



Budget 2019-20 Strategic Resource Plan 2019-2023

Version: Adopted

Date updated: 18 June 2019

Responsible Department: Finance and Rates

Council policy documents change from time to time and it is recommended that you consult the electronic reference copy at www.casey.vic.gov.au/policiesstrategies to ensure that you have the current version. Alternatively you may contact Customer Service on 9705 5200.

Purpose

1. Definitions

Council	means Casey City Council, being a body corporate constituted as a municipal Council under the Local Government Act 1989
Councillors	means the individuals holding the office of a member of Casey City Council
Council officer	means the Chief Executive Officer and staff of Council appointed by the Chief Executive Officer.

2. Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

City of Casey

Budget 2019-2020

Strategic Resource Plan 2019-2023

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Section 1

Activities, Initiatives and Key Strategic Activities

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Introduction

The following section in this Annual Budget document is referred to as Casey City Council's Annual Plan (meeting the requirements of Section 127(2) (b), (c), (d), (da) and (db) of the *Local Government Act 1989* ("Act")). It outlines what Casey City Council (Council) plans to achieve during the coming twelve months and how it aligns to our *Vision (C21)* and *Council Plan (2017-21)*.

The Annual Budget converts the initiatives into financial terms, ensuring sufficient resources for their achievement, whilst also linking to the achievement of the Council Plan within an overall planning framework. This framework guides Council in identifying community needs and aspirations over the long term (*Casey City Council Vision – C21*), medium term (*Casey City Council – Council Plan 2017-21*) and short term (*Annual Budget*) and then holding itself accountable (*Audited Statements*).

Our Role and Purpose

Council has a crucial role to play in supporting the Casey community to achieve the aspirations of its *Vision* and *Council Plan*. Council's aim is to operate as a key leader in the sector working in partnership with the community. In this leadership role, Council is required to be an innovative, best practice organisation, committed to the future of Casey. Council aims to build a culture that enables and drives community engagement and participation, whilst achieving service excellence in the wide range of services delivered across Council by its departments.

Our Vision and Council Plan

The vision for the City of Casey is to '*create Australia's most liveable city*'. This ambitious vision is supported by the implementation of the Council Plan 2017-21. The Council Plan has three key Strategic Objectives which will support Council to achieve this Vision, which are described below:

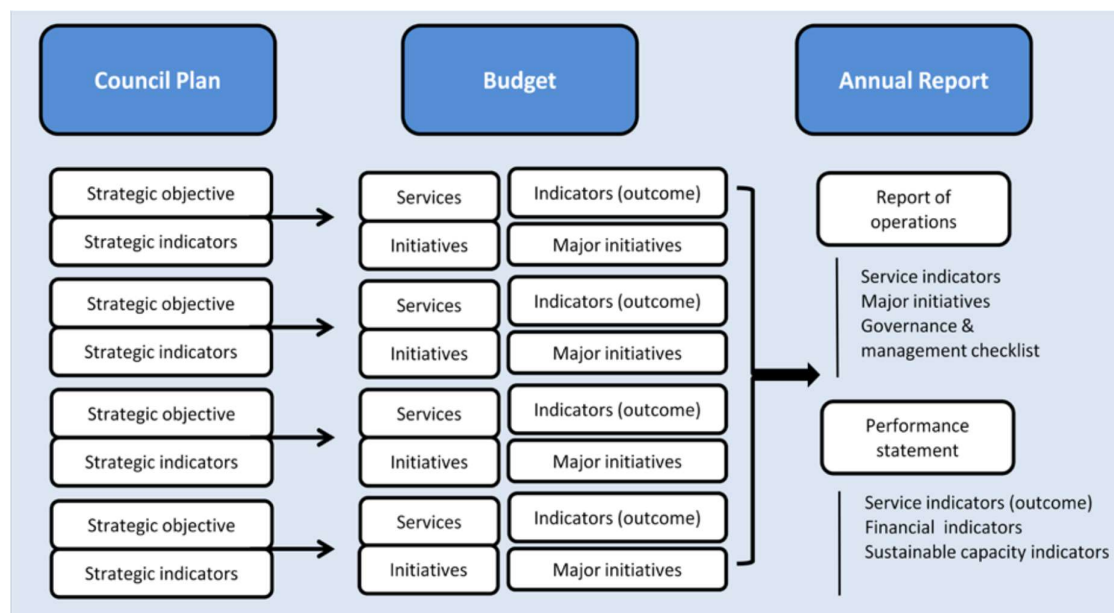
Strategic Objective	Description
People Driven	The City of Casey strives to deliver services and infrastructure that meet the needs of its growing community. Creating a well-connected transport network is vital to support the rapid growth in the municipality, so that our residents and visitors are able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

	<p>authority, that leverages the strength of the region in advocacy, regional planning and investment.</p> <p>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.</p>
High Performing Organisation	<p>The City of Casey strives to be an efficient and effective organisation. Council is focussed on innovation and continuous improvement to transform the way we deliver services to our community. We aim to optimise the use of technology and digital solutions and will focus on our customers to create a seamless customer experience.</p>

Services, Initiatives and Service Performance Outcome Indicators

Council provides 66 services to the community. This section provides a description of the services and initiatives to be funded in the Budget for the 2019/20 financial year and how these will contribute to achieving the Strategic Objectives specified in the Council Plan 2017-21.

It also includes a number of major initiatives and service performance indicators. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability. A Performance Statement is prepared at the end of the financial year as required by section 132 of the *Local Government Act*. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report are shown below.



(Source: Department of Environment, Land, Water and Planning)

There is not always a one-to-one relationship between initiatives or services and a Council Plan strategic objective. One initiative/service is likely to contribute to the delivery of several strategies or objectives, so each have been included under the objective they have the *strongest* alignment to in terms of outcomes.

Strategic Objective 1 – People Driven

Strategies:

1. An inclusive, safe and connected community
2. A Council whose services and facilities are driven by community needs
3. A city with an accessible and well-connected transport network

Strategic Indicators:

The strategic indicators which will be used to monitor the achievement this objective are:

- Increase in the number of programs delivered by council services
 - Library
 - Maternal and Child Health
 - Neighbourhood houses & community centres
 - Sporting club
- Proportion of new Council facilities designed to improve community safety outcomes.
- Number of policies and procedures reviewed for Child Safe Compliance.
- Proportion of Casey Staff that have completed Child Safe Training online modules.
- Community Satisfaction Survey results for community engagement and consultation.
- Satisfaction rate of the Community Taskforce with monitoring the delivery of the Council Plan and vision.
- Community satisfaction with Council facilities and services.
- Increase the number of bookings at council managed facilities.
- The level of State/Federal commitments toward transport infrastructure and services that aligns with Council's advocacy on transport improvement.
- The level of access in residential estates to a shared path and trail network that provides links to the broader Casey area.
- Casualty Accident Rates for local roads in Casey compared to Melbourne Metropolitan area and similar Interface Councils.

Initiatives and Major Initiatives in 2019/20:

Strategy 1.1: An inclusive, safe and connected community	
Major Initiatives	Initiatives
<ul style="list-style-type: none">• Establish an additional carers hub within the City of Casey and actively promote support available to carers.	<ul style="list-style-type: none">• In response to the Commonwealth Aged Care Reforms, complete a review of services and begin implementation of agreed recommendations.• Advocate to the State Government for an Orange Door service in Casey to provide services and support for the prevention of family violence.
Strategy 1.2: A Council whose services and facilities are driven by community needs	
Major Initiatives	Initiatives
There are no major initiatives for this strategy.	<ul style="list-style-type: none">• Advocate to State and Federal governments for a funding contribution for the Hampton Park Community hub.

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

Major Initiatives	Initiatives
<ul style="list-style-type: none"> Support the planning and development of key Casey-wide transport projects including Monash Freeway Stage 2 and O'Shea Road (Berwick), Hallam South Road (Hallam) Upgrades and the Evans Road (Lyndhurst) Level Crossing Removal. 	<ul style="list-style-type: none"> Support the planning and delivery of upgraded bus network routes servicing Clyde to Berwick, Clyde North to Berwick and Merinda Park Railway Station Upgrade to provide improved transport options and enhance liveability. Increase opportunities for active transport through the delivery of shared path connections throughout the city

Contributing Services:

Aboriginal Engagement

Enhances the economic, social and cultural wellbeing of the Aboriginal Community. This is achieved by embedding inclusive practices to build partnerships and increase community engagement and participation. Embracing respect for culture and heritage also allows the development of strong families and individuals.

Aged and Disability Assessment Service

Establishes eligibility and pathways to accessing appropriate entry-level support that a client would need to enhance their independence at home and within their community, it also identifies the needs and expectations of their carer.

Aged Care

Provides a broad range of support to assist older people aged 65 years and over (50 years and over for Aboriginal and Torres Strait islander peoples) who have functional limitations, to live independently at home and within their community. These include, in-home support, personal and home care, respite services, home maintenance, meals, mental health support, capacity building and improving social and community connections.

Asset Design and Delivery

Ensures capital works are planned and delivered in accordance with current standards and specifications and meet future community needs.

Business Regulation

Coordinates the registration, education, inspection and enforcement of businesses who are required to be licenced/registered under various Acts. Furthermore, reviews and comments on precinct structure plans, statutory planning and business applications and Public Health community engagement projects and service improvement initiatives are delivered.

Community Facilities

Provides educational, lifelong learning, recreational,

leisure, cultural, skills development and social activities for residents of all ages and backgrounds. Working in partnership with community groups and organisations to provide access to programs, activities and services through Council community facilities.

Community Participation

Works with Casey's most vulnerable populations to empower them to participate in community life and to be connected, included and have positive wellbeing outcomes. Building active, vibrant and inclusive communities through various deliverables including capacity building of not-for-profit groups and Community Service Organisations, promoting and facilitating community volunteering, networking events for the community sector, and civic awards.

Community Safety

Provides a range of services and programs which contribute to the safety, health and wellbeing of the community with a focus on amenity protection, crime and anti-social behaviour, injury prevention, family violence prevention, child safety and road safety. *Casey Community Safety Strategy* underpins the work and commitment of Council.

Disability Services

Provides a broad range of entry-level support to assist people with a disability who are under the age 65 (50 years and under for Aboriginal and Torres Strait islander peoples). This service is delivered with a focus on activities that support independence and social connectedness, considering each person's individual goals, preferences and choices.

Disease Prevention

Delivers services of public health protection and prevention. This is provided through immunisation services, vaccine programs, infection complaints investigation and sampling of food and water contamination, disease prevention programs, Emergency Management support and response to

disease related emergencies and systems data collection and maintenance of various health registers.

Early Years and Family Support

Provides proactive support to children and families in the early years and promotes the safety, stability and development of vulnerable children by providing early learning programs, events and parenting support for children aged 0-12 and their families.

Emergency Management

Delivers a 24-hour, seven day a week coordination of relief and recovery activities and resources following emergencies in the City of Casey. It coordinates arrangements for the utilisation and implementation of municipal resources and identifies hazards and risks that may impact the community. Additionally, implementing measures to prevent or reduce the causes or effects, including education and awareness raising to develop capacity and build resilience.

