changerooms and inclusion of a new canteen and first aid room to align them to the current Casey standards.

Morning Mist Reserve Pony Club, Cranbourne South

Balla Balla Ward

Delivery of a new pavilion responds to the growing needs of the Cranbourne Pony Club and aligns with Council's equestrian strategy and standards.

Construction works are progressing well despite minor disruptions due to COVID-19. Works completed to date include demolition of the original structure, construction of new structure, services, plaster rough in, windows and solar installation.

Upcoming works to be completed over the next 6 weeks include external paving, completion of plaster, internal paint, flooring, joinery fit out and services fit off. The project is scheduled for completion by mid-February 2021.



Morning Mist Reserve Pony Club, Cranbourne South

three soccer pitches, one cricket oval, cricket nets and associated infrastructure and space for the delivery of programs promoting wellbeing and healthy lifestyles.

Recent completed works include mobilisation to site, installation of site fencing and compounds, bulk earthworks, formation of the building pad and fabrication of structural steel (off site). The project is scheduled for completion in March 2022.



Tulliallan Active Open Space Development, Cranbourne North

Tulliallan Active Open Space Development, Tulliallan Estate Cranbourne North

Springfield Ward

The Tulliallan Active Open Space Development project includes a multipurpose pavilion for school and community use, outdoor spaces for recreation, including a district level play space, shared walking and cycling paths and landscaping, sport playing surfaces for school and community use, including

Capital Works Performance

Summary

The City of Casey's 2020-21 Capital Works Program features an investment of \$131.6 million delivering approximately 268 infrastructure projects.

There are also a further 289 projects (254 projects carried forward from previous financial years and 35 additional projects) planned for delivery this financial year. These projects include multi-year projects (i.e. being delivered over two or more years) and other projects which could not be fully completed by 2019/20.

All Projects

The combined capital works program is behind planned expenditure and has expended 35.18% of the planned 2020/21 budget. This result was affected by the programs and projects outlined below.

- Building New & Improved – Clyde Village Family and Community Centre – Eliston
- Building New & Improved Cranbourne West Community Hub
- Building Renewal – Aquatic & Leisure Facilities 2020-21
- Building Renewal – Casey RACE Airconditioning System Upgrade
- Building Renewal Narre Warren North Reserve Female Friendly Upgrade
- Cranbourne North Sports Reserve Development – Tulliallan
- Max Pawsey Recreation Reserve – Bowls Green Roof
- Olive Recreation Reserve Indoor Netball Pavilion Extension
- Various land purchases

All Projects

The below table shows the total annual budget of the Capital Works Program, along with the year-to-date actual expenditure and variance (to 31 December 2020):

All Projects		('000)
Total Annual Budget		\$200,047
Expenditure		
Estimate	36.00% or	\$72,011
Actual	35.18% or	\$70,379
YTD Variance		
Actual to estimate	-0.82% or	-\$1,632

Financial Statements

Summary

The report for the first six months for the period ended 31 December 2020 shows a surplus of \$187 million which is \$7.0 million (4 per cent) favourable to budget.

Explanations of line item variances greater than 10% and \$100,000 are included within the variance report.

Analysis of the result to 31 December 2020 shows a number of differences between budgets and actuals, with a number of these being due to timing issues. This means that revenues or expenses are occurring earlier or later than planned in the budget for the first half of the year.

Expenses are \$27.3 million lower than budget and this primarily relates to timing issues and the extension of COVID-19 restrictions and closures at public venues and events beyond the budgeted six months.

Revenue is \$19.8 million lower than budget (5

per cent) which is predominantly in relation to the non-monetary contributions for new development areas. Offsetting this impact is the higher budget monetary contributions and non-recurrent operating grants.

As a result of COVID-19 both income and expenditure may see further unbudgeted changes during the remainder of the financial year. Council will continue to regularly monitor its actuals compared to budget as these impacts become apparent.

