

City of Casey

QUARTERLY COMMUNITY REPORT

OCTOBER - DECEMBER 2021



ADMINISTRATOR MESSAGE

I am pleased to present the City of Casey's Quarterly Community Report for October to December 2021, and the second quarterly report for the *Council Plan 2021-25*.

The Panel of Administrators, comprised of myself, Miguel Belmar and Cameron Boardman, are very privileged to work with our community, to plan for the future and to deliver services and facilities on their behalf.

A number of important Council initiatives were completed this quarter including the Casey Good Governance Framework, which was endorsed in December 2021. This framework will be implemented across the organisation to improve accountability and strengthen governance within Council. Council also launched the Open Data Platform in October 2021, making it easier for stakeholders and members of the community to access data about the municipality to support better decision making and action on local issues.

The Covid Relief program has also continued, giving support to our community through the ongoing pandemic. Council continues to work on advocating for additional funding following the cessation of other government funding for Covid relief from 31 December 2021.

Numerous local projects progressed this quarter as part of the City of Casey's 2021/22 Capital Works Program, which features an investment of \$148 million to deliver approximately 287 projects. These include the Clyde Recreation Reserve, Stage Two of the Casey Fields Football Centre for Excellence, and the Family and Community Centre in Elliston Estate in Clyde. The provision of this infrastructure helps people to connect with one another socially and builds strong, healthy and resilient communities.

A number of important community engagements were also undertaken, with 11 consultation opportunities held from October to December 2021. In November, we asked the community for feedback on a new vision for our library services and the Draft Casey Libraries Strategic Service Plan to help shape the future of our local libraries. Engagement was also conducted for the Ray Bastin Reserve, a

4.5 hectare park that currently includes a regional all-abilities playground that is due for renewal. Through our engagement activities, we sought to understand what the community enjoys about the reserve and changes they would like to see. The feedback received during this process will help to shape future plans for the reserve's upgrade.

With a further easing of public health restrictions throughout the quarter, the panel of Administrators were able to attend 25 events in the community including citizenship ceremonies, community safety forums and the lighting of the Bunjil Place Christmas tree. It was a pleasure to be able to engage with the community in person, after so many events have been moved online or cancelled in recent times.

Sport also returned to the municipality with a number of noteworthy events including an A-League Women's match, the WNBL Southside Flyers' pre-season game; an AFLW pre-season match, and the Aussie Cricket League T20 International Tournament, which was televised internationally.

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

Noelene Duff PSM

Chair of Administrators
City of Casey



INTRODUCTION

Each year, the Annual Action Plan is developed, which includes the key projects and activities that work towards delivering our *Council Plan 2021-25*.

The Quarterly Community Report provides a detailed statement of Council's performance against the *Council Plan 2021-25*.

It details the progress of delivering the *Annual Action Plan 2021/22*, financial performance, capital works project delivery, community engagement updates and other details as requested by the Minister for Local Government.

COUNCIL PLAN PERFORMANCE

This section provides a detailed update on Council's progress in delivering the *Annual Action Plan 2021/22*, for the October - December 2021 period.

There are 34 actions planned for delivery in 2021/22.

As at 31 December 2021, two actions have been completed, with the remainder tracking to plan.

Action Status Overview:

Strategic Objective 1: Deliver sustainable infrastructure and activate places



Strategic Objective 2: Grow Casey's current and emerging economies



Strategic Objective 3: Foster environmentally sustainable practices and work towards being climate ready



Strategic Objective 4: Advocate to State and Federal Governments for key service and infrastructure delivery



Strategic Objective 5: Create a resilient, active and connected community



Strategic Objective 6: Ensure good governance and transparent decision making



Strategic Objective 7: Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit



Legend:

-  **In Progress:** Work on the action has commenced and is currently set to be completed by the due date.
-  **Complete:** Action completed by the target date

-  **Not Started:** Work on the action is not yet started and will commence later in the year

STRATEGIC OBJECTIVE 1: DELIVER SUSTAINABLE INFRASTRUCTURE AND ACTIVATE PLACES

Strategy 1.1 Advocate and build an accessible and well-connected local transport network

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

Status: In Progress ■

Due date: 30 June 2022

Comment: Council officers continue to work with the State Government on the Big Build projects to ensure integrated and dependable transport network solutions. Detailed design reviews continue to be undertaken for all projects in the planning and design phase, and comments provided to the State Government to optimise road, path and landscape outcomes. Multiple design workshops have been held with the State Government for the Camms Road Level Crossing Removal since the State Government released its design in mid-2021.

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

Status: In Progress ■

Due date: 30 June 2022

Comment: Council actively manages developer contributions to facilitate the timely delivery of arterial road and intersection projects (road projects) in Contribution Plan areas through the terms of developer agreements. Council may enter agreements for cash progress payments to be made to developers for the construction of road projects or works-in-kind agreements where Council accepts land from and/or works constructed by developers in lieu of developer contributions.

In this quarter, Victorian Government COVID-19 restrictions on the construction industry impacted the construction of multiple road projects. Notwithstanding these impacts, Council made \$3.8M of cash progress payments for the

construction of road projects in the quarter. Council has made \$4.4M of cash progress payments for the construction of road projects in the current financial year.

Strategic Indicators

Indicator: Increase the level of community value-add achieved in State/Federal major transport projects

Comment: Council officers continue to work with the State Government on the Big Build projects to ensure opportunities for community engagement and consideration of community views. Current State engagement activities include the Narre Warren North Upgrade. Council continues to work with the State on projects to get the best outcomes for the local community. The next community engagement proposed by the State Government is in early 2022 and will be for the Webb Street Level Crossing Removal project. Council will work with the State to ensure community needs are considered.

Strategy 1.2 Foster partnerships that ensure Casey remains a destination for arts, culture, sport and leisure

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

Status: In Progress ■

Due date: 30 June 2022

Comment: A number of events were held during this quarter, which included an A League Women's match, WNBL Southside Flyers preseason game held at Casey Stadium, an AFLW Preseason match and the Aussie Cricket League T20 International Tournament, which was televised internationally.

Other events that were scheduled but cancelled

due to COVID-19 included an FFA Cup match, the Indoor Cricket Nationals and the Cricket Indoor World Cup.

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

Status: In Progress ■

Due date: 30 June 2022

Comment: Over 90 events were planned during the first half of the year, to be delivered by the Arts & Cultural Development Team. COVID-19 restrictions and venue closures have greatly impacted intended programming however, a number of events did take place and Council continued to develop its digital programming on offer.

During this period, 45 arts and cultural events were delivered, from the major public art installation *Museum of the Moon* with associated programming, to art workshops across Bunjil Place and Council community centres, education programs including school tours of the Bunjil Place Gallery exhibitions, and the incredibly successful Bunjil Place Lighting of the Christmas Tree event which saw over 800 community members come together for an evening of celebration.

There were 29 online events offered during this period, including the popular Art at Home series, online health and wellbeing offerings, an online performance *Lighthouse Keepers Lunch* and the Australian Ballet online.

A number of events were cancelled due to COVID-19 restrictions, including Winter Arts Festival programming, a number of Daytime Music Theatre events, Bunjil Place Gallery events including Quiet Hour in the gallery and curator talks.

Strategic Indicators

Indicator: Attract events of regional, state, national and international significance to Casey

Comment: During the first half of 2021/22 the ongoing COVID-19 pandemic and associated public health restrictions had a major impact on Council's ability to deliver arts and cultural events

to residents and visitors.

Delivery of the blockbuster Plaza installation *Museum of the Moon* attracted over 30,000 visitors and many more engaged in the additional workshops and programming. Unfortunately many performances, such as three Melbourne Writers Festival events in the theatre, were cancelled, as well as the theatre performance *THEM* by Sameh Sabawi. John Young: *Diaspora Psyche*

By the end of this quarter, Council had hosted 16 significant events both online and in person, including: two internationally significant events, one nationally significant event, six events of state significance and seven of regional significance.