Family Day Care

Provide the community with high quality, flexible and affordable Family Day Care childcare options, which supports the education, health, wellbeing and connectedness of children and their families.

Footpath Network

Advocate to other authorities for the connection, enhancement and linkages of the Path and Trail Network across the City.

Governance and Risk

Risk Management Services includes the development of Security Strategy, Business Continuity Planning, management of insurance portfolio (including corporate occupational health and safety systems, injury management and return to work program), coordination of Council Meetings and the management of statutory requirements in relation to the Local Government Act, Infringement Act, Privacy and Data Protection Act.

Kindergartens

Coordinates and delivers funded programs to support and strengthen children, young people and families, maximising their potential as they participate and grow in the Casey community.

Local Law Enforcement

Ensures peace, order, standards of behaviour, safety and protection of Council and its communities, residents and community assets.

Maternal and Child Health

Aims to improve health and wellbeing outcomes for families with children aged between 0-6 years,

building an inclusive, safe and connected community. This includes the delivery of a universal Maternal and Child Health service including key age and stage consultations, allied programs and community engagement.

Parks and Playgrounds

Maintains, renews and delivers neighbourhood parks, parks infrastructure, playgrounds and open space, by managing the collections planning, plant sourcing and capital works projects in parks. Additionally, design advice in accordance with council's policies and strategies and the approval of construction of new open space trees and landscaping.

Pet Registration and Animal Management

Ensures compliance with legislative requirements and facilitate an environment where residents and visitors can work, travel, live and play in a safe and secure environment free from risk to health and wellbeing. This includes investigation of breaches of the *Domestic Animal Act 1994*, management of councils Animal Pound Service and the delivery of events to promote responsible pet ownership.

Project Delivery Support

Coordinate the budget preparation of a Capital Works Program and the standards of project management are maintained across Council so that funded projects deliver maximum benefits for the community and meet the objectives of the Council Plan.

Recreation Paths and Trails

Ensures paths and trails are provided to support resident's health and wellbeing (through walking, running, cycling, equestrian, non-vehicle modes) and active transport opportunities.

Service Planning

Provides the evidence that supports the organisation in delivering services to meet community needs and expectations. This includes assisting in the planning, analysis and review of services and developing and providing input into strategic documents.

Sport and Leisure Community Support

Strengthens the sustainability of local sporting and recreational clubs and organisations, activates local sporting/recreational facilities and supports optimal utilisation. Additionally, aims to increase physical activity to enhance the health and wellbeing of the local community.

Sport and Recreation Planning

Ensures the provision of high quality, diverse open spaces, sport and recreation facilities to support the physical activity, health and wellbeing

of the community. This includes planning for new or existing recreation and sporting infrastructure.

School Crossings

Provides and facilitates safe crossing points for school children and accompanying pedestrians to cross the road before and after school. This is via education and information, assessing, design and consultation of new crossing sites.

Transport

Advocates to other levels of Government and relevant bodies to further investigate and/or deliver

required transport related infrastructure and services - arterial road connections, public transport infrastructure, and services provisions to benefit the Casey community.

Youth

Delivers a range of services and initiatives that provide opportunities for access and participation, whilst strengthening the health and wellbeing of young people, 10-25 years.

Service Performance Outcome Indicators:

Service: Animal Management		
Indicator	Performance Measure	Computation
Timeliness	Time taken to action animal management requests	<u>Numerator</u> Number of days between receipt and first response action for all animal management requests <u>Denominator</u> Number of animal management requests
Service Standard	Animals reclaimed	<u>Numerator</u> Number of animals reclaimed <u>Denominator</u> Number of animals collected
Service: Food Safety		
Indicator	Performance Measure	Computation
Timeliness	Time taken to action food complaints	<u>Numerator</u> Number of days between receipt and first response action for all food complaints <u>Denominator</u> Number of food complaints
Service: Maternal and Child Health		
Indicator	Performance Measure	Computation
Participation	Participation in the MCH service	<u>Numerator</u> Number of children who attend the MCH service at least once (in the year) <u>Denominator</u> Number of children enrolled in the MCH service
Participation	Participation in the MCH service by Aboriginal children	<u>Numerator</u> Number of Aboriginal children who attend the MCH service at least once (in the year) <u>Denominator</u> Number of Aboriginal children enrolled in the MCH service

Service: Roads		
Indicator	Performance Measure	Computation
Satisfaction	Sealed local road requests	<u>Numerator</u> Number of sealed local road requests <u>Denominator</u> Kilometres of sealed local roads (x100)
Condition	Sealed local roads maintained to condition standards	<u>Numerator</u> Number of kilometres of sealed local roads below the renewal intervention level set by Council <u>Denominator</u> Kilometres of sealed local roads

Strategic Objective 2: A Place to Prosper

Strategies:

1. The destination for arts, culture, sport and leisure that attracts visitors and brings communities together
2. A thriving economy with local jobs, investment and new industries
3. A city that sustainably plans and manages growth with protecting its diverse landscape

Strategic Indicators:

The strategic indicators which will be used to monitor the achievement this objective are:

- Attraction of sporting events of regional, state and national significance.
- Attraction of events of regional, state, national and international significance held in Casey.
- The facilities and programs which we provide deliver opportunities for community participation in arts, cultural events, sport and leisure.
- Increase in the number of participants involved in business development programs.
- Satisfaction of participants of the business development programs.
- Attraction of international investors to drive new and existing industries.
- Increase the number of local jobs.
- Increase the number of businesses in Casey.
- Increase in membership on Casey Cardinia Jobs Portal.
- Number of programs delivered that are designed to educate and promote access and inclusion in employment.
- Use of the Employment Land Capacity statement to inform planning decisions.
- An increase in diversity, health and resilience in Casey's urban forest.

Initiatives and Major Initiatives in 2019/20:

Strategy 2.1: The destination for arts, culture, sport and leisure that attracts visitors and brings communities together	
Major Initiatives	Initiatives
<ul style="list-style-type: none">• Complete the development of Casey Fields Regional Soccer Facility and redevelopment of the AFL pavilion to meet AFLW requirements.	<ul style="list-style-type: none">• Complete the feasibility study for enhancements to The Factory Performing Arts Rehearsal Centre.• 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.
Strategy 2.2: A thriving economy with local jobs, investment and new industries	
Major Initiatives	Initiatives
<ul style="list-style-type: none">• Progress the regional procurement of an Advanced Waste Processing facility to secure the long-term waste needs of south east Melbourne by 2026.	<ul style="list-style-type: none">• Work in partnership with the Casey Cardinia Visitor Economy Inc in their efforts to promote and grow the visitor economy in the region.

<ul style="list-style-type: none"> Undertake strategic planning of key sites within Casey's major activity centres to attract private sector investment. 	
Strategy 2.3: A city that sustainably plans and manages growth with protecting its diverse landscape	
Major Initiatives	Initiatives
<ul style="list-style-type: none"> Advocate to the Victorian Government on the acquisition of identified land for Clyde Regional Park and Cardinia Creek Parklands and work collaboratively towards their future development for recreation purposes. 	<ul style="list-style-type: none"> Develop an Urban Forest Strategy, in line with the Living Melbourne Strategy, to enable strong natural assets and enhance liveability. Advocate with South East Melbourne councils to support the development of social and affordable housing in the south-east region.

Contributing Services:

Activity Centres and Place Based Planning

Delivers and supports a range of activities, services and programs that support the sustainability, development and growth of local businesses.

Art Facilities

Provides facility operations to ensure that Casey community has access to varied, quality opportunities for arts and cultural activity and social connectedness. This is through the programming and management of Bunjil Place Theatre, Gallery and Place Studio and facilitating activities to engage the community.

Building and Planning Regulation

Maintains the built environments through the administration and enforcement of relevant regulatory/legislative requirements. This includes technical advice to the public, investigating and responding to breaches and dangerous structures and assessing building works and Report and Consent Applications.

Bushland Reserves

Develops awareness and encourages involvement of the community in the preservation and improvement of the natural environment. Advocating for the protection, enhancement and conservation of biodiversity across Casey is also included.

Community Arts

Supports, encourages and delivers arts activity across Casey, including capacity building, fostering participation and encouraging local people and groups to design, develop and deliver their own arts and cultural programs and events.

Community Engagement and Advocacy

Engages stakeholder to inform and promote

Council's programs and services, to encourage community participation and to ensure the views of the community are sought and used to inform Council's decision making, service planning and resource allocation. Furthermore, advocacy on behalf of the community for improvements, services and funding, which are beyond the responsibility of local government to fund.

Drainage and Stormwater Management

Management, maintenance and cleansing of Council's drainage assets, urban and rural drainage, flood plain management and stormwater environmental management.

Environmental Education

Raises community awareness and appreciation for environmental values through education and information opportunities that create behaviour change and reduces waste to landfill and increase the quality of kerbside recycling.

Events

Develops and delivers a suite of large and small-scale community and mayoral events in collaboration with internal staff, community groups and organisations. The provision of advice, support and training to community groups in the delivery of community events including the management of an event approval process is also included.

Foreshores

Works with local Committees of Management to support the preservation and amenity of Casey's foreshores and the facilitation of capital works.

Hard Waste

Ensures ongoing access to cost effective disposal and recovery facilities, whilst ensuring compliance with relevant legislation. This includes the collection

of household items, which are too large to be collected as part of the regular waste collection service and the collection of dumped rubbish.

Investment and Innovation

Ensures the Casey Cardinia region is positioned as a favourable location for business investment, with a culture of innovation and entrepreneurship and providing skilled labour force, ready for employment. Investment and Innovation also supports visitation, tourism and events.

Landfill Management

Ensures compliance with legislative requirements. Identifies, manages and remediate council owned potentially contaminated land. Providing expertise for procurement, disposal of Land and planning matters.

Leisure Facilities

Works in partnership with commercial partners, community groups and organisations to provide access to educational and leisure programs, activities and services through Council owned and managed leisure facilities. This includes the management and maintenance of associated landscaped areas, as well as the building maintenance and inspections, renewal and programmed maintenance.

Libraries

Provides a safe, welcoming and inspiring space where everyone is free to discover possibilities. To help build happier, healthier and more resilient communities by promoting literacy, encouraging lifelong learning, supporting local communities to access information and deliver free events to inspire creativity and bring people together.

Litter Collection

Maintains the environment and minimise the impact of litter, including, prevention activities, investigations, education, enforcement and infrastructure.

Public Art

Oversee the ongoing maintenance of public art and

the commission of public art projects, this includes strategically planning of public art.

Residential and Commercial Waste Collection

Provision of waste collection services to the community including residential garbage, recycling, garden waste and commercial waste collection. All services include provision of bins, collection, transport, sorting and/or disposal, customer interface and environmental education.

Sports Grounds and Facilities

Provide quality sport and recreation facilities that encourage the community to come together and participate in an active, social, supportive and learning environment. This is through overseeing the management of sporting grounds and recreational facilities through the appropriate support of volunteer committees

Statutory Planning

Administers and enforces relevant legislation and the Casey Planning Scheme.