Standard Statement of Financial Performance

As as 31 December 2020

	Annual		Year to Date			
	Budget	Budget	Actual	Variance		
	\$'000	\$'000	\$'000	\$'000	%	Ref
Income						
Rates	254,035	252,800	253,462	662	0	1
Statutory fees & fines	10,671	4,830	6,813	1,983	41	2
User fees	17,397	8,589	5,911	-2,678	-31	3
Grants operating (recurrent)	60,845	33,655	29,199	-4,456	-13	4
Grants operating (non recurrent)	928	341	3,345	3,004	881	5
Grants capital (recurrent)	2,700	1,350	676	-674	-50	6
Grants capital (non recurrent)	10,880	5,440	1,451	-3,989	-73	7
Contributions - monetary	37,702	19,835	31,869	12,034	61	8
Contributions - non monetary	84,000	42,000	16,429	-25,571	-61	9
Interest	4,023	2,187	1,806	-381	-17	10
Net gain/(loss) on disposal of prop, infra & plant	50	25	273	248	994	11
Share of net profits/(losses) of associates and joint ventures			-			
Other Income	847	423	441	18	4	
Total Income	484,078	371,475	351,675	-19,800	-5	
Expenses						
Employee costs	133,126	62,201	60,645	1,556	3	12
Materials and consumables	124,353	57,130	32,666	24,464	43	13
External contracts	72,200	36,257	35,374	883	2	14
Utilities	8,860	3,808	3,491	317	8	15
Borrowing costs	1,838	951	865	86	9	
Finance costs - Leases	456	228	433	-205	-90	16
Depreciation	55,652	27,826	27,874	-48	0	17
Amortisation	1,694	847	739	108	-13	18
Bad Debts	47	4	-	4	-100	
Other expenditure	6,840	2,764	2,655	109	-4	19
Total Expenses	405,066	192,016	164,743	27,273	14	
Surplus (deficit) for month end	79,012	179,459	186,933	7,474	4	
Other comprehensive income						
Items that will be classified to surplus or deficit in future periods						
Share of other Comprehensive income of associates and joint ventures accounted for by equity method	-	-	-	-	100	
Total comprehensive result	79,012	179,459	186,933	7,474	4	

Standard Statement of Financial Position

As as 31 December 2020

	Annual		Year to Date			Ref
	Budget	Budget	Actual	Variance		
	\$'000	\$'000	\$'000	\$'000	%	
Assets						
Current assets						
Cash and cash equivalents	24,690	13,094	12,386	-708	-5	20
Trade and other receivables	34,405	188,715	187,696	-1,019	-1	21
Other financial assets	200,076	233,075	258,119	25,044	11	22
Assets classified held for sale	2,779	2,534	-	-2,534	-100	23
Other assets	132	-	4	4	100	
Total Current assets	262,082	437,418	458,206	20,788	5	
Non-current assets						
Investments in associates and joint ventures	4,246	4,216	4,366	150	4	
Property, infrastructure, plant and equipment	5,307,917	5,188,171	5,366,236	178,065	3	24
Right of use of assets	12,327	13,174	13,242	68	1	
Other financial assets	17,000	17,000	18,000	1,000	6	25
Non Current Assets	-	-	-	-	100	
Total non-current assets	5,341,491	5,222,561	5,401,844	179,283	3	
Total assets	5,603,573	5,659,979	5,860,050	200,071	4	
Liabilities						
Current liabilities						
Trade and other payables	17,087	22,335	38,203	15,868	71	26
Trust funds and deposits	36,478	33,993	31,570	-2,423	-7	27
Interest bearing loans and borrowings	7,479	3,816	3,816	-0	-	
Provisions	21,776	21,845	25,087	3,242	15	28
Lease Liability	1,503	748	599	-149	-20	29
Total current liabilities	84,323	82,737	99,274	16,537	20	
Non-current liabilities						
Interest bearing liabilities	38,509	45,989	45,989	-0	-	
Provisions	20,743	20,444	15,130	-5,314	-26	28
Lease Liability	11,030	12,533	12,797	264	2	29
Total non-current liabilities	70,283	78,966	73,916	-5,314	-6	
Total Liabilities	154,606	161,703	173,190	11,222	7	
Net Assets	5,448,967	5,498,276	5,686,860	188,849	3	
Equity						
Accumulated surplus	2,473,314	2,511,023	2,601,087	90,064	4	
Asset Revaulation Reserve	2,785,919	2,734,812	2,851,243	116,431	4	
Reserve	189,734	252,441	234,531	-17,910	-7	30
Total equity	5,448,967	5,498,276	5,686,860	188,584	3	