The Melbourne Football Club mens and womens teams also returned to Casey Fields for training from December 2021.

Strategy 1.3 Design, build and cultivate places that create a sense of belonging, connection, and pride

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

Status: In Progress ■

Due date: 30 June 2022

Comment: Work on the project is progressing well. A 'bootcamp' process to incorporate new members of the team has been undertaken - this will assist in progressing the upgrade of the tool. The tool is yet to be trialled in other settings and work is being conducted with stakeholders to determine the best technological solution moving forward. A resource request for project officer has been submitted to ensure the project is completed as planned in 2022, in addition to applying for a Department of Justice grant.

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

Status: In Progress ■

Due date: 30 June 2022

Comment: The Casey Design Excellence Program draft has been completed and is out for community consultation until 22 Jan 2022. Council adoption of the program is expected in March 2022.

Strategic Indicators

Indicator: Become a nationally-recognised destination for cultural and civic excellence

Comment: An update for this indicator is not currently available. An update will be provided in the Annual Report.

Strategy 1.4 Manage urban growth and deliver future-focused infrastructure that is innovative, sustainable and adaptable

Action: 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.

Status: In Progress ■

Due date: 30 June 2022

Comment: The Infrastructure Strategy was adopted by Council in October 2021. Development of the draft four year Action Plan is progressing and is due for completion in Quarter 3, with actions drafted and further opportunities identified through Department Business Plan workshops held in November and December 2021.

Action: 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.

Status: In Progress ■

Due date: 30 June 2022

Comment: The Victorian Planning Authority (VPA) is continuing the preparation of the Croskell, Casey Fields South, and Devon Meadows Precinct Structure Plans. In November and December 2021, Council participated in and

made submissions to the pitching and co-visioning workshops for the Croskell precinct.

Strategic Indicators

Indicator: Increased use of Environmentally Sustainable Design principles within infrastructure

Comment: All upcoming Council projects are being designed and delivered with an Environmentally Sustainable Design focus.

Indicator: Decrease the renewal gap

Comment: 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. Initial modelling has been conducted to understand the renewal gap. Further work is to be undertaken with individual asset classes to provide a more detailed renewal requirement forecast. This is being achieved through the development of Asset Management Plans with high level modelling.

Strategy 1.5 Prioritise investment that revitalises our existing infrastructure and services to meet changing needs

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

Status: In Progress ■

Due date: 30 June 2022

Comment: Development of the 10-year Asset Management Plan is progressing. A deliberative community engagement process is set to occur in late February 2022 to seek additional input into the plans direction.

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

Status: In Progress ■

Due date: 30 June 2022

Comment: The Cranbourne Community Hospital is a Major Initiative under the *Strategic Property Program*. The new hospital, to be located at 65 Berwick-Cranbourne Road (Cranbourne East), will benefit the community by providing improved access to medical services. Council achieved a major project milestone in Quarter 2, with the City of Casey and the Department of Health executing the Contract of Sale and negotiating other transaction documents. Council continues to support the State Government on this project by processing their subdivision permit and early works package. In Quarter 2, Council also commenced project planning and investigations for a new Strategic Property Program initiative in Narre Warren.

Strategic Indicators

Indicator: Increased digital infrastructure within the public realm

Comment: Work on this initiative is progressing well with the following occurring: WiFi mapping has been completed; the Doveton WiFi upgrade is in progress; the digital equity framework has defined key areas; and Council are deploying a digital equity lab in Doveton with partners to drive free public WiFi.

Strategy 1.6 Create and maintain safe and clean open spaces and places

Action: 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.

Status: In Progress ■

Due date: 30 June 2022

Comment: The open space management contract consists of road reserves adjacent to local, collector and arterial roads, covering the maintenance of its prominent parks, neighbourhood reserves, sports ground surrounds, median strips, traffic devices and urban roadsides.

Contractor performance in two of the four contracts is below expectations and requirements,

partially due to COVID-19 impacts on resourcing and equipment supply chain. Contractors are meeting the requirements in the remaining two contracts.

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

Status: In Progress ■

Due date: 30 June 2022

Comment: Council provided \$1.8 million to renew 15 playgrounds this financial year. Eight local level playgrounds have been awarded, with construction to be completed prior to 30 June 2022.

Strategic Indicators

Indicator: Increase Customer Satisfaction for appearance of public areas

Comment: The Customer Satisfaction Survey found that 62 per cent of respondents were satisfied with the appearance of public areas.

STRATEGIC OBJECTIVE 2: GROW CASEYS CURRENT AND EMERGING ECONOMIES

Strategy 2.1 Support the creation of new jobs, by focusing on developing local businesses, attracting investments, revitalising activity centres and facilitating employment pathways

Action: 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

Status: In Progress ■

Due date: 30 June 2022

Comment: An evidenced-based process of benchmarking development activity across similar centres around Australia has been undertaken. Council is now in the process of identifying ways the Narre Warren and Cranbourne Activity Centres could become more competitive to attract desirable private and public investment. These steps include targeted industry engagement, setting draft performance goals and identifying how Council can better facilitate this. This will culminate in Growth and Investment Plans for each centre.

Action: Expand business development and investment attraction through a program of facilitated development.

Status: In Progress ■

Due date: 30 June 2022

Comment: COVID-19 impacts in Quarter 2 have delayed the commencement of new activities within this project, with Councils focus on supporting the existing business community. Quarter 3 will focus on setting up a new investment - focused website for Casey and dedicated services for prospective investors and businesses looking to expand.

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

Status: In Progress ■

Due date: 30 June 2022

Comment: The Casey Jobs Victoria advocates continued their strong performance interacting with jobseekers in Casey. An additional 1,269 residents were assisted during this quarter. The majority of contact remained online, but with restrictions easing, face to face engagement recommenced towards the end of the quarter. Reports are now being received from State Government, referral agencies and job seekers themselves about the positive impact this service is providing to the community. From anecdotal evidence 27 have found jobs, 74 secured interviews, 17 enrolled into training and eight started volunteering.

Strategic Indicator

Indicator: Growth in key trade industries, employment, or establishments by trade industries

Comment: 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 - 9,684; Number of businesses - 6,297

Retail = Number of jobs - 14,226; Number of businesses - 1,344

Education & Training = Number of jobs - 9,602; Number of businesses - 282

Healthcare & Social Assistance = Number of jobs - 14,834; Number of businesses - 1,162

Indicator: Growth in future industries, employment, or establishments by trade industries

Comment: An update for this indicator is not currently available. Work is underway to identify target future sectors as per the newly adopted Economic Development Strategy.

Indicator: Economic growth (GRP growth %) exceeding or equal to population growth (%) – annual report

Comment: The estimated resident population of the City of Casey was 364,600 as of the 30 June 2020. The City of Casey's Gross Regional Product was \$10,662 million as of the 30 June 2020.

Indicator: Improved local job self-sufficiency

Comment: Self-sufficiency measures the proportion of local workers in the local area who also live in the Local Government Area or region. It indicates the level at which the resident workers meet the labour requirements of the local industries or businesses. Council officers are working through reviewing and updating these indicators to more meaningful and measurable data. The most recent data available states that in 2016, 59.5 per cent of the City of Casey's local workers were residents.

Strategy 2.2 Build and leverage partnerships that enhance service provision, infrastructure delivery and funding opportunities

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

Status: In Progress ■

Due date: 30 June 2022

Comment: This quarter saw the conclusion of the Smart City Project, an academic program between Federation University, Council and secondary students. The relationship between Chisholm Institute of TAFE and Council has been further strengthened by the growing number of referrals by the Casey Jobs Victoria Advocates to prospective students.