Strategic Land Use Planning

Sets the framework for Casey to ensure it is developed in a socially, environmentally and economically sustainable way, to create a liveable city and ensure developer funding is collected to facilitate the delivery of infrastructure for new communities.

Street and Roadside Landscaping

Manages and maintains Casey's urban forest, streets and roadside landscaping. Approves construction of new open space trees and landscaping, oversee planning referral advice for new subdivisions and preparing and implementing Councils Electric Line Clearance Management Plan.

Subdivisions

Administers and processes subdivisions including engineering approvals, landscape approvals, street naming and numbering, certification and statement of compliance for plans of subdivision.

Service Performance Outcome Indicators:

Service: Aquatic Facilities		
Indicator	Performance Measure	Computation
Service standard	Health inspections of aquatic facilities	Numerator Number of authorised officer inspections of Council aquatic facilities
		Denominator Number of Council aquatic facilities

Service standard	Reportable safety incidents at aquatic facilities	<u>Numerator</u> Total number of WorkSafe reportable aquatic facility safety incidents <u>Denominator</u> Not applicable
Utilisation	Utilisation of aquatic facilities	<u>Numerator</u> Number of visits to aquatic facilities <u>Denominator</u> Municipal population
Service: Libraries		
Indicator	Performance Measure	Computation
Utilisation	Library collection usage	<u>Numerator</u> Number of library collection item loans <u>Denominator</u> Number of library collection items
Resource standard	Standard of library collection	<u>Numerator</u> Number of library collection items purchased in the last 5 years <u>Denominator</u> Number of library collection items
Participation	Active library members	<u>Numerator</u> Number of active library members <u>Denominator</u> Municipal population
Service: Statutory Planning		
Indicator	Performance Measure	Computation
Service cost	Cost of statutory planning service	<u>Numerator</u> Direct cost of the statutory planning service <u>Denominator</u> Number of planning applications received
Decision making	Council planning decisions upheld at VCAT	<u>Numerator</u> Number of Aboriginal children who attend the MCH service at least once (in the year) <u>Denominator</u> Number of Aboriginal children enrolled in the MCH service
Service: Waste Collection		
Indicator	Performance Measure	Computation
Service cost	Cost of kerbside garbage bin collection service	<u>Numerator</u> Direct cost of the kerbside garbage bin collection service <u>Denominator</u> Number of kerbside garbage collection bins
Service cost	Cost of kerbside recyclables bin collection service	<u>Numerator</u> Direct cost of the kerbside recyclables bin collection service <u>Denominator</u> Number of kerbside recyclables collection bins

Waste diversion	Kerbside collection waste diverted from landfill	<u>Numerator</u> Weight of recyclables and green organics collected from kerbside bins <u>Denominator</u> Weight of garbage, recyclables and green organics collected from kerbside bins
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Strategic Objective 3: A High Performing Organisation

Strategies

1. A leader in applying technology and innovation
2. An efficient and effective, customer focussed Council with sufficient resources to meet priorities

Strategic Indicators:

The strategic indicators which will be used to monitor the achievement this objective are:

- Data analytics and visualisations used across critical services.
- Use of open standards and common platforms.
- Increase in Council transactions available through digital channels.
- The technology that is delivered supports our staff to deliver efficient and effective services.
- Ease of customer interaction with Council measured through the Net Easy Score.
- Community Satisfaction Survey results for Customer Service.
- Improved staff Culture and Engagement Scores.
- Expenses per head of municipal population.
- Employees are empowered to initiate and contribute ideas and are supported by leaders to deliver on community outcomes.
- Employees are change agile and committed to living our values.
- Employees are treated fairly, have equal access to opportunities and resources and can contribute fully to the City of Casey's success.

Initiatives and Major Initiatives in 2019/20:

Strategy 3.1: A leader in applying technology and innovation	
Major Initiatives	Initiatives
<ul style="list-style-type: none">• Establish a single view of our customers across all services and contact channels, and achieve a more consistent and seamless customer experience through process improvement, technological enhancement and greater collaboration.	<ul style="list-style-type: none">• 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.
Strategy 3.2: An efficient and effective, customer focussed Council with sufficient resources to meet priorities	
Major Initiatives	Initiatives
<ul style="list-style-type: none">• Improve our digital services so that City of Casey customers can access greater choice and more consistent ways of doing business with Council.	<ul style="list-style-type: none">• Implement the People Strategy to uplift the capability and capacity of the workforce to deliver better customer outcomes.

Contributing Services:

Asset Management

Ensures that asset requirements are aligned to documented levels of service and can provide the service at the lowest long-term cost. Also ensures

that Council understands what it owns and will acquire in terms of physical assets, long-term costs, risks, legislative requirements and benefits associated with those assets.

Civic Facilities

Coordinated, supports and facilitates the operations and use of civic facilities including the civic components of Bunjil Place, Community Centres, Old Shire Office and Vibe.

Customer Service

Coordinates and provides direction to fostering a customer focused culture across multiple contact channels throughout Council.

Digital Services

Seeks to derive value from technologies including implementing Council's Smart City Strategy, applying technology, data and innovation and providing Casey's customers with contemporary services that are available 24/7.

Financial Services

Develops and provides systems, processes and organisational support for the raising and collection of rates and other revenue, payment of suppliers and employees and the development of the annual budget and audited financial statement. Furthermore, leads the development and implementation of the long-term financial plan and strategy.

Fleet and Plant Management

Supports a fit for purpose fleet and plant, which is maintained, safe and efficient to use.

Human Resources

Provides employment advice and support, recruitment, learning & development and Industrial/employee relations for the City of Casey.

Information Management

Manages corporate records from creation to disposal to meet statutory requirements and coordinate freedom of information.

Legal Support

Legal Support manage legal issues and legal matters for both Councillors to minimise legal risk.

Organisational Performance

Organisation Performance identifies, explores and implements opportunities for the improvement of services, business processes and the experience of customers and staff. Additionally monitoring, measuring and reporting on the organisation's performance to drive accountability and identify opportunities for improvement.

Procurement

Provide a fair and complete process that results in best practice procurement, legislative and legal compliance and maximises value for the City of Casey. This includes overseeing the quotation and tendering process for procurement requirements, providing support on purchasing and contract requirements and ensuring all publicly tendered contract suppliers remain compliant.

Property

Provide the strategy and advice on property matters in the areas of land and leases to the business and manage the acquisition, leasing, use, leased property maintenance, naming and disposal of Council's property assets.

Rates and Valuations

Maintains Council's core property, name and address records, public open space valuations, rating and land tax.

Supporting Asset Maintenance

Supporting Asset Maintenance, plan, support and coordinate the business operations of City Presentation. This is through scheduled and programmed maintenance and renewal, supporting the delivery of the capital and minor capital works program and managing Casey Fields.

Technology

Provision of corporate business applications for internal use as well as applications used by the community to transact and exchange information with Council. Furthermore, the provision of IT infrastructure and services.

Service Performance Outcome Indicators:

Service: Efficiency		
Indicator	Performance Measure	Computation
Workforce turnover	Resignations and terminations compared to average staff	<u>Numerator</u> Number of permanent staff resignations and terminations
		<u>Denominator</u> Average number of permanent staff for the financial year

Service: Stability		
Indicator	Performance Measure	Computation
Rates effort	Rates compared to property values	<u>Numerator</u> Rate revenue <u>Denominator</u> Capital improved value of rateable properties in the municipality

Section 2

Financial Statements

City of Casey
Budgeted Comprehensive Income Statement
For the year ending 30 June 2020

	2018/2019 Budget \$'000	2018/2019 Forecast \$'000	2019/2020 Budget \$'000
Incomes			
Rates & Charges	226,384	227,259	242,085
Statutory Fees and fines	11,727	12,444	13,004
User Charges	19,436	20,784	21,131
Contributions - Cash	39,976	53,069	48,340
Contributions - Non Monetary	50,000	58,300	50,000
Grants - Operating (recurrent)	56,776	51,785	61,059
Grants - Operating (non-recurrent)	703	1,898	714
Grants - Capital (recurrent)	2,390	1,262	2,600
Grants - Capital (non recurrent)	11,642	5,380	12,081
Interest	8,250	9,900	11,106
Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant &	50	50	50
Total Income	427,334	442,129	462,169
Expenses			
Employee Costs	122,853	122,050	131,137
Materials and Consumables	74,763	82,796	82,020
External Contracts	64,789	66,067	69,313
Utilities	8,919	8,681	9,145
Borrowing Costs	2,370	2,367	2,108
Depreciation	45,260	45,310	51,057
Other Expenditure	-		
Total Expenses	318,953	327,270	344,780
Surplus /(deficit)	108,381	114,859	117,388
Other Comprehensive Income			
Items that will not be classified to surplus or Deficit			
Share of other Comprehensive income of associates and joint ventures accounted for by equity method		(60)	30
Total comprehensive result	108,381	114,799	117,418

City of Casey
Budgeted Balance Sheet
For the year ending 30 June 2020

	2018/2019 Budget \$'000	2018/2019 Forecast \$'000	2019/2020 Budget \$'000
Current Assets			
Cash Assets	16,826	14,175	18,111
Financial assets	287,989	297,214	279,214
Receivables	24,423	22,614	25,506
Other	3,501	8,979	9,060
Total Current Assets	332,739	342,981	331,891
Non Current Assets			
Non Current Prepayments		20	20
Investments -Equities	4,734	4,537	4,567
Financial Assets	0	34,000	34,000
Property Plant & Equipments	3,066,706	4,760,292	4,934,204
Total Non-Current Assets	3,071,440	4,798,849	4,972,792
Total Assets	3,404,179	5,141,831	5,304,683
Current Liabilities			
Payables	20,201	25,781	27,813
Trusts	28,418	31,667	33,047
Interest - bearing Liabilities	7,509	7,447	7,571
Provisions	27,640	26,145	28,345
Total Current Liabilities	83,768	91,039	96,777
Non Current Liabilities			
Interest - bearing Liabilities	53,325	53,523	46,044
Provisions	25,540	19,455	19,955
Total Non-Current Liabilities	78,865	72,978	65,999
Total Liabilities	162,633	164,018	162,776
Net Assets	3,241,546	4,977,813	5,141,907
Equity			
Accumulated Surplus	1,958,126	2,015,488	2,150,310
Asset Revaluation Reserve	1,041,659	2,655,093	2,701,768
Other Reserves	241,761	307,232	289,829
Total Equity	3,241,546	4,977,813	5,141,907

City of Casey
Budgeted Statement of Changes in Equity
For the year ending 30th June 2020