Standard Statement of Cash Flows
For the quarter ended 31 December 2020

	Annual		Year to Date			
	Budget	Budget	Actual	Variance		
	Inflows/	Inflows/	Inflows/			
	outflows	outflows	outflows			
	\$'000	\$'000	\$'000	\$'000	%	Ref
Cash flows from operating activities						
Rates and charges	250,504	99,449	104,085	4,636	5	31
Statutory fees and fines	9,881	5,181	6,814	1,633	32	32
User fees	16,910	6,926	6,459	-467	-7	33
Contributions - monetary	37,702	19,835	31,868	12,033	61	34
Grants - operating	44,073	25,896	31,241	5,345	21	35
Grants - capital	13,580	6,790	7,337	547	8	35
Interest received	4,029	2,371	1,608	-763	-32	36
GST recoveries	11,373	4,828	7,828	3,000	-62	37
Employee costs	(131,326)	(63,999)	(62,125)	1,874	-3	38
Material and services	(207,095)	(93,653)	(94,077)	-424		39
Other Income	847	423	441	18	4	
Trust funds and deposits	2,656	171	1,297	1,126	658	40
Net cash provided by (used in) operating activities	53,134	14,218	42,776	28,558	201	
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(115,610)	(54,607)	(70,379)	-15,772	29	41
Proceeds from sale of property, infrastructure, plant and equipment	7,052	690	290	-400	-58	42
Payments for other non-financial assets	64,000	31,000	25,000	-6,000	-19	43
Not cash (used in) investing activities	(44,558)	-22,917	-45,089	-22,172	97	
Cash flow from financing activities						
Finance costs	(1,838)	(951)	(865)	86	9	44
Proceeds from borrowings	-	-	-	-	-	
Repayment of borrowings	(7,571)	(3,755)	(3,756)	-1	-	
Interest Paid - Lease Liability	(456)	(228)	(433)	-205	-90	45
Repaymen of Lease Liability	(1,496)	(748)	(598)	150	20	46
Net cash provided by/(used in) by financing activities	(11,361)	(5,682)	(5,652)	85	1	
Net increase (decrease) in cash and cash equivalents	(2,785)	-14,381	-7,965	6,471	45	
Cash and cash equivalents at the beginning of the financial year	27,475	27,475	20,351	57,581	-26	
Cash and cash equivalents at end of the month	24,690	13,094	12,386	64,052	-5	

Standard Statement of Capital Works
For the quarter ended 31 December 2020

	Annual		Year to Date			Ref
	Budget	Budget	Actual	Variance		
	\$'000	\$'000	\$'000	\$'000	%	
Capital Works Program						
Property						
Land	17,918	5,956	13,641	-7,685	-129.0%	47
Buildings	5,416	2,406	435	1,971	81.9%	48
Building Improvements	169	45	44	1	1.5%	
Total Property	23,503	8,407	14,120	-5,713	-68.0%	
Plant & Equipment						
Plant Machinery & Equipment	3,154	1,058	817	241	22.8%	49
Fixtures, fittings and furniture	9	0	1	-1	100.0%	
Computers and telecommunications	13,673	3,518	2,492	1,026	29.2%	50
Total Plant & Equipment	16,836	4,576	3,310	1,266	27.7%	
Infrastructure						
Roads	58,859	11,775	17,336	-5,561	-47.2%	51
Bridges	2,675	1,164	257	907	77.9%	52
Footpaths and Cycle ways	5,465	1,428	1,692	-264	-18.5%	53
Drainage	5,278	905	689	216	23.9%	54
Recreational, leisure and community facilities	79,253	40,772	31,105	9,667	23.7%	55
Waste Management	0	0	0	0	0.0%	
Parks, open space and streetscapes	7,799	2,761	1,692	1,069	38.7%	56
Off street car parks	54	10	18	-8	-80.0%	
Other Infrastructure	326	214	159	55	25.7%	
Total Infratstructure	159,709	59,029	52,948	6,081	10.3%	
Total Capital Works	200,048	72,012	70,378	1,634	2.3%	