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

Status: In Progress ■

Due date: 30 June 2022

Comment: The project is progressing well in spite of the COVID-19 pandemics changing restrictions and the holiday period. Engagement occurred with

15 employers and 81 participant jobseekers, with the jobseeker demographics that fit the targeted cohorts (69 per cent female, 30 per cent male, 1 per cent other; 45 per cent under 25, 10 per cent over 55; 52 per cent CALD background and 48 per cent undisclosed).

The first industry event targeting the hospitality and tourism sector was delivered with 136 participants. It included presentations from employers to talk about expectations in their industry, which helped break down some bias that jobseekers may have had. At the conclusion 95 per cent of participants reported an increase in knowledge on how to apply for jobs; 91 per cent were likely to apply for a job in hospitality; 73 per cent felt increasingly confident to apply.

Since the event, Council received 50 expressions of interest for short courses and more than 30 participants have been placed into roles after undertaking hospitality short courses, and the other 20 are in the process of either being employed or undertaking further training. A community of practice is being developed, with the City of Greater Dandenong, City of Kingston and Cardinia Shire Council all expressing interest.

Strategic Indicator

Indicator: Growth in the number of mutually beneficial partnership programs that improve community outcomes.

Comment: An update for this indicator is not currently available. Council officers are currently working on reviewing and updating the indicator to be more measurable and meaningful.

STRATEGIC OBJECTIVE 3: FOSTER ENVIRONMENTALLY SUSTAINABLE PRACTICES AND WORK TOWARDS BEING CLIMATE READY

Strategy 3.1 : Conserve, enhance and restore the natural environment

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

Status: In Progress ■

Due date: 30 June 2022

Comment: The initial data analysis and an internal and external consultation process has been completed. The development of a draft Urban Forest Strategy is currently underway.

Strategic Indicator

Indicator: Support a healthy natural ecosystem

Comment: An update for this indicator is not available. This information will be reported in the Annual Report

Strategy 3.2 Contribute towards a circular economy through waste management and resource recovery

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

Status: In Progress ■

Due date: 30 June 2022

Comment: The Stage 2 tender documents including selection criteria were released to the shortlisted bidders in early December 2021. The evaluation period will run for 14 weeks between May and August 2022. The evaluation panel for this phase of the procurement has been established and will be chaired by Council officers (Manager Sustainability and Waste). Development of the evaluation criteria has commenced. Councils have been asked to formally commit to the final stages of procurement by March 2022,

with the City of Casey to consider this request in February.

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

Status: In Progress ■

Due date: 30 June 2022

Comment: Council officers (Team Leader Waste Management) have been participating in engagement forums with Department of Environment, Land, Water and Planning before the finalisation of the implementation plan. Scoping of the program is scheduled for early 2022.

Strategic Indicator

Indicator: Increase community participation in environmental education and events

Comment: A variety of environmental education events were delivered online and in person, including Gardens For Wildlife, Plant Giveaways, Photo Competition, Habitat Hero Video launch, Food and Garden Waste kitchen caddy giveaway and recycling education activities. The total engagement numbers are still being compiled and will be reported in the Annual Report

Strategy 3.3 Support a climate-ready city through climate change mitigation and adaptation

Action: 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.

Status: In Progress ■

Due date: 30 June 2022

Comment: Draft community actions have been developed by Council officers, which includes potential greenhouse gas saving calculations,

in preparation for the community consultation phase. A consultant has been engaged for the community consultation period from January 2022 to April 2022. The City of Casey is also participating in the South East Councils Climate Change Alliance - Small Business Energy Saver Program with approximately 61 businesses engaged during 2021 and 14 businesses submitting applications for greenhouse gas reduction support.

Strategic Indicator

Indicator: Accelerate progress towards carbon neutrality

Comment: Council officers are reviewing the Environmentally Sustainable Design (ESD) Building Policy to support Council ambitions of carbon neutrality. The ESD policy is expected to be updated in April 2022. Council officers are progressing tender specifications to procure renewable energy for council buildings.

Indicator: Develop and implement the Corporate Climate Action Plan

Comment: An Emissions Management Plan is being delivered and strategic planning work is being undertaken to address future climate change effects. Casey has participated in the preparation of documents for the 2021-24 Strategic Plan South East Councils Climate Change Alliance, including the Asset Vulnerability Assessment completed in November 2021.

STRATEGIC OBJECTIVE 4: ADVOCATE TO STATE AND FEDERAL GOVERNMENTS FOR KEY SERVICE AND INFRASTRUCTURE DELIVERY

Strategy 4.1 Secure funding through Council's advocacy campaign, Connecting Casey, to provide transport, infrastructure and community services

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

Status: In Progress ■

Due date: 30 June 2022

Comment: The Federal Election Campaign Plan has been finalised and development of the campaign has commenced.

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

Status: In Progress ■

Due date: 30 June 2022

Comment: The City of Casey continues to play an active role in the Greater South East Melbourne (GSEM) Group of Councils. Key updates from Quarter 2 include the following:

Trackless Tram Pledge

Both the Federal Government and Opposition have announced their support for a Trackless Tram project from Caulfield Station to Monash University and Rowville

Electric and Autonomous Vehicle Project (EV/AV)

The Electric Vehicle/Autonomous Vehicle (EV/AV) capabilities showcase took place in November 2021. The showcase was attended by 80 people from industry, government, education and associations who were treated to presentations from EV/AV based organisations within the region.

Developing Arts and Culture

GSEM hosted a discussion on the prospect of developing a regional Arts and Culture Tourism Strategy. The group identified three important areas to commence the process:

- Undertake a regional stocktake that identifies existing regional assets and potential gaps, current Council art/culture/tourism plans, existing

physical connectivity, and current and future Council infrastructure investments

- Instigate effective models for coordination
- Investigate options in the digital space.

Strategic Indicators

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

Comment: The announcement of the removal of Webb St Level Crossing and the new Narre Warren Railway Station has occurred, with planning works underway. There has been a \$4.25 million commitment from Victorian State Government to reseal a section of Ballarto Road.

STRATEGIC OBJECTIVE 5: CREATE A RESILIENT, ACTIVE AND CONNECTED COMMUNITY

Strategy 5.1 Address key health and wellbeing needs within the community, by connecting people to community and services

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

Status: In Progress ■

Due date: 30 June 2022

Comment: The Covid Relief program is continuing, as the case numbers vary from week to week. Councils continue to work together to advocate for additional funding following the cessation of funding from other levels of Government for Covid relief from 31 December 2021. Councils Emergency Management team have a current memorandum of understanding (MOU) in place with the Salvation Army, which will support the provision of relief services to our community and is expected to be in place until current issues with funding are rectified.

Council teams (Emergency Management) continue to maintain relationships with the Southeast Emergency Management practitioners in Local Government. In addition, they are working closely with State Government to advocate for a better model for the delivery relief services, as there is a current lack of guidance for how best to deliver this work as part of Councils business as usual activities without additional funding.

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

Status: In Progress ■

Due date: 30 June 2022

Comment: Planning for the development of Council's Reconciliation Action Plan has now been completed. Work is underway to establish an internal working group to ensure that there is a consistent approach across the organisation.

Action: 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

Status: In Progress ■

Due date: 30 June 2022

Comment: The Casey Affordable Housing Strategy and Regional Local Government Homelessness and Social Housing Charter was adopted by Council on 21 July 2021. The Strategy includes actions pertaining to Advocating, Partnering and Facilitating initiatives to increase affordable housing options and support services in Casey. Council is committed to working with other Councils to share resources and knowledge to support affordable housing outcomes.

Demonstrating this, the City of Casey hosted the Inter Council Affordable Housing Forum online in November 2021, where officers delivered presentations on walkability mapping and land feasibility criteria for determining the preferred location of affordable or social housing. Casey worked with the Municipal Association of Victoria (MAV) to include presentations by CHIA (Community Housing Industry Association) and Homes Victoria with over 50 representatives from other Councils across Victoria attending. Officers will use this work to further investigate opportunities for the inclusion of affordable housing in the Strategic Utilisation of Council Owned Land (SUCOL) program, an action of the Strategy.