	Total	Accumulated Surplus	Asset Revaluation Surplus	Other Reserves
	\$'000	\$'000	\$'000	\$'000
<u>Year ended 30 June 2019 (forecast)</u>				
Balance at the beginning of Financial Year 2018/2019	3,817,042	1,884,998	1,609,121	322,923
Comprehensive result	114,799	114,799		
Revaluation of Assets	1,045,972		1,045,972	
Transfers to Reserve		(88,509)		88,509
Transfers from Reserves		104,200		(104,200)
Balance at the end of Financial Year 2018/2019	4,977,813	2,015,488	2,655,093	307,232
<u>Year ended 30 June 2020</u>				
Balance at the beginning of Financial Year 2019/2020	4,977,813	2,015,488	2,655,093	307,232
Comprehensive result	117,418	117,418		
Revaluation of Assets	46,675		46,675	
Transfers to Reserve		(73,124)		73,124
Transfers from Reserves		90,527		(90,527)
Balance at the end of Financial Year 2019/2020	5,141,907	2,150,310	2,701,768	289,829

City of Casey
Budgeted Statement of Cash Flows
For the year ending 30th June 2020

	2018/2019 Budget \$'000	2018/2019 Forecast \$'000	2019/2020 Budget \$'000
Cash flows from operating activities			
Rates and Charges	223,007	226,933	238,393
Statutory Fees and Fines	10,227	12,444	11,381
User Fees	12,098	22,575	21,900
Contributions and Donations	39,976	53,110	48,340
Grants - Operating	57,479	54,005	61,772
Grants - Capital	11,536	7,017	14,680
Interest Received	7,761	10,336	10,380
GST Recoveries	12,559	17,385	13,977
Employee costs	(120,453)	(119,256)	(130,937)
Material and Services	(146,609)	(174,051)	(167,423)
Net cash provided by operating activities	107,581	110,498	122,462
Cash flows from investing activities			
Payments for Property, Plant, Equipment and Infrastructure	(115,329)	(135,000)	(135,469)
Investments in Financial assets	3,000	9,032	18,000
Proceeds from Sales of Property, Plant and Equipment	6,792	5,873	7,025
Trust Receipts (Payments)	1,605	167	1,380
Net cash (used in) investing activities	(103,932)	(119,928)	(109,064)
Cash flow from financing activities			
Interest Paid	(2,369)	(2,585)	(2,108)
Proceeds from Interest bearing Liabilities			-
Repayment of Interest bearing Liabilities	(7,355)	(7,274)	(7,355)
Payment of Super Liability			
Net cash (used in) /provided by financing activities	(9,724)	(9,859)	(9,463)
Net increase (decrease) in cash and Cash equivalents	(6,075)	(19,289)	3,936
Cash and cash equivalents at the beginning of the financial year	22,901	33,464	14,175
Cash and cash equivalents at end of the financial year	16,826	14,175	18,111

City of Casey
Budgeted Statement of Capital Works
For the year ending 30 June 2020

	2019-2020 Budget \$ 000's
Property	
Land	13,081
Buildings	5,722
Building Improvements	179
Total Property	18,983
Plant & Equipment	
Plant Machinery & Equipment	3,810
Fixtures, fittings and furniture	82
Computers and telecommunications	9,063
Total Plant & Equipment	12,956
Infrastructure	
Roads	30,267
Bridges	2,205
Footpaths and Cycle ways	4,739
Drainage	1,429
Recreational, leisure and community facilities	75,012
Parks, open space and streetscapes	5,296
Off Street Car Parks	139
Other Infrastructure	444
Total Infrastructure	119,531
Total Capital Works expenditure	151,469
Represented By	
New asset expenditure	85,696
Asset renewal expenditure	32,076
Asset upgrade expenditure	28,996
Asset expansion expenditure	4,702
Total capital works expenditure	151,469
Funding Sources	
Grants	14,680
Contributions	553
Council Contribution - Rates	57,302
Council Contribution - Reserves	78,934
Borrowings	-
	151,469

Section 3

Statutory Reports

Financial Performance Indicators

The following table details Council's projected performance across a range of key financial performance indicators, that have been introduced as part of the new Local Government Performance Reporting Framework. The outcomes for these measured will be reported in Council's 2019/20 Annual Report.

			Budget	Strategic Resource Plan Projections		
Indicator	Measure	Notes	2019/2020	2020/2021	2021/2022	2022/2023
Operating position						
Adjusted underlying result	Adjusted underlying surplus (deficit)/Adjusted underlying revenue		15.35%	14.38%	14.28%	13.22%
Liquidity						
Working Capital	Current assets/current liabilities		342.94%	331.92%	328.67%	352.59%
Unrestricted Cash	Unrestricted cash/current liabilities		218.82%	210.78%	202.00%	226.12%
Obligations						
Loans and borrowings	interest bearing loans and borrowings/rate revenue		22.15%	18.07%	14.27%	10.74%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings/rate revenue		3.91%	3.69%	3.42%	3.19%
Indebtedness	Non-current liabilities/own source of revenue		18.32%	15.30%	12.26%	9.52%
Asset renewal	Asset renewal expenses/depreciation		62.82%	54.67%	65.80%	62.08%
Stability						
Rates Concentration	Rate revenue/adjusted underlying revenue		67.20%	68.28%	68.55%	68.85%
Rates effort	Rate revenue/CIV of rateable properties in the municipality		0.308%	0.314%	0.324%	0.334%
Efficiency						
Expenditure level	Total expenses/No. of property assessments		\$2,770	\$2,786	\$2,850	\$2,910
Revenue level	Residential rate revenue/No. of residential property assessments		\$1,856	\$1,922	\$1,989	\$2,055
Workforce turnover	No. of permanent staff resignations & terminations/average No. of permanent staff for the financial year		12.0%	12.0%	12.0%	12.0%

City of Casey
Budget 2019-2020
Other Matters - Regulation 10
Local Government (Planning and Reporting) Regulations 2014

Reg.	Details	2019/2020 (2.5% Rate Cap)	2018/2019 (2.25% Rate Cap) (Revised - 26 Oct 18)
10.1 (g)	Total proposed to be borrowed	\$0	\$0
10.1 (i)	Proposed debt redemption	\$7,354,642	\$7,265,675
10.2 (a)	Rate in the dollar for each type of rate to be levied		
	General Rate	0.002630182 Subject to Valuer General Certification	0.0024416604
10.2 (b)	Proposed percentage change in the rate in the dollar for each type of rate to be levied compared to that of the previous financial year		
	General Rate	7.72%	-23.11%
10.2 (c)	Estimated amount to be raised by each type of rate to be levied		
	General Rate	\$196,979,159	\$186,197,405
	Cultural & Recreational Lands	\$164,599	\$146,819
10.2 (d)	Estimated total amount to be raised by rates	\$197,143,758	\$186,344,224
10.2 (e)	Number of assessments for each type of rate to be levied compared with the previous year		
	General Rate	124480	119,275
10.2 (f)	Total number of assessments(start of year)	124480	119,275
10.2 (g)	Basis of valuation to be used is Capital Improved Value	CIV	CIV
10.2 (h)	Estimated total value of land in respect of which each type of rate is to be levied compared with the previous year		
	General Rate	\$74,891,833,001	\$76,258,518,386
	Cultural & Recreational Lands	\$141,505,000	\$137,030,000
10.2 (i)	Estimated total value of land rated compared with the previous year	\$75,033,338,001 Subject to Valuer General Certification	\$76,395,548,386
10.2 (j)	Municipal Charge	Nil	Nil
10.2 (m), (n)	Proposed unit amount to be levied for each type of charge under section 162 of the Act:		
	Garbage Charge Including Green Waste 120ltr	\$347.00	\$326.00
	Garbage Charge Excluding Green Waste 120ltr	\$285.00	\$268.00

City of Casey
Budget 2019-2020
Other Matters - Regulation 10
Local Government (Planning and Reporting) Regulations 2014

Reg.	Details	2019/2020	2018/2019	
		(2.5% Rate Cap)	(2.25% Rate Cap) (Revised - 26 Oct 18)	
10.2 (m)	Garbage Charge Including Green Waste 80ltr	\$327.00	\$306.00	6.9%
	Garbage Charge Excluding Green Waste 80ltr	\$265.00	\$248.00	6.9%
	Garbage Charge 2nd 120 litre bin	\$239.00	\$230.00	3.9%
	Commercial (Excl GST)	\$265.00	\$250.00	6.0%
	Commercial Recycling Only (excl GST)	\$155.00	\$146.00	6.2%
	Green Waste 2nd bin (Excl GST)	\$91.00	\$86.00	5.8%
	Residential 2nd Recycle	\$30.00		
	Berwick Village H1 (Excl GST)	\$3,655.00	\$3,069.00	19.1%
	Berwick Village H2 (Excl GST)	\$4,030.00	\$3,384.00	19.1%
	Berwick Village H3 (Excl GST)	\$4,755.00	\$3,992.00	19.1%
	Berwick Village H4 (Excl GST)	\$5,851.00	\$4,913.00	19.1%
	Berwick Village M1 (Excl GST)	\$752.00	\$631.00	19.2%
	Berwick Village M2 (Excl GST)	\$895.00	\$752.00	19.0%
	Berwick Village M3 (Excl GST)	\$1,069.00	\$898.00	19.0%
	Berwick Village M4 (Excl GST)	\$1,704.00	\$1,431.00	19.1%
	Berwick Village L1 (Excl GST)	\$317.00	\$266.00	19.2%
	Berwick Village L2 (Excl GST)	\$346.00	\$290.00	19.3%
	Berwick Village L3 (Excl GST)	\$446.00	\$375.00	18.9%
10.2 (o)	Estimated amount to be raised by each type of charge to be levied compared with the previous year			
	Garbage Charge Including Green Waste 120ltr	\$32,472,260	\$29,123,862	
	Garbage Charge Excluding Green Waste 120ltr	\$2,423,925	\$1,971,408	
	Garbage Charge Including Green Waste 80ltr	\$2,409,336	\$2,149,650	
	Garbage Charge Excluding Green Waste 80ltr	\$665,945	\$541,136	
	Garbage Charge 2nd 120 litre bin	\$486,048	\$437,690	
	Commercial (Excl GST)	\$242,740	\$225,000	
	Green Waste	\$312,858	\$271,072	
	Commercial Recycling Only	\$8,835	\$6,424	
	Residential 2nd Recycle	\$60,000		
	Berwick Village H1 (Excl GST)	\$25,585	\$18,414	
	Berwick Village H2 (Excl GST)	\$44,330	\$43,992	
	Berwick Village H3 (Excl GST)	\$19,020	\$19,960	
	Berwick Village H4 (Excl GST)	\$29,255	\$19,652	
	Berwick Village M1 (Excl GST)	\$18,800	\$15,144	
	Berwick Village M2 (Excl GST)	\$36,695	\$30,080	
	Berwick Village M3 (Excl GST)	\$20,311	\$16,164	
	Berwick Village M4 (Excl GST)	\$5,112	\$7,155	
	Berwick Village L1 (Excl GST)	\$4,755	\$3,458	
	Berwick Village L2 (Excl GST)	\$12,456	\$11,310	
	Berwick Village L3 (Excl GST)	\$8,028	\$6,000	
10.2 (p)	Estimated total amount to be raised by service rates and charges compared to previous year	\$39,306,294	\$34,917,571	
10.2 (q)	Estimated total amount to be raised by all rates and charges compared to previous year	\$236,450,052	\$221,261,795	
10.2 (r)	Any significant changes that may affect the estimated amounts to be raised			
	- Estimated supplementary rate income	\$5,632,963	\$5,096,260	
	Total Rates and Charges	\$242,083,015	\$226,358,055	