*Note: includes approved carry-forward projects from 2019/20

Year to Date Variance Reports

For the period ending 31 December 2020

Reference	
1	Revenue from Operating Activities – Rates Rates and charges are \$0.7 million favourable to budget. This comprises the following offsetting impacts: \$1.4 million of additional revenue from rates and waste charges owing to additional supplementary rates from properties coming on-line after the budget was finalised - a \$0.7 million reduction in penalty interest on rates in arrears following Council's decision to not charge penalty interest (now until 31 March 2021) in response to COVID-19.
2	Revenue from Operating Activities – Statutory Fees & Fines Statutory fees are higher than budgeted as it was expected there would be a slowing in subdivision and planning applications. Animal Management Fees expected in 2019/20 were deferred until 2020/21.
3	Revenue from Operating Activities – User Fees User fees are lower than budget as a result of the extended Covid-19 restrictions, fees have not been received as a result of closures and restrictions at public venues and facilities.
4	Revenue from Operating Activities – Grants Operating (recurrent) There are timing differences which that have caused the negative variance. Specifically, half of the financial assistance grants from the Commonwealth distributed by the Victoria Grants Commission (VGC) were brought forward. This will be a permanent variance this year. There is a similar timing impact with grants for area of Child, Youth & Family Services for Children's Services, Kindergartens, Family Day Care and Maternal & Child Health Services.
5	Revenue from Operating Activities – Grants Operating (non-recurrent) Additional grant revenue has been recognised from the State Government for specific service programs which have an operating grant income reduction, these areas have corresponding expenditure expected throughout the year.
6	Revenue from Operating Activities – Grants Capital (recurrent) The negative variance reflects the Commonwealth's decision to bring forward half of the local roads grant for the 2020/21 financial year to 2019/20. This timing difference will remain a permanent variance this year.
7	Revenue from Operating Activities – Grants Capital (non-recurrent) Timing issues continue to delay the delivery of grant funded projects has affected the year to date outcome and the current variance is expected to be resolved throughout the remainder of 2020/21.
8	Revenue from Operating Activities – Contributions Monetary The main cause of the positive variance is higher than budget receipts of Developer Contributions and Public Open Space contributions, which continue due to demand for developments.
9	Revenue from Operating Activities – Contributions Non Monetary The current negative variance is due to the timing and release of contributed assets from accumulated development activity, which has resulted in less sub-divisions assets being completed and transferred to Council control, this is expected to pick up on the second half of the year.
10	Revenue from Operating Activities – Interest Interest on investments is lower than budget, as a result of lower interest rates.
11	Revenue from Operating Activities – Net gain/(loss) on disposal of property, infrastructure & plant The variance is due to the of disposal of assets that was not anticipated when the budget was set.