Work is also continuing with Homes Victoria and MAV on a Social and Affordable Housing Compact with local governments, which will identify priorities for social housing growth in the municipalities. The Charter Group is working through a draft Minimum Supply of Social Housing report detailing the changing supply and demand for social housing in recent years, which will support further advocacy regarding homelessness and social housing in Casey and the greater south-eastern region.

Other Quarter 2 actions included:

- Working closely with proponents in Cranbourne to rationalise and investigate options for social and affordable housing contributions through land rezoning
- Planning for budget requirements to support stronger data and research on housing affordability
- Planning and forming an internal steering committee to support the strategy and charter implementation.

Strategic Indicators

Indicator: Build community capacity to support self-determination and reduce reliance on Government services

Comment: Planning for the development Councils Reconciliation Action Plan has now been completed. Work is underway to establish an internal working group to ensure that there is a consistent approach across the organisation.

Indicator: Increase opportunities for community participation in community events and social groups to reduce social isolation

Comment: An update for this indicator is not available. This information will be reported in the Annual Report

Indicator: Improve community led preparedness to plan for and mitigate local emergency risk

Comment: The fire danger period commences on 10 January 2022. The Emergency Management Unit (EMU) provided the Communications Team with CFA fire season campaign material for distribution through City of Casey social media platforms. The EMU has also arranged provisions of the 'Are you prepared for an emergency?' hardcopy resources to the Community Care Team for distribution to clients, and through Casey Libraries and as requested.

Indicator: Increase the utilisation of Council managed facilities

Comment: The utilisation for the Oct – Dec 2021 period was 14,471 booking hours out of 44,268, which is a 32 per cent utilisation of our buildings; compared to the same period last year where there was 8,265 booking hours out of 44,268, totaling a 19 per cent of utilisation of our buildings

Strategy 5.2 Improve Council- decision-making to reflect community needs and priorities

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

Status: In Progress 

Due date: 30 June 2022

Comment: A number of Digital Equity Framework initiatives are underway with the following occurring:

- completion of the mapping of digital learning opportunities and internet access points; commencement of the Doveton Digital Equity Pilot and Living Lab project; a Digital Equity Masterclass conducted with other LGAs and organisations as part of the Smart City Innovation Festival
- Continuation of research partnership projects including refugee settlement; anti-racism; social cohesion; social connection; inclusion in employment
- the incorporation of the Health and Wellbeing Strategy into organisational business planning processes.

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

Status: In Progress 

Due date: 30 June 2022

Comment: Council continues to explore ways of using Digital Twin technology to create 3D virtual versions of Casey's facilities, to help the community and those involved make more informed choices about proposed plans. Casey is exploring ways to use this technology for upcoming planning decisions.

Strategic Indicators

Indicator: Increase Council investment in community grants and funding

Comment: An update is not available for this indicator as the initiative is yet to commence. Reporting is expected to commence in Quarter 3

2021/22.

Indicator: All new Council facilities will be designed to improve community safety outcomes

Comment: All upcoming Council projects are being designed and delivered with community safety in mind.

Indicator: Maintain community satisfaction with Council facilities and services

Comment: A decision was made to not conduct surveys with the community due to the many COVID-19 disruptions.

Indicator: Form a greater understanding of community needs and decision making at a place-based (local) level through data and research

Comment: Research partnerships are continuing, particularly with the Place-Based Framework for Social Cohesion (Centre for Social Impact). Scoping work is also continuing for data platforms that better support local place-based research. The Orana Research Framework is in development which will assist to drive place-based health and wellbeing impact and evaluations. The place-based equity research informed the Community Safety forum engagement and will be used as part of the Equity Framework (which is in development).

STRATEGIC OBJECTIVE 6: ENSURE GOOD GOVERNANCE AND TRANSPARENT DECISION MAKING

Strategy 6.1 Grow the capacity of community leadership through dedicated leadership programs and pathways

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

Status: In Progress ■

Due date: 30 June 2022

Comment: The online graduation ceremony was held in October 2021 with the first meeting of the Community Leadership Program Alumni held in November 2021.

Strategic Indicator

Indicator: Participation and engagement in the Community Leadership Program

Comment: Recruitment for the 2022 Community Leadership Program is expected to commence in February/March 2022.

Strategy 6.2 Continue to identify opportunities to improve better Council decision making through governance practices and community engagement

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

Status: In Progress ■

Due date: 30 June 2022

Comment: The Community Engagement Team continues to educate the organisation on the Community Engagement Policy and ensure deliberative engagement practice is included in all high-level and sensitive engagements for the remainder of the year.

In Quarter 2, 12 engagement projects, reached 9,709 community members and stakeholders and received 1,595 submissions through various engagement opportunities. There have also been three meetings of the cross-organisational Engagement Experts Group to further share case studies and learn what best-practice engagement looks like in line with the new Community Engagement Policy.

Action: Implement the Casey Good Governance Framework which will improve accountability and strengthen Council governance.

Status: Completed ■

Due date: 30 June 2022

Comment: The Casey Good Governance Framework was endorsed by Council in December 2021. This framework will improve accountability and strengthen governance within Council. The document is currently being implemented organisation wide.

Strategic Indicator

Indicator: 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

Comment: In Quarter 2, 16.2 per cent of Council resolutions were made in Closed Council.

Indicator: Increase the number of opportunities for community/stakeholder involvement in influencing decision-making through engagement

Comment: Since the beginning of the financial year, Council has undertaken 31 engagement projects, reaching 26,750 community members and stakeholders and has received 4,732 submissions through various engagement opportunities. There have also been three meetings of the cross-organisational Engagement Experts Group to further share case studies and learn what best-practice engagement looks like in line with the new Community Engagement Policy.

Indicator: Increase community trust in Council

Comment: The City of Casey 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, giving greater access to information and how decisions are made. This quarter the following mechanisms were endorsed:

- The Annual Report
 - Endorsement of four domain strategies - Environment Strategy 2021-25, Health and Wellbeing Strategy 2021-25, Infrastructure Strategy 2021-25 and Economic Development Strategy 2021-25
 - Endorsement of the Good Governance Framework
 - Endorsed Complaint Handling Policy, Complaints Against Councillors Policy, Procurement Policy
 - Approval of Council's Delegations
 - *s11A Instruments of Authorisation - Planning and Environment Act 1987*
-

STRATEGIC OBJECTIVE 7: CREATE AN ADAPTABLE, INNOVATIVE AND FINANCIALLY SUSTAINABLE ORGANISATION THAT DELIVERS MAXIMUM COMMUNITY BENEFIT

Strategy 7.1 Enhance our services with a focus on innovation and partnerships, to ensure positive outcomes are delivered to the community

Action: Develop a partnerships framework to assist the organisation in governance, guide partnership building and improve oversight.

Status: In Progress ■

Due date: 30 June 2022

Comment: Project delays have occurred due to COVID-19 impacts, it is however expected that work on this initiative will commence in Quarter 3. The scope of work will include a review of the existing partnership policy and will expand on partnerships over sponsorships.

Strategic Indicator

Indicator: Keep our customers more informed of the progress of their requests reducing the need for customers to contact Council

Comment: Planning for this initiative is expected to commence in the next quarter, work will include identifying requirements.

Indicator: Grow self-serving channels to make it easier to connect with Council

Comment: A series of activities are underway to make it easier to access Council through various channels, primarily enabling self-serve facilities. One of the most prominent channels is the website. Currently, analysis is underway to: identify the top pages that are most accessed by the community and optimise content to enable better search and accessibility; and digitise or optimise webforms to enable the community to submit requests through this channel. This analysis will enable us to prioritise and derive a detailed plan to deliver the expected outcomes to the community.