**City of Casey
Statement of Human Resources
For the year ended 30 June 2020**

	2019/2020 \$'000
Employee Cost Expenditure	
Employee Cost - Operating	131,137
Employee Cost -Capital	3,708
Total Employee Cost Expenditure	134,845
Staff Numbers	FTE
Employees	1,327.2
Total Staff Numbers	1,327.2

Summary of planned Human Resource expenditure

	2019/2020 FTE	2019/2020 \$'000
Customer Focus & Innovation		
-Permanent full time	140.1	15,314
-Permanent part time	23.5	2,339
Total Customer Focus & Innovation	163.6	17,652
Corporate Services & Executive		
-Permanent full time	76.8	9,367
-Permanent part time	12.4	1,164
Total Corporate Services & Executive	89.2	10,531
Community Life		
-Permanent full time	334.0	34,766
-Permanent part time	399.9	33,454
Total Community Life	733.9	68,220
City Planning & Infrastructure		
-Permanent full time	313.8	32,003
-Permanent part time	26.6	2,699
Total City Planning & Infrastructure Services	340.4	34,702
Total Other	-	3,740
Total Employee Cost (Capital & Operating)/ EFT	1,327.2	134,845

Note : Employee costs include direct salaries and overtime, as well as other employee entitlements and statutory obligations such as WorkCover insurance employer superannuation, annual leave, annual leave loading, long service leave, fringe benefits tax, maternity leave and parental leave scheme (on behalf of Centrelink). These costs are largely driven by Council's Enterprise Bargaining Agreement, which expires in July 2020, as well as growth for new Council facilities, services and functions. The compulsory employer superannuation rate for 2019/20 is 9.5%.

City of Casey
Budgeted Grant Funding - Types and Source
For the year ending 30 June 2020

	Budget 2019/20 \$'000	Budget 2018/19 \$'000
Recurrent		
Operating		
Commonwealth		
Children's Services	6,138	4,800
Safer Communities	16	19
Connected Communities	8,189	7,984
State		
Children's Services	21,922	20,578
Connected Communities	4,910	4,984
Safer Communities	1,475	1,406
Victorian Grants Commission (unallocated)	18,408	17,005
Sub-Total Recurrent Operating	61,059	56,776
Capital		
State		
Victorian Grants Commission (Local Roads)	2,600	2,390
Sub-Total Recurrent Capital	2,600	2,390
Total Recurrent Grants	63,658	59,166
Non-Recurrent		
Operating		
State		
Finance	103	101
Children's Services	124	243
Connected Communities	60	296
Active Communities	160	-
Safer Communities	130	63
Economic Development	18	-
City Presentation	12	-
Environment	107	-
Sub-Total Non-Recurrent Operating	714	703
Capital		
State		
Infrastructure & Capital Projects	12,081	11,642
Sub-Total Non-Recurrent Capital	12,081	11,642
Total Non-Recurrent Grants	12,794	12,345
Total Grants	76,452	71,511

Section 4

Capital Works List

Capital Works List 2019/20

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Council Rates \$'000	Grants \$'000	Contribution \$'000	Council Reserves \$'000	Loans \$'000
Land										
Various - Land Acquisition Program	13,081	13,081	-	-	-	-	-	-	13,081	-
Total Land	13,081	13,081	-	-	-	-	-	-	13,081	-
Building										
Bunjil Place - Office fit out - Stage 2	1,935	1,935	-	-	-	1,935	-	-	-	-
Various - Corporate Signage on Buildings	50	20	30	-	-	50	-	-	-	-
Various - Project Management Costs	3,229	807	807	807	807	3,229	-	-	-	-
Bunjil Place - Arts Infrastructure - Minor Capital Works	311	311	-	-	-	311	-	-	-	-
Municipal Buildings - Minor Capital Works	83	83	-	-	-	83	-	-	-	-
Myuna Farm - Animal Handling Facility and Toilets	36	36	-	-	-	36	-	-	-	-
Bunjil Place - LED Lighting upgrade	79	-	-	79	-	79	-	-	-	-
Total Building	5,722	3,192	837	886	807	5,722	-	-	-	-
Building Improvement										
General - EMP - HVAC and lighting efficiency works	20	10	-	10	-	-	-	-	20	-
Local Arts Upgrade - Minor Capital Works	104	104	-	-	-	104	-	-	-	-
Various - Install Leak detection Systems at Council Public Toilets	56	-	-	56	-	56	-	-	-	-
Total Building Improvement	179	114	-	66	-	159	-	-	20	-
PROPERTY TOTAL	18,983	16,386	837	952	807	5,882	-	-	13,101	-
PLANT & EQUIPMENT										
Plant										
General - Major Plant Replacement	1,500	-	1,500	-	-	-	-	-	1,500	-
General - Plant - Light Vehicles - Additional	120	120	-	-	-	-	-	-	120	-
General - Plant - Light Vehicles - Replacement	2,000	-	2,000	-	-	-	-	-	2,000	-
General - Plant - Minor - Replacement	30	-	30	-	-	-	-	-	30	-
Myuna Farm - New Fleet - Train Carriages	124	-	124	-	-	124	-	-	-	-
Old Cheese Factory - New Plant Gator	36	36	-	-	-	36	-	-	-	-
Total Plant	3,810	156	3,654	-	-	160	-	-	3,650	-
Fixtures, Fittings & Furniture										
Municipal Offices - Civic Furniture and Equipment - Minor Capital Works	32	32	-	-	-	32	-	-	-	-
Casey RACE - EMP - Bauer System (Controls) (Part 2 of currently funded project)	50	-	25	25	-	-	-	-	50	-
Total Fixtures, Fittings & Furniture	82	32	25	25	-	32	-	-	50	-

Capital Works List 2019/20

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Council Rates \$'000	Grants \$'000	Contribution \$'000	Council Reserves \$'000	Loans \$'000
Computers and Telecommunications										
General - GIS Improvement Program	186	-	-	186	-	186	-	-	-	-
General - IT - Corporate Facilities Audio Visual Equipment renewal	518	52	466	-	-	518	-	-	-	-
General - IT - Network and Infrastructure	311	78	233	-	-	311	-	-	-	-
General - IT - Smart City Office - Connected City	323	323	-	-	-	323	-	-	-	-
General - IT - Smart City Office - Website migrations and enhancements	538	-	-	538	-	538	-	-	-	-
General - Business Transformation Program	5,465	-	-	5,465	-	5,465	-	-	-	-
General - IT - Personal Productivity Tools	1,723	-	1,723	-	-	1,723	-	-	-	-
Total Computers and telecommunications	9,063	452	2,421	6,189	-	9,063	-	-	-	-
PLANT & EQUIPMENT TOTAL	12,956	641	6,101	6,214	-	9,256	-	-	3,700	-

INFRASTRUCTURE

Roads

Alma Court - From Grove End Road to End - Road Resealing	10	-	10	-	-	10	-	-	-	-
Autumn Place Laneway - From Power Road to Hawthorn Road - Road Rehabilitation	120	-	120	-	-	13	108	-	-	-
Bedford Court - From Chalcot Drive to End - Road Rehabilitation	90	-	90	-	-	10	81	-	-	-
Bethel Close - From Memorial Drive to End - Road Resealing	10	-	10	-	-	10	-	-	-	-
Casey Fields Boulevard - Intersection with SGH and construction of northern stub Casey Fields Boulevard - Connection South of SGH - Devon Meadows PSP - also known as Craig Road Bypass	507	507	-	-	-	207	-	-	300	-
Chester Court - From Grove End Road to End - Road Resealing	24	-	24	-	-	24	-	-	-	-
Cumberland Way - From Chalcot Drive to Power Road - Road Rehabilitation	82	-	82	-	-	9	74	-	-	-
Derry Close - From Raymond McMahon Boulevard to End - Road Resealing	9	-	9	-	-	9	-	-	-	-
Earls Court - From Grove End Road to End - Road Resealing	6	-	6	-	-	6	-	-	-	-
Eddington Place - from Mildura Crescent to End - Road Resealing	12	-	12	-	-	12	-	-	-	-
Edwards Lane - Warneet Road to End - Road Reseal	8	-	8	-	-	8	-	-	-	-
Elmore Court - From Mildura Crescent to End - Road Resealing	5	-	5	-	-	5	-	-	-	-
Elsworthy Court - From Chalcot Drive to End - Road Resealing	10	-	10	-	-	10	-	-	-	-
Gabo Court - From Mildura Court to End - Road Resealing	5	-	5	-	-	5	-	-	-	-
Garner Court - From Raymond McMahon Boulevard to End - Road Resealing	10	-	10	-	-	10	-	-	-	-
Gill Street - From McLaren Avenue to Mundaring Drive - Road Rehabilitation	73	-	73	-	-	8	66	-	-	-
Glasscocks Road - Construction of Intersection with SGH and road connection through to Sherwood Road	2,070	2,070	-	-	-	2,070	-	-	-	-
Grices Road/ Glasscocks Road/ Clyde Road - Intersection upgrade works with Berwick Cranbourne Road, and duplication Between Berwick - Cranbourne Rd and Viewgrand Drive, incl Bridge Renew	2,024	-	-	2,024	-	717	1,307	-	-	-
Grove End Road - From Heatherton Road to Kennington Park Drive - Road Resealing	93	-	93	-	-	93	-	-	-	-
Hallam North Road - From Churchill Park Drive to Seal Change at Cherry Lane	76	-	76	-	-	76	-	-	-	-
Hamilton Close - From Midura Crescent to End - Road Resealing	12	-	12	-	-	12	-	-	-	-
Hanover Court - From Chalcot Drive to End - Road Rehabilitation	53	-	53	-	-	6	48	-	-	-