Year to Date Variance Reports

For the period ending 31 December 2020

Reference	
12	Expenditure from Operating Activities – Employee Costs Higher than expected vacancies underpin the variance in employee costs and is primarily attributable to the slowing of recruitment activity, mainly as a result of continued uncertainty with Covid-19 restrictions. This item is being actively managed by council. Some of this underspend is offset by higher agency employee costs in materials and services.
13	Expenditure from Operating Activities – Materials & Consumables The variance is mainly due to the new developments progressed through the capital works program rather than the operating budget.
14	Expenditure from Operating Activities – External Contracts The variance is affected by a combination of timing, seasonal factors and Covid-19, these relate mainly to contracts for buildings and facilities.
15	Expenditure from Operating Activities – Utilities The current variance is partly related to timing and the reduction in usage at various facilities, where consumption is slightly lower than anticipated.
16	Expenditure from Operating Activities – Finance Costs, Leases The current variance is affected by updated assumptions for the interest rates for assessing these leases and is being regularly reviewed.
17	Expenditure from Operating Activities – Depreciation The depreciation variance is driven by the timing of the finalisation of capital projects, which is actively being reviewed by management.
18	Expenditure from Operating Activities – Amortisation The variance is affected by the timing of equipment acquisitions.
19	Expenditure from Operating Activities – Other Expenditure The variance is affected by the timing of expenditure and will be monitored.
20	Current Assets – Cash and Cash equivalents & Other Financial Assets The lower than budgeted cash assets are due to an increase in materials and consumables spend and seasonal impacts.
21	Current Assets – Trade and Other Receivables The lower than expected level of Trade and Other Receivables is due to the timing of receipt of payments for rates outstanding at year end.
22	Current Assets – Other Financial Assets The higher Financial Assets is a result of additional receipts for Developer Contributions and grants and the timing of payments.
23	Current Assets – Assets Classified as held for Sale Assets classified as held for Sale are lower than budgeted reflecting the deferral property sales due to the continuing Covid-19 pandemic.
24	Non-Current Assets – Property, Infrastructure, Plant & Equipment This item has a positive variance, due to the higher than expected receipt of contributed assets in the previous year

Year to Date Variance Reports

For the period ending 31 December 2020

Reference	
25	Non-Current Assets – Other Financial Assets The slightly higher than budgeted financial assets are reflects the nature of the long term investments and available returns to Council from this maturity profile.
26	Current Liabilities – Trade and Other Payables The higher than expected level of payables is due to the timing of supplier invoices for operating and capital payments, as well as increased capital activity due to the higher than expected level of capital works projects.
27	Current Liabilities – Trust Funds and Deposits Trust balances consist of various bonds for works and mainly reflect cash bonds held for subdivisions of which are slightly lower than budget.
28	Current and Non-Current Liabilities – Provisions There has been a decrease in Landfill Rehabilitation Provisions based on the revised future costs of the requirements Stevensons Road Closed Landfill site rehabilitation costs, as calculated during the finalisation of the 2019/20 financial statements. Offset from the current provision, the non-current provision for the landfill site has been reduced as there has been accelerated rehabilitatee carried out and now requires less resources than previously required.
29	Current and Non-Current Liabilities – Lease Liability The current lease liability is lower than budget due to increase borrowing rates. As a result, the amount of lease payment changes by increasing interest payments, as well as decreasing the current lease obligation. The Non-current Lease Liability is higher than budget due to a reduction of Current Lease obligations.
30	Equity – Reserve Developer Contributions held for future works is lower than budget and this is a result of the higher delivery of Developer Contributed Capital Works Projects.
31	Cash Flow from Operating Activities – Rates & Charges Receipts from Rates are higher than budget due to timing of payments this is a result of the deferral of interest on rates until 31 December, refer Note 1.
32	Cash Flow from Operating Activities – Statutory Fees & Fines Receipts from Rates are higher than budget due to timing of payments for subdivision and planning applications and Animal Manager Fees (refer Note 2).
33	Cash Flow from Operating Activities – User fees User fees are lower than budget as a result of the extended Covid-19 restrictions, fees have not been received as a result of closures and restrictions at public venues and facilities.
34	Cash Flow from Operating Activities – Contributions Receipts from Contributions are higher than budget due to timing of Developer Contributions based on activity currently taking place.
35	Cash Flow from Operating Activities – Grants Operating and Capital Receipts from Grants are higher than expected due additional grant revenue from the State Government, as a result of Covid-19, for specific service programs which have an operating income reduction, these areas have corresponding expenditure expected throughout the year.