Strategy 7.2 Identify and implement a sustainable operating model which enhances Casey's future-readiness

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

Status: In Progress ■

Due date: 30 June 2022

Comment: Work has continued on the development of the Casey Transformation Strategy, in alignment with the Transformation Mission – “to ensure that Casey becomes an adaptable future-ready organisation, where innovative people and partnerships thrive to deliver maximum community benefit”. With increased levels of vulnerability in our community, the organisation's ability to deliver in the most effective way to our community now and into the future, is central to the development of the transformation strategy. It is anticipated that the draft strategy will be ready for Council's consideration in early 2022.

Fundamental components of the strategy have been completed, including the development of a new operating model, optimised service mix and a future-state technology strategic service plan. The business case has been drafted and will seek approval from the Executive Leadership team. The strategy is expected to be completed January 2021 after the business case has been approved by the Council Administrators.

Strategic Indicator

Indicator: Implement a refreshed and contemporary Council operating model that achieves the expected benefits

Comment: The target operating model has been endorsed by the Executive Leadership

Team and is awaiting final approval from Council Administrators which is expected in January 2022. Once this has been approved implementation of the model is forecast to be completed in 2025.

Indicator: Improve the overall efficiency of Council's operations

Comment: Work has been completed through the Design Phase of the Transformation Program to define a refreshed operating model for Casey that will focus on outcomes. This, along with a suite of process and technology efficiencies, both through the Transformation Program and other improvement and innovation initiatives delivered across the organisation, will enable greater organisational efficiency and effectiveness

Comment: The Open Data Portal was launched in October 2021 making available 55 data sets to our 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 will continue to be improved with additional data being made available for the community.

Strategy 7.3 Build Council's ability to pursue innovative partnerships for greater community outcomes

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

Status: Completed ■

Due date: 30 June 2022

Comment: Significant work was completed to bring to life Casey's Open Data Platform, which was launched to the public in October 2021. The Open Data Platform enables Council's stakeholders and community to gain access to key data about the municipality to support better decision making and action on local issues.

Strategic Indicator

Indicator: Actively pursue partnerships that are mutually beneficial, with improved community outcomes

Comment: An update for this indicator is not currently available. Council officers are currently working on reviewing and updating the indicator to be more measurable and meaningful.

Indicator: Improve the shareability of data between agencies and partners for more innovative solutions to meet community needs

COMMUNITY ENGAGEMENT

From October - December 2021, the City of Casey ran 11 consultations, had 9,728 visitors to Casey Conversations and received 1,595 responses from our community using a mix of online engagement on Casey Conversations, email and by post. Some key engagements during the quarter are below.

Draft Casey Libraries Strategic Service Plan 2022 – 2026

From 15 November - 5 December 2021, Council conducted community engagement on our library services, which included deliberative engagement to seek direct feedback from some of our local library users. This engagement gave the community a chance to contribute to a new vision for the libraries, and have their say on the Draft Casey Libraries Strategic Service Plan.

Council sought feedback from all members of the community, including regular library users, members and non-members, to help further improve service provision in this area, and ensure the libraries are fit for purpose. The engagement received 522 visitors and 236 responses.

Further information can be found at <https://conversations.casey.vic.gov.au/casey-libraries>



COMMUNITY ENGAGEMENT

Ray Bastin Reserve Narre Warren Redevelopment

Ray Bastin Reserve is a 4.5 hectare park that currently includes a regional all-abilities playground that is in poor condition and due for renewal. Through our engagement activities, we sought to understand what the community enjoys about the reserve and changes they would like to see. The feedback received during this process will help to shape future plans for the reserve's upgrade. Later stages of engagement will confirm the vision and direction and inform the detailed design.

Community members, including children and young people, were asked how they use the reserve, what elements they would like to see retained, the areas that need changing or improving and elements that are missing. The engagement, which included an adult and separate youth survey on Council's Casey Conversations engagement platform, received 1,020 visitors and 431 responses.

Further information on this project can be found at <https://conversations.casey.vic.gov.au/ray-bastin-reserve-redevelopment>

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 to provide the services and infrastructure needed to support our growing community.

*Note: the URL for Casey Conversations has changed to conversations.casey.vic.gov.au.

If you have bookmarked any links, we recommend that you update them with the new URL.

ADMINISTRATOR ENGAGEMENT WITH THE COMMUNITY

Administrator Engagement with the Community

Throughout this quarter, the Administrators attended 25 events in the community. This included:

- Citizenship ceremonies across multiple dates
- Community Leadership Program Graduation
- Empowering Communities Grant announcement
- Community Safety Forum
- Lindsay King Art Awards
- Christmas Tree lighting event Bunjil Place

Throughout the quarter, multiple events were unfortunately postponed due to COVID-19 restrictions.

CAPITAL WORKS HIGHLIGHTS

New playground equipment at James Alexander Reserve, Endeavour Hills



- The total cost of this project is \$124,200, funded by Council.
- The contract has been awarded and work has commenced, with the playground equipment expected to be installed by April 2022
- This project is part of an ongoing program of work to replace worn out and outdated playground equipment and associated surrounding assets as part of the Playground Strategic Development and Risk Action Plan. The new play equipment and spaces have been informed through feedback from community surveys.

CAPITAL WORKS HIGHLIGHTS

Clyde Recreation Reserve, Elliston Estate Clyde



- The total cost of this project is \$20.8million, with the majority of funding provided by Council. The project also received a Victorian Government Grant of \$3m through the Community Sport Infrastructure Program.
- Construction of a District-level AFL/Cricket, netball and tennis facility, to meet outcomes of the Clyde Creek Precinct Structure Plan and meet the gap in these sports in the area. Benefits include better utilisation of space, enhanced social networks, improved health and wellbeing, welcoming inclusive environment, gender equity, increased participation, job creation, and increased economic output.
- The facility will include three new full-sized AFL/cricket ovals with rugby capability, AFL/cricket/netball/rugby pavilion, tennis pavilion, two netball courts, eight tennis courts, sports lighting, cricket nets, playground, public art, shared paths, and other supporting infrastructure such as car parking (approx. 300 sealed carparks), drainage, irrigation, fencing and landscaping.
- Works completed by the end of December 2021 included an M2 spoon drain installed to Oval 2; irrigation and drainage completed to Oval 1; retaining walls mostly complete; concrete slab poured to community section of main pavilion and tennis pavilion; sewer in ground, termite protection and footings excavated to the amenities section of main pavilion; with the slab to be poured early January.

CAPITAL WORKS HIGHLIGHTS

Completion of construction of Family and Community Centre at Elliston Estate, Clyde Village



- Located in the Elliston Estate adjacent to existing Clyde Recreation Reserve, the new Family and Community Centre has three kindergarten rooms, two consulting rooms for access to local free maternal and child health services, one community room with kitchen, one community meeting room, outdoor areas, and reception.
- The total cost of this project is \$7.3 million with the majority of funding provided by Council. The project also received \$2 million grant funding from the Victorian Government through the *Children's Facilities Capital Program*.
- In Casey's new growth areas such as Clyde, it is important to provide early integrated facilities in a timely manner to match the growing needs of the community and enhance social connection. Provision of this infrastructure assists people to connect with one another through seamless service delivery in social groups, and build sustainable social structures improving health and well-being outcomes for the Casey community. Clyde Creek area is expected to be the fastest growing area in Casey in the next 20 years, with a population growth of 61,928 by 2036.
- The building is a five star GreenStar project and works are now complete with the building is being handed over to users.