Capital Works List 2019/20

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Council Rates \$'000	Grants \$'000	Contribution \$'000	Council Reserves \$'000	Loans \$'000
Hardys Road Construction - Clyde Rd / Hardys Road - Intersection (Stage 1)	6,000	1,200	-	4,800	-	-	-	-	6,000	-
Hardys Road Stage 1A - Hardys Road Construction - Clyde Rd to Tuckers Rd (Stage 1A)	3,000	-	-	3,000	-	-	-	-	3,000	-
Harrow Place - From Midura Crescent to End - Road Resealing	7	-	7	-	-	7	-	-	-	-
Hellyer Way - From Raymond McMahon Boulevard to End - Road Resealing	21	-	21	-	-	21	-	-	-	-
McLaren Avenue - From Cranbourne Drive to Clarendon Street - Road Rehabilitation	256	-	256	-	-	27	229	-	-	-
Medley Close - From Peak Drive to End - Road Resealing	17	-	17	-	-	17	-	-	-	-
Melina Court - From Grove End Road to End - Road Resealing	8	-	8	-	-	8	-	-	-	-
Merryn Close - From Raymond McMahon Boulevard to End - Road Resealing	6	-	6	-	-	6	-	-	-	-
Midura Crescent - From Clifton Way to Clifton Way - Road Resealing	77	-	77	-	-	77	-	-	-	-
Murray Court - From Camms Road to End - Road Rehabilitation	120	-	120	-	-	13	108	-	-	-
Nareen Avenue - From Midura Crescent to Midura Crescent - Road Resealing	29	-	29	-	-	29	-	-	-	-
Nugent Court - From Grove End Road to End - Road Resealing	9	-	9	-	-	9	-	-	-	-
Nursery Lane - From Warneet Road to End - Reseal Road	26	-	26	-	-	26	-	-	-	-
Nyora Close - From Raymond McMahon Boulevard to End - Road Resealing	10	-	10	-	-	10	-	-	-	-
Oaks Court - From Hallam North Road to End - Road Resealing	31	-	31	-	-	31	-	-	-	-
Peak Drive - From King Road to End - Road Resealing	37	-	37	-	-	37	-	-	-	-
Portland Place - From Midura Crescent to End - Road Resealing	10	-	10	-	-	10	-	-	-	-
Rokewood Court - Nareen Avenue to End - Road Resealing	8	-	8	-	-	8	-	-	-	-
Rose Lane - From Avene Street to End - Road Reseal	11	-	11	-	-	11	-	-	-	-
Tobin Way - From Silverwattle Drive to Staffordshire Place - Road Rehabilitation	25	-	25	-	-	3	23	-	-	-
Toorak Close - From Narre Warren Cranbourne Road to Greaves Road - Road Resealing	26	-	26	-	-	26	-	-	-	-
Various - Minor Traffic Works	280	224	-	56	-	280	-	-	-	-
Various - Street Light - New - Upgrade	93	46	-	46	-	93	-	-	-	-
Wadham Court - From Chalcot Drive to End - Road Resealing	12	-	12	-	-	12	-	-	-	-
Warneet Road - From Baxter-Tooradin Road to Seal Change at Godalagong Road - Road Resealing	279	-	279	-	-	279	-	-	-	-
Wilam Court - From Bourke Road to End - Road Rehabilitation	80	-	80	-	-	8	72	-	-	-
Wilkin Court - From Primrose Hill Close to End - Road Resealing	8	-	8	-	-	8	-	-	-	-
Railway Road from Valeta Street to Ballarto Road - Seal of Railway Road Clyde township	1,000	-	-	1,000	-	-	-	-	1,000	-
Ballarto Road - West of Botanical Gardens to existing seal at quarry entrance - Road Sealing	850	-	-	850	-	-	-	-	850	-
Missens Road - Thompsons Road To End - Road Construction - Cranbourne West Local Roads DCP projects	2,200	-	-	2,200	-	-	-	-	2,200	-
Smiths Lane Stage 3 - sealing between North Road and Baxter-Tooradin Road	1,811	-	-	1,811	-	1,811	-	-	-	-
Chevron Avenue - From end seal to Pearceedale Road - Road Sealing	100	-	-	100	-	-	-	-	100	-
Bryn Mawr Boulevard - From Denmark Hill Rd to 25m south of High St - Road Resealing	64	-	64	-	-	64	-	-	-	-
Parkhill Drive - Seal Change near Coowarra Way to Seal Change near Warrawong Way - Road Reseal	224	-	224	-	-	224	-	-	-	-

Capital Works List 2019/20

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Council Rates \$'000	Grants \$'000	Contribution \$'000	Council Reserves \$'000	Loans \$'000
Mountainview Boulevard - Chantenay Parade to Glasscocks Road - Road Resealing	172	-	172	-	-	172	-	-	-	-
William Thwaites Boulevard - Part 1 - Mountainview Blvd to Chantenay Pde - Road Reseal	94	-	94	-	-	94	-	-	-	-
William Thwaites Boulevard - Alisma Boulevard to Glasscocks Road - Part 2 - Road Reseal	136	-	136	-	-	136	-	-	-	-
Chalcot Drive - No 64 Chalcot Drive to Kemington Park Drive - Road Resealing	78	-	78	-	-	78	-	-	-	-
Primrose Hill Close - From Chalcot Dr to No 27 Primrose Hill Ct - Road Resealing	40	-	40	-	-	40	-	-	-	-
Raymond McMahon Boulevard - Terrace Shopping Ctr west of Barker Ct - Road Reseal	51	-	51	-	-	51	-	-	-	-
King Road - Robinson Road to Harkaway Road - Road Resealing	98	-	98	-	-	98	-	-	-	-
North Road - Part 1 - From Pearceedale Road to Maywood Road - Road Resealing	145	-	145	-	-	145	-	-	-	-
North Road - Part 2 - From Maywood Road to Smiths Lane - Road Resealing	152	-	152	-	-	152	-	-	-	-
Geranium Court - From Cedarwood Ct to Driveway No 15 Geranium Ct - Road Rehabilitation	30	-	30	-	-	3	27	-	-	-
Camms Road Part 1 - From Damian Court to Railway Line - Road Rehabilitation	191	-	191	-	-	20	171	-	-	-
Camms Road Part 2 - From Railway Line to Cranbourne Place - Road Rehabilitation	241	-	241	-	-	25	216	-	-	-
Averne Street - From Circle Drive North to Rose Lane - Road Rehabilitation	301	-	301	-	-	31	270	-	-	-
Clairmont Avenue - SGH to Halstead Ct - excl Averne St Intersection - Road Rehab	241	-	241	-	-	25	216	-	-	-
Mundaring Drive - Cranbourne Drive to Clarendon Street - Road Rehabilitation	326	-	326	-	-	34	292	-	-	-
Fairhaven Boulevard and Kalkami Way - Local Traffic Management Program	21	21	-	-	-	21	-	-	-	-
Clarendon Street - Local Traffic Management Program	72	72	-	-	-	72	-	-	-	-
Kemington Park Drive - Local Traffic Management Program	10	10	-	-	-	10	-	-	-	-
Majestic Boulevard - Local Traffic Management Program	37	37	-	-	-	37	-	-	-	-
Raisell Road - Local Traffic Management Program	19	19	-	-	-	19	-	-	-	-
Pearcedale Road - Electronic Speed Signs	36	36	-	-	-	36	-	-	-	-
Kidds Road - Local Traffic Management Program	185	185	-	-	-	94	91	-	-	-
Frawley Road - Local Traffic Management Program	466	466	-	-	-	237	229	-	-	-
Ballarto Road - Valetta St to Railway Rd - Gatt Seal road improvement works	104	-	-	104	-	104	-	-	-	-
Loch Street - Narre Warren-Cranbourne Rd to SGH Service Rd - Road Rehabilitation	672	-	672	-	-	71	602	-	-	-
Botanic Ridge - extension of Orchard Park Drive adjacent to Community Facility	569	569	-	-	-	569	-	-	-	-
Soldiers Rd Pedestrian Bridge - footpath widening and fencing - Greyspot Program	104	104	-	-	-	104	-	-	-	-
North Road shoulder - Maywood Rd to Smiths Lane - Greyspot Program	166	166	-	-	-	166	-	-	-	-
Harkaway Road - South West side of road below Old Coach Road - Kerb and Channel	50	-	-	50	-	50	-	-	-	-
Ballarto Road Stage 2 of 3 - South Gippsland Highway to Casey Fields Blvd	1,500	-	-	1,500	-	-	-	-	1,500	-
Fordholm Road - Flashing Zebra Crossing	124	-	-	124	-	124	-	-	-	-
Casey Fields - internal road connection to Morison Road roundabout	362	362	-	-	-	362	-	-	-	-
Extension of Ferdinand Drive in front of Rivercrest Christian College	1,423	1,423	-	-	-	-	-	-	1,423	-
Total Roads	30,267	7,517	5,084	17,666	-	9,668	4,226	-	16,373	-

Capital Works List 2019/20

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Council Rates \$'000	Grants \$'000	Contribution \$'000	Council Reserves \$'000	Loans \$'000
Bridges										
Coral Drive - MMC Reserve - Structure 1 - Replace South Boardwalk	176	-	176	-	-	176	-	-	-	-
Coral Drive - MMC Reserve - Structure 2 - Replace South Boardwalk	154	-	154	-	-	154	-	-	-	-
Coral Drive - MMC Reserve - Structure 3 - Replace South Boardwalk	154	-	154	-	-	154	-	-	-	-
Coral Drive - MMC Reserve - Structure 4 - Replace South Boardwalk	88	-	88	-	-	88	-	-	-	-
Akoonah Park Reserve - Timber Pedestrian Bridge Replacement	70	-	70	-	-	70	-	-	-	-
Banjo Paterson Reserve - STRUC 1 - Pavilion and Deck - Melb Water Reserve	19	-	19	-	-	19	-	-	-	-
Banjo Paterson Reserve - STRUC 2 - Ped Bridge Walkway Deck - Melb Water Reserve	23	-	23	-	-	23	-	-	-	-
Banjo Paterson Reserve - STRUC 5 - Ped Bridge Walkway Deck - Melb Water Reserve	56	-	56	-	-	56	-	-	-	-
Banjo Paterson Reserve - STRUC 3 - Ped Bridge Walkway Deck - Melb Water Reserve	124	-	124	-	-	124	-	-	-	-
Tooradin Station Road - Traffic Bridge - Abutment Stabilisation and Batter Protection	26	-	26	-	-	26	-	-	-	-
Frawley Road - Eumemmerring Creek - Traffic Bridge Renewal	549	-	549	-	-	549	-	-	-	-
Tooradin Station Road intersection at Manks Road - Traffic Bridge Renewal	311	-	155	-	155	311	-	-	-	-
Lynes Road 400m east of SGH at western contour drain - Bridge Renewal	352	-	352	-	-	352	-	-	-	-
Brookland Greens Reserve - Pedestrian Bridge Upgrade	104	-	31	72	-	104	-	-	-	-
Total Bridges	2,205	-	1,977	72	155	2,205	-	-	-	-

Footpaths and Cycle ways

Balla Balla - Footpath Rehabilitation Program	285	-	285	-	-	285	-	-	-	-
Edrington - Footpath Rehabilitation Program	414	-	414	-	-	414	-	-	-	-
Fountain Gate - Narre Warren Pedestrian Links	41	41	-	-	-	41	-	-	-	-
Four Oaks Ward - Footpath Rehabilitation Program	466	-	466	-	-	466	-	-	-	-
Mayfield - Footpath Rehabilitation Program	414	-	414	-	-	414	-	-	-	-
River Gum Ward - Footpath Rehabilitation Program	518	-	518	-	-	518	-	-	-	-
Springfield Ward - Footpath Rehabilitation Program	404	-	404	-	-	404	-	-	-	-
Various - Reactionary Program - Minor footpath links - community demand	183	183	-	-	-	183	-	-	-	-
Various - School Crossing Infrastructure	104	104	-	-	-	104	-	-	-	-
Wilson Botanic Park - Footpath replacement and upgrade	57	-	51	6	-	57	-	-	-	-
Anchorage Drive - Linking Paths Program	135	135	-	-	-	135	-	-	-	-
Gunns Road Reserve - Linking Paths Program	155	155	-	-	-	155	-	-	-	-
Golf Links Road - Design of footpath - Linking Paths Program	21	21	-	-	-	21	-	-	-	-
Camms Road Cranbourne - Footpath - Linking Paths Program	166	166	-	-	-	166	-	-	-	-
Soldiers Road - Footpath - Linking Paths Program	207	-	-	207	-	207	-	-	-	-