Year to Date Variance Reports

For the period ending 31 December 2020

Reference	
36	Cash Flow from Operating Activities – Interest Received Interest on investments is lower than budget, as a result of lower interest rates.
37	Cash Flow from Operating Activities – GST Recoveries GST Recoveries are higher than expected due to higher than expected delivery of capital works.
38	Cash Flow From Operating Activities – Employee Costs Cashflow for Employee costs is lower than budgeted due to higher than expected vacancies and is primarily attributable to the slowing of recruitment activity, mainly as a result of continued uncertainty with Covid-19 restrictions.
39	Cash Flow From Operating Activities – Materials and Services Cashflow for Materials and Services is higher than budgeted due to the timing of new develops progressing ahead of time, with costs associated in completing the projects associated to developments.
40	Cash Flow From Operating Activities – Trust Funds and Deposits The timing of receipts may not be reflective when the budget was developed.
41	Cash Flow from Investing Activities – Payments for Property, Infrastructure, Plant and Equipment Payments made for land settlements relating to Developer Contribution projects and Capital Works projects are higher than anticipated, the experiencing timing of these transactions can be unpredictable.
42	Cash Flow from Investing Activities – Proceeds from Sale of Property, Infrastructure, Plant and Equipment Sales of these items have been postponed due to COVID-19.
43	Cash Flow from Investing Activities – Payments for acquisition of other financial assets Payment for Capital works program (see note 41 and offset by monetary contribution note 34) have progressed ahead of schedule, this has been met by calling up investments to meet the demands of funding requirements.
44	Cash Flow from Financing Activities – Finance Costs The budget was developed on a loan schedule and as interest rates have recently reduced that has resulted an adjustment in the repayments.
45	Cash Flow from Financing Activities – Interest Paid-Lease Liability The interest rate assumptions developed in the budget were lower than the borrowing rate now applied, the interest component of the repayments comprises most of the repayments
46	Cash Flow from Financing Activities – Repayment of Lease Liability The variance is due to a change in the incremental borrowing rate, refer Note 45.
47	Capital Works – Land The current year to date budget variance is due to the earlier than expected completion of land purchases in the second quarter. Land purchases can be impacted by earlier than expected settlements, delays in settlements and negotiations.

Year to Date Variance Reports

For the period ending 31 December 2020

Reference	
48	Capital Works – Buildings The current year to date favourable budget variance is due to delays in commencement of various projects. Building projects have been impacted by COVID-19 restrictions causing delays to procurement schedules
49	Capital Works – Plant Machinery & Equipment The current year to date favourable budget variance is due to delays in procurement plans and schedules impacted by Covid-19 restrictions.
50	Capital Works – Computers and Telecommunications The favourable year to date budget variance is due to timing of various IT projects with delays as a result of Covid-19.
51	Capital Works – Roads There are road projects which are ahead of their year to date budget. This is expected to correct itself over the course of the year
52	Capital Works – Bridges The current year to date favourable budget variance is due to delays in procurement plans and schedules
53	Capital Works – Footpaths and Cycleways There are some larger projects which are ahead of their expected year to date budget due to better than expected progress, offset by some other projects which have delays.
54	Capital Works – Drainage The current year to date favourable budget variance is due to delays in procurement plans and schedules. Projects can be impacted by delays in planning authority approval.
55	Capital Works – Recreational, Leisure & Community Facilities The current year to date favourable budget variance is due to delays in procurement plans and schedules impacted by COVID-19 restrictions. This is expected to correct itself over the remainder of the year.
56	Capital Works – Parks, Open Space and Streetscapes The current year to date favourable budget variance is due to delays in procurement plans and schedules. Projects can be impacted by delays in planning authority approval.



Contact

For more information, contact the City of Casey.

Telephone

03 9705 5200
Monday - Friday, 8 am - 6 pm
or (International +613 9705 5200)

Online

casey.vic.gov.au

In person

Bunjil Place
Patrick Northeast Drive,
Narre Warren, Victoria

Postal address

PO Box 1000
Narre Warren, Victoria 3805
Australia

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