CAPITAL WORKS HIGHLIGHTS

Casey Fields Soccer Stage 2 works, Cranbourne East



- Stage 2 of the Casey Fields Football Centre of Excellence will add a new 115m x 115m grass football pitch, a new internal access road and increase the size and scale of the existing pavilion, adding double the width to the ground floor as well as a new first floor.
- The new pavilion will contain A-League and W-League appropriate high performance facilities, including a new change room, sports science / medical rooms, and a gymnasium. It will incorporate enough office space to house a professional club's administration staff and promote multi-purpose use of office and function spaces. Spaces include function room, reception area and storage.
- The majority of the project is Council funded, with funding also provided by the Melbourne City Football Club.
- The benefits of an A-League and W-League club based at Casey Fields include providing professional sporting pathways for our community, providing positive male and female role models for our community, the ability for Casey residents to be able to come and watch elite level sport, be a vehicle to market Casey and the region to the rest of the country, and be a vehicle to run community outreach programs.
- The soccer practice pitch and access road have been constructed. The pitch was seeded in December in preparation for users to be able to play on the surface by the middle of March 2022. The new pavilion is currently out to tender with works expected to commence early 2022.

CAPITAL WORKS PERFORMANCE

Summary

The City of Casey's 2021/22 Capital Works Program features an investment of \$148 million delivering approximately 287 approved and continuing projects. This year's program also includes 229 projects with carryover funding bringing the total 2021/22 Capital Works Program to \$287 million.

A map of capital works projects for 2021/22 is available on Council's dedicated Corporate Planning microsite (<https://www.casey.vic.gov.au/corporate-planning-reporting>)

- Tree Management Works- Renewal - Planting 45 Litre Stock 2019-20
- Various Kerb & Channel & Footpaths 2021-22

All Projects			('000)
Total Annual Budget			\$287.982
Expenditure			
Estimate	45% or		\$129,856
Actual	30% or		\$85,655
YTD Variance			
Actual to Estimate	-15% or		-\$44,201

All Projects

Current delivery of the Capital Works Program for the 2021/22 financial year is behind planned expenditure with 30 per cent of the planned budget expended. This result was affected mostly by the programs and projects outlined below that have experienced delays with obtaining external authority approvals or pandemic conditions including: site lockdowns or reductions to the maximum workforce permitted in large construction sites, delays in the material supply chain, and reduced availability of trades.

- Drainage Renewal Lynbrook Swale Renewals
- IT - Data Connect (cloud infrastructure and data analytics for timely reporting)
- IT - Smart City - Connected City (growing and leveraging data and analytical opportunities and capabilities eg Internet of Things (IoT))
- Recreation - Casey Fields Masterplan – Fitness Trail Stage 1
- Road Construction New & Improved Intersection - Ballarto Road from South Gippsland Highway to Clyde Five Ways Road
- Road Rehabilitation - Glendoon Rd
- Road Rehabilitation - Redwood Ct
- Road Rehabilitation - Sherwood Rd
- Road Rehabilitation - Spring Rd
- Streetscape Renewal - Cranbourne Place Shops
- Streetscape Renewal - The Arcade Shops
- Tree Management Works- New - Various Reserves 2019-20

FINANCIAL STATEMENTS

Summary

The report for the six months for the period ended 31 December 2021 shows a surplus of \$208.9 million which is \$4 million (2 per cent) favourable to budget.

Explanations of line item variances with a materiality threshold of the lower of 10 per cent or \$1,000,000 are included within the variance report.

Analysis of the result to 31 December 2021 highlights a variance between budgets and actuals, some due to timing issues and COVID-19 impacts.

Expenses are \$21.3 million (10 per cent) favourable to budget and this is primarily relating to COVID-19 restrictions, resulting in closures of public venues and developer reimbursements for capital project delivery.

Revenue is \$17.3 million (4 per cent) lower than budget which is predominantly in relation to the monetary and non-monetary contributions for development contributions, with lower than

anticipated operating grants and user fees.

The status of the Rates receipts as at the end of December 2021 are as follows: Council rates and charges totalling \$265.3 million had been raised and added to this was the brought forward arrears of \$20.0 million making a total of \$285.3 million to collect for 2021-2022. The balance to collect as at the end of December 2021 was \$175.0 million.

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 at 31 December 2021

	Annual		Year to Date			Ref
	Budget	Budget	Actual	Variance		
	\$'000	\$'000	\$'000	\$'000	%	
Income						
Rates	267,566	266,030	265,318	-712	-0	1
Statutory fees & fines	12,236	5,458	6,137	679	12	2
User fees	17,555	8,012	5,249	-2,763	-34	3
Grants operating (recurrent)	66,443	40,622	28,540	-12,082	-30	4
Grants operating (non recurrent)	1,582	551	2,568	2,017	366	5
Grants capital (recurrent)	2,751	2,064	744	-1,320	-64	6
Grants capital (non recurrent)	14,036	7,018	7,127	109	2	7
Contributions - monetary	43,716	21,759	28,143	6,384	29	8
Contributions - non monetary	120,000	60,000	49,364	-10,636	-18	9
Interest	752	376	795	419	111	10
Net gain/(loss) on disposal of prop, infra & plant	50	25	608	583	2,332	11
Share of net profits/(losses) of associates and joint ventures						
Other Income	970	490	535	45	9	
Total Income	547,659	412,405	395,128	-17,277	-4	
Expenses						
Employee costs	143,802	68,109	66,889	1,220	2	12
Materials and consumables	119,202	62,018	40,490	21,528	35	13
External contracts	77,315	36,678	38,640	-1,962	-5	14
Utilities	8,971	4,261	3,853	408	10	15
Borrowing costs	1,705	852	734	118	14	16
Finance costs - Leases	853	427	447	-20	-5	
Depreciation	60,906	30,453	30,379	74	-0	
Amortisation	1,645	822	896	-74	9	
Bad Debts	45	3	1	2	-67	17
Other expenditure	6,722	3,893	3,927	-34	1	
Total Expenses	421,165	207,516	186,256	21,260	10	
Surplus (deficit) for month end	126,495	204,889	208,872	3,983	2	
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	30	-	-	-	100	
Total comprehensive result	126,525	204,889	208,872	3,983	2	

Standard Statement of Financial Position
As at 31 December 2021

	Annual		Year to Date			Ref
	Budget	Budget	Actual	Variance		
	\$'000	\$'000	\$'000	\$'000	%	
Assets						
Current assets						
Cash and cash equivalents	18,252	46,975	26,289	-20,686	-44	18
Trade and other receivables	49,866	210,567	186,841	-23,726	-11	19
Other financial assets	79,154	44,142	265,758	221,616	502	20
Assets classified held for sale	-	1,600	-	-1,600	-100	21
Other assets	989	-	-	-	100	
Total Current assets	148,260	303,284	478,888	175,604	58	
Non-current assets						
Investments in associates and joint ventures	4,336	4,336	4,558	222	5	
Property, infrastructure, plant and equipment	5,972,486	5,818,325	5,625,661	-192,664	-3	22
Right of use of assets	10,762	11,585	12,020	435	4	
Other financial assets	15,000	14,000	8,000	-6,000	-43	23
Total non-current assets	6,002,584	5,848,246	5,650,239	-198,007	-3	
Total assets	6,150,844	6,151,530	6,129,127	-22,403	-	
Liabilities						
Current liabilities						
Trade and other payables	48,568	46,281	41,021	-5,260	-11	24
Trust funds and deposits	32,125	33,760	36,772	3,012	9	25
Interest bearing loans and borrowings	13,908	3,818	3,818	-	-	
Provisions	27,618	27,227	26,154	-1,073	-4	26
Lease Liability	1,338	669	740	71	11	27
Total current liabilities	123,557	111,755	108,505	-3,250	-3	
Non-current liabilities						
Interest bearing liabilities	49,449	38,357	38,358	1		
Provisions	13,328	13,937	13,905	-32	-	
Lease Liability	10,122	11,460	11,845	385	3	
Total non-current liabilities	72,899	63,754	64,108	-31	1	
Total Liabilities	196,457	175,509	172,613	-3,281	-2	
Net Assets	5,954,388	5,976,021	5,956,514	-19,122	-	
Equity						
Accumulated surplus	2,839,092	2,887,854	2,862,678	-25,176	-1	
Asset Revaluation Reserve	3,050,567	2,993,805	2,875,217	-118,588	-4	
Reserve	64,729	94,362	218,619	124,257	132	28
Total equity	5,954,388	5,976,021	5,956,514	-19,507	-	