Capital Works List 2019/20

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Council Rates \$'000	Grants \$'000	Contribution \$'000	Council Reserves \$'000	Loans \$'000
Detailed Design and Signage Works - Linking Paths Program	21	21	-	-	-	21	-	-	-	-
Rochester Parade - Flashing Zebra Crossing	104	104	-	-	-	104	-	-	-	-
Cardinia Creek New Parklands North - Allan Street to Ingjis Road - Shared Path	33	33	-	-	-	33	-	-	-	-
Botanic Ridge - Recreational Shared Path - Settlers Run to Botanic Ridge	866	866	-	-	-	486	-	380	-	-
Brindalee Estate - Shared User Path	105	105	-	-	-	105	-	-	-	-
Casey Fields - Path Construction	43	22	-	22	-	43	-	-	-	-
Total Footpaths and Cycle ways	4,739	1,954	2,551	234	-	4,359	-	380	-	-

Drainage

Oak Avenue - Pipe Relining	142	-	142	-	-	142	-	-	-	-
Paperbark Street - Pipe Replacement	26	-	26	-	-	26	-	-	-	-
Various - Water Sensitive Urban Design Renewals	478	-	478	-	-	478	-	-	-	-
Shute Avenue - Drainage	51	51	-	-	-	51	-	-	-	-
Elgin Street flood reduction works - Drainage	34	34	-	-	-	34	-	-	-	-
Hallam North Road - Drainage	78	78	-	-	-	78	-	-	-	-
Skipperstone Glen - Drainage	95	95	-	-	-	95	-	-	-	-
Charles Green Avenue - Drainage	35	35	-	-	-	35	-	-	-	-
Wilson Botanic Park - Stormwater Harvesting	51	51	-	-	-	26	25	-	-	-
High Street - Peel Street to Neil Street – Drainage DC017	279	279	-	-	-	279	-	-	-	-
Harkaway Road and King Road Roundabout - Replace Storm Water Culvert	59	-	59	-	-	59	-	-	-	-
Narre Warren North - Ackland Park Reserve - Urban Stormwater Drainage System	62	-	-	62	-	62	-	-	-	-
29 Cross Road – Drainage DC027	38	38	-	-	-	38	-	-	-	-
Total Drainage	1,429	661	706	62	-	1,404	25	-	-	-

Recreational, leisure and community facilities

Casey Arc - Asset Management Plan Works - Building Renewal	425	-	425	-	-	-	-	-	425	-
Casey Fields - Fencing Renewal	85	-	77	9	-	85	-	-	-	-
Casey Fields - Masterplan Implementation	570	570	-	-	-	570	-	-	-	-
Casey Fields - Minor Capital Works	28	28	-	-	-	28	-	-	-	-
Casey Fields - Ovals 4 and 5 Premier Cricket Pavilion - Building Renewal	29	-	16	-	13	29	-	-	-	-
Casey Fields - Regional Community Soccer Precinct	10,000	10,000	-	-	-	-	-	-	10,000	-
Casey Fields - Tennis Court Renewal	134	-	120	13	-	134	-	-	-	-
Casey Fields - VFL Pavilion/Oval - Upgrading Facilities for AFLW	4,171	-	-	2,086	2,086	-	4,171	-	-	-

Capital Works List 2019/20

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Council Rates \$'000	Grants \$'000	Contribution \$'000	Council Reserves \$'000	Loans \$'000
Casey Stadiums - Minor Capital Works	83	83	-	-	-	83	-	-	-	-
Clyde North - District AFL - Cricket - Netball Development PSP AOS1 - Kilora Estate	3,596	3,596	-	-	-	3,596	-	-	-	-
Clyde North - District Soccer / Cricket Facility Construction - 3 pitches - 2 ovals - Pavilion - Ramleigh Springs Estate - Clyde Creek PSP	4,634	4,634	-	-	-	-	-	-	4,634	-
Cranbourne East - District AFL - Cricket - Netball - Livingston Estate	6,520	6,520	-	-	-	1,035	-	-	5,485	-
Cranbourne East - District Soccer - Cricket - Selandra Estate	5,371	5,371	-	-	-	1,765	520	-	3,086	-
Cranbourne Recreation Reserve Soccer Pavilion - Soccer Pavilion Design and Extension works	756	-	264	-	491	756	-	-	-	-
Cyril Molyneux Reserve - Baseball Field Reconstruction	698	-	628	70	-	473	225	-	-	-
Frog Hollow Reserve Pavilion - New Pavilion	3,371	3,371	-	-	-	311	-	-	3,060	-
Halleur Road - Equestrian connection	27	27	-	-	-	27	-	-	-	-
Pearcedale Road - Equestrian connection	29	29	-	-	-	29	-	-	-	-
Pool In The Park - Asset Management Plan Works	60	-	60	-	-	-	-	-	60	-
Robert Booth Reserve - Master Plan Implementation	528	528	-	-	-	228	300	-	-	-
Sweeney Reserve - Soccer Pavilion Extension	861	-	215	215	430	611	250	-	-	-
Various - Renewal of Minor Recreational Structures	190	57	133	-	-	190	-	-	-	-
Various - Reserve Public Lighting	32	8	24	-	-	32	-	-	-	-
Various - Sporting Reserve Lighting Assets - renewal and replacement	108	-	86	22	-	108	-	-	-	-
Various - Sporting Surface Renewal Program Synthetic Surfaces	53	-	48	5	-	53	-	-	-	-
Endeavour Hills Skate Centre - Stage 2 - Landscaping Works	2,178	1,089	544	-	544	-	182	-	1,996	-
Clyde North - District Cricket and Soccer Development - 1 Cricket Oval and 3 soccer pitches	200	200	-	-	-	-	-	-	200	-
Edwin Flack Reserve - New local level playground	104	104	-	-	-	104	-	-	-	-
Berwick Fields Primary School - surface renewal	100	-	50	50	-	-	-	-	100	-
Cairns Road Reserve - 6-8 Tennis Courts and Pavilion	1,000	1,000	-	-	-	-	-	-	1,000	-
Sweeney Reserve - Renewal of Cricket Practice Wicket	102	-	102	-	-	102	-	-	-	-
Tooradin Recreation Reserve - Renewal of Cricket Practice Wicket	102	-	102	-	-	102	-	-	-	-
Lynes Road - Equestrian connection	34	34	-	-	-	34	-	-	-	-
Casey ARC - Minor Capital Works	130	130	-	-	-	-	-	-	130	-
Skate Shed - Minor Capital Works	14	14	-	-	-	14	-	-	-	-
Terry Vickerman Indoor Sports Centre - Minor Capital Works	25	25	-	-	-	25	-	-	-	-
The Factory - Minor Capital Works	16	16	-	-	-	16	-	-	-	-
The RACE - Minor Capital Works	130	130	-	-	-	-	-	-	130	-
Dartmoor Reserve - New District Playground	161	-	-	161	-	161	-	-	-	-
Berwick Springs Wetlands Reserve - Masterplan Implementation - Stage 2	166	166	-	-	-	166	-	-	-	-
Morning Mist Reserve - Pony Club Pavilion	43	43	-	-	-	43	-	-	-	-
The RACE - Asset Management Plan works - Building Renewal	450	-	450	-	-	-	-	-	450	-

Capital Works List 2019/20

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Council Rates \$'000	Grants \$'000	Contribution \$'000	Council Reserves \$'000	Loans \$'000
Various - Recreation reserve shelters and manual scoreboards - renew and replace	84	17	67	-	-	84	-	-	-	-
Various - Recreation reserve electronic scoreboards- replacement and new	224	112	112	-	-	224	-	-	-	-
Berwick Fields Primary School - Oval Irrigation Renewal Works	78	-	70	8	-	78	-	-	-	-
Botanic Ridge Eastern Playing Fields - District Soccer and Cricket Development	260	260	-	-	-	260	-	-	-	-
Clyde Recreation Reserve - District AFL Cricket Netball Tennis Redevelopment	33	30	-	3	-	-	-	-	33	-
Jack Thomas Reserve - Soccer Pitch 2 - Oval Irrigation Renewal Works	67	-	61	7	-	67	-	-	-	-
Ashfield Drive Reserve - Playground Renewal and Upgrade	83	-	83	-	-	83	-	-	-	-
The RACE - Defects- Building Renewal	1,100	-	1,100	-	-	-	-	-	1,100	-
Skye Crescent Reserve - Playground Renewal and Upgrade	83	-	83	-	-	83	-	-	-	-
Caversham Terrace Reserve - Playground Renewal and Upgrade	83	-	83	-	-	83	-	-	-	-
Hillsmeade Soccer Reserve - Playground Renewal and Upgrade	79	-	79	-	-	79	-	-	-	-
James Wymann Place Reserve - Playground Renewal and Upgrade	228	-	228	-	-	228	-	-	-	-
Audrey Lane Reserve - Playground Renewal and Upgrade	83	-	83	-	-	83	-	-	-	-
Bregazzi Reserve - Playground Renewal and Upgrade	72	-	72	-	-	72	-	-	-	-
The RACE - Pool tile replacement and structural rebuild	1,100	-	1,100	-	-	-	-	-	1,100	-
The RACE - Air conditioning system upgrade and Defect Rectification Works	1,000	-	1,000	-	-	-	-	-	1,000	-
Strathaird Reserve East - Floodlighting Upgrade	132	66	-	66	-	35	97	-	-	-
Terry Vickerman Building - Fire sprinkler head replacement	207	-	207	-	-	207	-	-	-	-
District AFL – Cricket - Netball - Active Open Space and Joint Use Oval	232	232	-	-	-	-	-	-	232	-
Chalcot Lodge Recreation Reserve - Floodlighting Upgrade	144	-	29	116	-	144	-	-	-	-
Myuna Farm - Minor Capital Works	85	85	-	-	-	85	-	-	-	-
Myuna Farm - Sensitive Urban Design	32	19	5	8	-	32	-	-	-	-
Pool In The Park - Minor Capital Works	46	46	-	-	-	46	-	-	-	-
Wilson Botanic Park - Minor Capital Works	33	33	-	-	-	33	-	-	-	-
Wilson Botanic Park - Ornamental Lake Landscape Upgrade	291	145	145	-	-	291	-	-	-	-
Wilson Botanic Park - Internal Signage near Bollards	11	6	4	-	-	11	-	-	-	-
Myuna Farm - Play space	28	28	-	-	-	28	-	-	-	-
Myuna Farm - Sustainability displays	14	14	-	-	-	14	-	-	-	-
Myuna Farm - Kidds Road Entry	16	5	5	6	-	16	-	-	-	-
Myuna Farm - Rear fence Renewal and Upgrade	16	-	8	8	-	16	-	-	-	-
Casey Safety Village - Minor Capital Works	27	27	-	-	-	27	-	-	-	-
Clyde North - New Family and Community Centre - Ramleigh Springs Estate	2,120	2,120	-	-	-	-	1,185	-	935	-
Community Facilities - Minor Capital Works	889	889	-	-	-	756	-	133	-	-
Cranbourne Senior Citizens Centre - Building Renewal	471	-	377	94	-	471	-	-	-	-