Standard Statement of Cash Flows
For the quarter ended 31 December 2021

	Annual Budget Inflows/ (outflows) \$'000	Budget Inflows/ (outflows) \$'000	Year to Date Actual Inflows/ (outflows) \$'000	Variance \$'000	%	Ref
Cash flows from operating activities						
Rates and charges	263,765	104,701	99,792	-4,909	-5	29
Statutory fees and fines	11,061	5,942	6,137	195	3	30
User fees	17,609	5,757	15,243	9,486	165	31
Contributions - monetary	43,716	21,759	28,121	6,362	29	32
Grants - operating	50,326	33,073	28,851	-4,222	-13	33
Grants - capital	16,788	9,082	2,211	-6,871	-76	33
Interest received	990	813	671	-142	-17	34
GST recoveries	17,287	14,099	9,587	-4,512	32	35
Employee costs	(142,002)	(70,712)	(73,706)	-2,994	4	36
Material and services	(207,422)	(98,834)	(90,749)	8,085	-8	37
Other Income	970	490	535	45	9	
Trust funds and deposits	(901)	734	6,581	5,847	797	38
Net cash provided by (used in) operating activities	72,187	26,904	33,274	6,370	24	
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment	(132,500)	(72,372)	(85,643)	-13,271	18	39
Proceeds from sale of property, infrastructure, plant and equipment	15,240	13,350	1,042	-12,308	-92	40
Proceeds from investments	26,000	61,000	61,475	475	1	41
Net cash (used in) investing activities	(91,260)	1,978	-23,126	-25,104	-1,269	
Cash flow from financing activities						
Finance costs	(1,705)	(852)	(734)	118	14	42
Proceeds from borrowings	25,000	-	-	-	-	
Repayment of borrowings	(7,631)	(3,812)	(3,812)	-	-	
Interest Paid - Lease Liability	(853)	(426)	(446)	-20	-5	
Repayment of Lease Liability	(1,338)	(668)	(714)	-46	-7	
Net cash provided by/(used in) by financing activities	13,473	(5,758)	(5,706)	52	2	
Net increase (decrease) in cash and cash equivalents	(5,599)	23,124	4,442	-18,682	81	
Cash and cash equivalents at the beginning of the financial year	23,851	23,851	21,847	-2,004	-8	
Cash and cash equivalents at end of the month	18,252	46,975	26,289	-20,686	-44	

Standard Statement of Capital Works For the quarter ended 31 December 2021

Capital Works Program										
Property	Current Year		Carry Forward		Annual		Year To Date		Year to Date	
	Budget		Budget		Budget		Budget		Variance	
	\$'000		\$'000		\$'000		\$'000		\$'000	%
Ref										

Year to Date Variance Reports
For the period ending 31 December 2021

Reference	
1	Revenue from Operating Activities – Rates Rates are lower than budgeted mainly due to waiver on Interest on Rates until 31 December 2021.
2	Revenue from Operating Activities – Statutory fees & fines Statutory fees are higher than budgeted for increases in subdivision and planning applications.
3	Revenue from Operating Activities – User fees User fees are lower than budget resulting from the ongoing COVID-19 restrictions, leading to extended closures and restrictions at public venues and facilities and Council exiting the Family Day Care Service.
4	Revenue from Operating Activities – Grants operating (recurrent) There are timing differences contributing to the negative variance. Specifically, half of the financial assistance grants from the Commonwealth distributed by the Victoria Grants Commission (VGC) were brought forward, received last financial year, this is a permanent variance this year. There are similar timing variances in the areas of Child, Youth & Family Services for Maternal & Child Health Services, and permanent impacts with grants in the areas of Family Day Care Service.
5	Revenue from Operating Activities – Grants operating (non-recurrent) The positive variance reflects unbudgeted and additional grants received. There are unbudgeted grants received for COVID-19 related programs and other Community & Infrastructure support programs.
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 2021/22 financial year to 2020/21. This timing difference will remain a permanent variance this year.
7	Revenue from Operating Activities – Grants capital (non-recurrent) The positive variance reflects the recognition of funding based on CWP Capital works completion which includes unbudgeted projects.
8	Revenue from Operating Activities – Contributions monetary The positive variance is due to higher than budget receipts for Developer Contributions and Public Open Space contributions.
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-division assets being completed and transferred to Council control.
10	Revenue from Operating Activities – Interest Interest on investments is higher than budget, this is impacted by higher developer contributions, high fees from the previously financial year and the timing issues with the capital works program.

Year to Date Variance Reports

For the period ending 31 December 2021

Reference	
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.
12	Expenditure from Operating Activities – Employee Costs Employee costs are lower than budget mainly due to vacancies.
13	Expenditure from Operating Activities – Materials & Consumables The variance is mainly due to the below budget Developer reimbursements affected by timing issues with developers' claims caused by the construction shutdown due to COVID-19.
14	Expenditure from Operating Activities – External Contracts The variance is affected by a combination of timing, seasonal factors, and COVID-19 impacts, these relate mainly to contracts for leisure facilities and waste management and sustainability services.
15	Expenditure from Operating Activities – Utilities The current variance relates to the timing of public lighting invoices, this will be monitored.
16	Expenditure from Operating Activities – Borrowing costs The current variance is impacted by interest rate assumptions related to borrowings and is being regularly reviewed.
17	Expenditure from Operating Activities –Bad Debts Lower than expected debt write offs due to active debtor management.
18	Current Assets – Cash and cash equivalents The lower than budgeted cash assets mainly reflect the redirection of funds to other financial assets and caused by the timing of the receipt of Commonwealth grants, profile of capital works and change in other financial assets (Short-Medium term investments).
19	Current Assets – Trade and other receivables A lower level of Trade and Other Receivables is due to the timing of receipt of payments for rates outstanding.
20	Current Assets – Other financial assets The Other Financial Assets is higher than budget with a concentration of funds accumulating and expected to be directed to the delivery of the capital works program which has been affected by timing issues, including with respect to COVID-19 restrictions.
21	Current Assets – Assets classified as held for Sale Assets Classified as held for Sale are lower than budget reflecting the deferral of property sales driven by the continued uncertainty relating to COVID-19.
22	Non-Current Assets – Property, infrastructure, plant & equipment This item has a negative variance compared to budget. This is due to a delay in projects completion combined with prior year property revaluations not increasing as anticipated.
23	Non-Current Assets – Other financial assets The lower than budgeted Other financial assets reflect the nature of long-term investments and the available returns from differing maturity profiles.

Year to Date Variance Reports

For the period ending 31 December 2021

Reference	
24	Current Liabilities – Trade and other payables The lower than budgeted Trade and other payables due to timing of supplier invoices for operating and capital payments and associated activity on capital works projects.
25	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 higher than budget.
26	Current Liabilities – Provisions The lower than budgeted provision is due to the timing of payment from the provisions set aside for staff entitlements such as annual and long service leave.
27	Current Liabilities – Lease Liability The current lease liability is variance is due to higher than budgeted values of leased assets.
28	Equity –Reserve Developer Contributions held for future works are higher than budget resulting from delays in Developer Contributed Capital Works Projects.
29	Cash Flow from Operating Activities – Rates & charges Receipts from Rates & charges are lower than budget due to timing of receipts.
30	Cash Flow from Operating Activities – Statutory fees & fines Receipts from Statutory Fees & Fines are marginally higher than budget due to timing of receipts for subdivision and planning applications.
31	Cash Flow from Operating Activities – User fees User fees are higher than budget as a result due to timing of receipts for debtor balances.
32	Cash Flow from Operating Activities – Contributions - monetary Higher than budget receipts for Developer Contributions and Public Open Space.
33	Cash Flow from Operating Activities – Grants operating and capital Receipts from Grants are slightly lower in total due to the timing of Grant revenue from the State Government.
34	Cash Flow from Operating Activities – Interest received Interest received is lower than budget due to the timing of Investment maturity.
35	Cash Flow from Operating Activities – GST recoveries GST Recoveries are lower than expected due to lower than expected expenditure.
36	Cash Flow from Operating Activities – Employee costs Payments for Employee costs are higher than budget and impacted by timing of payments.
37	Cash Flow from Operating Activities – Materials and services Cash flow for Materials and Services is lower than budget largely due to lower than expected capital and operational expenditure.
38	Cash Flow from Operating Activities – GST recoveries The variance relates to timing variances between the budget and actual for the quarter.
39	Cash Flow from Investing Activities – Payments for property, infrastructure, plant, and equipment The variance is largely due to the timing of payments relating to the delivery of capital works projects.

Year to Date Variance Reports

For the period ending 31 December 2021

Reference	
40	Cash Flow from Investing Activities – Proceeds from sale of property, infrastructure, plant, and equipment Sale of property, infrastructure, plant, and equipment is impacted by the COVID-19 restrictions resulting in a negative variance. adjustment to the interest and principal repayments.
41	Cash Flow from Investing Activities – Proceeds from investments The variance reflects the movement of funds between longer and shorter terms (which may be classified as Cash/Equivalent or Other Financial Assets) depending on the rates offered and the timing of payments of expenditure.
42	Cash Flow from Financing Activities – Finance costs The budget was developed on a loan schedule and interest rate movements have resulted in adjustments to the interest and principal repayments.
43	Capital Works – Buildings The current year to date favourable budget variance is due supply chain issues and schedules impacted by COVID-19 restrictions.
44	Capital Works – Building Improvements The current year to date favourable budget variance impacted by COVID-19 restrictions.
45	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 and industry shutdown.
46	Capital Works – Computers and Telecommunications The favourable year to date budget variance is due to delays in the implementation of various Technology projects.
47	Capital Works – Roads The current year to date favourable budget variance is due to delays in procurement plans, and schedules impacted by COVID-19 restrictions
48	Capital Works – Bridges The current year to date favourable budget variance is due to delays in procurement plans and schedules impacted by COVID-19.
49	Capital Works – Footpaths and Cycleways The current year to date favourable budget variance is due to delays with schedules impacted by COVID-19 restrictions.
50	Capital Works – Drainage The current year to date favourable budget variance is due to delays in schedules of several larger programs.
51	Capital Works – Recreational, Leisure & Community Facilities The current year to date favourable budget variance is due to supply chain issues, COVID-19 restrictions, and a rise in COVID cases still impacting programs.
52	Capital Works – Parks, Open Space and Streetscapes The current year to date unfavourable budget variance is due to works on projects previously delayed due to schedule disruptions because of Covid restrictions.
53	Capital Works – Other Infrastructure The current year to date favourable budget variance is due to delays in procurement plans and schedules impacted by COVID-19 restrictions.

MUNICIPAL MONITOR'S REPORT - UPDATE

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

- 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.

The City of Casey's Administrators undertook a Governance Audit in April 2020 and adopted the Integrity and Ethic Action Plan in July 2020 to implement the Municipal Monitor's recommendations. The Integrity and Ethics Action Plan has 28 actions which are outlined in the attached Progress Report Table.

Council developed and endorsed a Good Governance Framework at the Council Meeting in December 2021 as per the Council Plan year 1 (2021/22) Action Plan. The Geelong Good Governance Framework and the Municipal Monitors Report influenced the content of Casey's Good Governance Framework.

The purpose of the Framework is to:

- Outline the good governance mechanisms City of Casey has or is currently embedding
- Be a key document to embed good governance principles post the term of the Administrators
- Be a key legacy artefact of the work the Panel of Administrators has undertaken to improve and strengthen good governance at the City of Casey; and
- In one easy to read Framework, combine and replace the following four key documents:
 - Governance and Integrity Framework (adopted July 2019)
 - Governance Strategy (adopted Sept 2019)
 - Governance Audit & Action Plan (adopted April 2020)
 - Integrity Action Plan (adopted July 2020)

This report will provide a final update for the actions contained within the Integrity and Ethic Action Plan. Please note, there are three action items still in progress and they have been considered as part of the Good Governance Framework Action Plan. The March 2022 quarterly report will reflect Council's progress in embedding the Good Governance Framework across the organisation.

	Action	Review Requirements	Update
Direction and Leadership			
Councillor Code of Conduct articulates clear roles and responsibility for each Councillor and the Mayor; each Councillor declares they will abide by the Code	Annual review of Governance Strategy, including roles and responsibilities.	Annual	Completed
	Annual reflection and evaluation of behaviours that have supported or hindered good governance at Casey.	Annual	Completed
Communication Protocols	Protocols reviewed annually.	Annual	Completed
Culture and Behaviour			
Corporate Culture	All members of Executive to undertake IPAA Ethical Leadership training year 1.	NIL	In progress
	Executive Leadership Team commitment to collective behaviours that foster transparency and accountability.	NIL	Completed
	Facilitated ethical decision-making workshops.	Ongoing	In progress
Structure Systems and Policies			
Established Committees	Council to review its Charter for Audit and Risk Committee.	Annual	Completed
	Annual review of secondary defence controls to support an ethical culture.	Annual	Completed
Decision Making			
Well defined function, responsibilities and protocols	Annual review of Governance Strategy, including roles and responsibilities.	Annual	Completed
Strong governance team and processes	Annual compliance training.	Annual	Completed
	Annual self-assessment against Geelong Governance Framework to Audit and Risk Committee.	Annual	Completed
Evidence-based decisions	Council decisions are debated, not moved en bloc.	NIL	Completed
Council decisions reflect deliberative and representative community engagement	Develop Community Engagement Policy with the community.	June 2024	Completed

Communications and Community Engagement			
Public Transparency	Adopt a Public Transparency Policy to support access to Council information.	August 2024	Completed
Civic Leadership	Develop civic leadership program.	Ongoing	Completed
Capability			
Induction Training	Inclusion of integrity detection, monitoring and reporting process in induction.	Ongoing	Completed
Training in Systems, Policies and Procedures	The City of Casey Document Lifecycle Framework delivered – policies regularly reviewed.	Ongoing	Completed
Skilled People	Ethical Decision-making workshops delivered.	Ongoing	In progress
Risk and Compliance			
Council, Audit, Purchasing and Contracting, Risk Plan	Continued compliance and improvement with Geelong Governance Framework self assessment.	Ongoing	Completed
Council Procurement	Continued compliance and improvement with Geelong Good Governance Framework self-assessment.	Ongoing	Completed
Fraud Control	Continued compliance and improvement with Geelong Governance Framework self-assessment.	Ongoing	Completed
Audit Control	Presentation to Council twice yearly by Audit Chair.	Ongoing	Completed
Gifts, Benefits and Hospitality Register	Annual analysis of statutory registers and declared gifts.	Annual	Completed
	Councillor and staff policies to be streamlined.	Ongoing	Completed
Enterprise Risk Management Framework	Continued compliance and improvement with Geelong Governance Framework self-assessment.	Ongoing	Completed
Monitoring and Review			
Accountability to stakeholders	Continued compliance and improvement with Geelong Governance Framework self-assessment.	Ongoing	Completed

CONTRACTS AWARDED GREATER THAN \$5M

The table below shows awarded contacts of \$5M and above. These were awarded by the City of Casey Administrators.

Title	Supplier	Amount (inc)	Date Awarded	Awarder
NIL	NIL	NIL	NIL	NIL

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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@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



City of
Casey