Capital Works List 2019/20

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Council Rates \$'000	Grants \$'000	Contribution \$'000	Council Reserves \$'000	Loans \$'000
Family And Community Centres - Minor Capital Works	32	32	-	-	-	32	-	-	-	-
Hallam Recreation Reserve Hall - Hall Renewal and Refurbishment	1,512	-	1,285	76	151	627	885	-	-	-
Hunt Club Childrens Centre - Family and Community Centre - Extension	47	-	-	23	23	47	-	-	-	-
Jindalee Childrens Centre - Building Services - Renewal	196	-	196	-	-	196	-	-	-	-
Kilora Estate - New Family and Community Centre -Clyde North	2,540	2,540	-	-	-	-	-	-	2,540	-
Libraries - Minor Capital Works	57	57	-	-	-	57	-	-	-	-
Maternal and Child Health Centres - Minor Capital Works	25	25	-	-	-	25	-	-	-	-
Merinda Park Kindergarten - Building Renewal and Upgrade	290	-	261	29	-	290	-	-	-	-
Old Cheese Factory - Minor Capital Works	35	35	-	-	-	35	-	-	-	-
Timbarra Childrens Centre - Building Renewal	448	67	381	-	-	448	-	-	-	-
Various - Access Improvement Program	73	73	-	-	-	73	-	-	-	-
Various - Building Services - Mechanical Equipment Renewal	155	-	140	16	-	155	-	-	-	-
Various - Burjill Place Asset Management Plan Works	400	-	400	-	-	-	-	-	400	-
Various - Essential Safety Measures - Buildings	108	54	54	-	-	108	-	-	-	-
Various - Kindergartens - Minor Capital Works	117	117	-	-	-	117	-	-	-	-
Wilson Botanic Park - MPR toilet renewal	155	-	140	16	-	155	-	-	-	-
Youth Information Centres - Minor Capital Works	11	11	-	-	-	11	-	-	-	-
Botanic Ridge Family and Community Centre (Integrated with Primary School)	3,513	3,513	-	-	-	393	-	-	3,120	-
Social Support Centres - Minor Capital Works	47	47	-	-	-	47	-	-	-	-
Neighbourhood Houses - Community Centres and Public Halls - Minor Capital Works	88	88	-	-	-	88	-	-	-	-
Cranbourne West - Integrated Community Hub	5,751	5,751	-	-	-	-	2,533	-	3,218	-
Elliston Estate - Clyde Village Family and Community Centre	156	156	-	-	-	-	-	-	156	-
Clyde Township - Family and Community Centre	156	156	-	-	-	-	-	-	156	-
Hampton Park Senior Citizens - Replacement of Non-Standard Perimeter Fencing	33	-	33	-	-	33	-	-	-	-
Berwick Leisure Centre - Replacement of Non-Standard Perimeter Fencing	16	-	16	-	-	16	-	-	-	-
Bridgewater Family and Childrens Centre - Replacement of Non-Standard Perimeter	48	-	48	-	-	48	-	-	-	-
Cranbourne Senior Citizens Centre - Replacement of Non-Standard Perimeter Fencing	13	-	13	-	-	13	-	-	-	-
Old Cranbourne Shire Offices - Replacement of Non-Standard Perimeter Fencing	12	-	12	-	-	12	-	-	-	-
David Collins Kindergarten and MCH - Replacement of Non-Standard Perimeter Fencing	7	-	7	-	-	7	-	-	-	-
Narre Warren Youth Info Centre - Replacement of Non-Standard Perimeter Fencing	30	-	30	-	-	30	-	-	-	-
Narre Warren Aged Services upgrade	921	-	737	184	-	921	-	-	-	-
Gwendoline Family and Childrens Centre - Replace Non-Standard Perimeter Fencing	132	-	132	-	-	132	-	-	-	-
Hallam Community Centre - Replacement of Non-Standard Perimeter Fencing	6	-	6	-	-	6	-	-	-	-
Chalcot Lodge Kindergarten - Replacement of Non-Standard Perimeter Fencing	6	-	6	-	-	6	-	-	-	-

Capital Works List 2019/20

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Council Rates \$'000	Grants \$'000	Contribution \$'000	Council Reserves \$'000	Loans \$'000
Hampton Park Community House - Shade Sail over Playground	36	-	36	-	-	36	-	-	-	-
Lynbrook Community Centre - Renew Shade Structure	47	-	47	-	-	47	-	-	-	-
Merinda Park Community Centre - Renew Shade Structure	28	-	28	-	-	28	-	-	-	-
Camms Road MCH - Renew Shade Structure	23	-	23	-	-	23	-	-	-	-
Cranbourne Senior Citizens Centre - Renew Shade Structure	23	-	23	-	-	23	-	-	-	-
Willora Kindergarten and MCH - Renew Shade Structures	25	-	25	-	-	25	-	-	-	-
Pearcedale Pre School and MCH - Renew Shade Structures	12	-	12	-	-	12	-	-	-	-
Maramba Kindergarten and MCH - Renew Shade Structure	27	-	27	-	-	27	-	-	-	-
Tarlina Childcare Centre - Renew Shade Structure	22	-	22	-	-	22	-	-	-	-
Gwendoline Family and Childrens Centre - Renew Shade Structure	28	-	28	-	-	28	-	-	-	-
Hampton Park Community House - Roof Over Sand Pit	25	-	25	-	-	25	-	-	-	-
Sydney Pargeter Reserve - Construction of Mens Shed	720	720	-	-	-	-	80	40	600	-
Old Cheese Factory - Assess relocation of building from Berwick Anglican Church	100	100	-	-	-	-	-	-	100	-
Total Recreational, leisure and community facilities	75,012	55,447	12,536	3,289	3,739	18,964	10,429	173	45,446	-

Parks, Open Space and Streetscapes

Ackland Park - Local-level Public Open Space Development	41	21	-	21	-	41	-	-	-	-
Prospect Hill- Sporting Surface Renewal	150	-	135	15	-	150	-	-	-	-
Tooradin Netball - Sporting Surface Renewal	63	-	57	6	-	63	-	-	-	-
Various - Landscaping and Additional Tree Planting	291	58	145	87	-	291	-	-	-	-
Various - Park and Street Furniture and Structures Renewals	333	83	216	33	-	333	-	-	-	-
Various - Park Soft Landscaping Improvements	207	-	104	104	-	207	-	-	-	-
Various - Reserve Tree Planting - New	538	457	81	-	-	538	-	-	-	-
Wilson Botanic Park - Implementation of Botanic Report	54	27	13	13	-	54	-	-	-	-
Troups Creek West Landscaping Works - Stage 2	165	165	-	-	-	165	-	-	-	-
Dalton Reserve-Tennis Facility Renewal	36	-	33	4	-	36	-	-	-	-
Sydney Parkinson Reserve - Tennis Facility Renewal	72	-	65	7	-	72	-	-	-	-
Morning Mst Reserve - Tennis Facility Renewal	83	-	75	8	-	83	-	-	-	-
Jack Thomas Reserve - Soccer drainage	124	-	112	12	-	124	-	-	-	-
Power Reserve - Soccer - Drainage works	70	-	63	7	-	70	-	-	-	-
Jack Thomas Reserve – Soccer surface renewal	129	-	116	13	-	129	-	-	-	-
Brindalee Linear Open Space - Local Level Playground Development	395	395	-	-	-	395	-	-	-	-
Drysdale Ave - Development of Dog Friendly Spaces	104	104	-	-	-	104	-	-	-	-

Capital Works List 2019/20

	Project Cost \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Council Rates \$'000	Grants \$'000	Contribution \$'000	Council Reserves \$'000	Loans \$'000
Parkhill Drive - Development of Dog Friendly Spaces	104	104	-	-	-	104	-	-	-	-
Various - Bushland Entrance Signage	54	54	-	-	-	54	-	-	-	-
Various - Bushland Reserves Management Initiatives	219	110	110	-	-	219	-	-	-	-
Foreshores - Minor Capital Works	45	45	-	-	-	45	-	-	-	-
Narre Warren Business Park Melbourne Water Wetland Improvement Works	414	414	-	-	-	414	-	-	-	-
Berwick Avenue of Honour - Bollard installation	104	104	-	-	-	104	-	-	-	-
Linden Place Shops - Streetscape Upgrade	259	129	129	-	-	259	-	-	-	-
Lurline Street Shops - Streetscape Upgrade and Laneway Renewal	332	166	166	-	-	332	-	-	-	-
Timbarra Estate - Tree Removals in the Timbarra Estate	108	-	108	-	-	108	-	-	-	-
Various - Casey Annual Banner and Flag Replacement Program	43	-	43	-	-	43	-	-	-	-
Various - Street Tree Planting and Establishment of 45 Litre Stock	409	205	205	-	-	409	-	-	-	-
Various - Street tree replacement following road rehabilitation works	291	-	291	-	-	291	-	-	-	-
Various - Neighbourhood Shops - Activity Centre signs	60	-	12	48	-	60	-	-	-	-
Total Parks, open space and streetscapes	5,296	2,640	2,278	379	-	5,296	-	-	-	-
Off Street Car Parks										
Neighbourhood Activity Centres - Parking Sensor Installation	25	25	-	-	-	25	-	-	-	-
Lot 1 Clydesdale Avenue - Seal Carpark	93	-	-	93	-	93	-	-	-	-
Berwick Village - southside car park - design for possible sealing works	21	-	-	21	-	21	-	-	-	-
Total Off Street Car Parks	139	25	-	114	-	139	-	-	-	-
Other Infrastructure										
Various - Advanced Designs - New and Existing Infrastructure	444	425	6	13	-	129	-	-	315	-
Total Other Infrastructure	444	425	6	13	-	129	-	-	315	-
INFRASTRUCTURE TOTAL	119,531	68,669	25,138	21,829	3,894	42,164	14,680	553	62,133	-
GRAND TOTAL	151,469	85,696	32,076	28,996	4,702	57,302	14,680	553	78,934	-

Strategic Resource Plan 2019-2023

Version: Adopted

Date updated: 18 June 2019

Responsible Department: Finance

1. Definitions

Council	means Casey City Council, being a body corporate constituted as a municipal Council under the Local Government Act 1989
Councillors	means the individuals holding the office of a member of Casey City Council
Council officer	means the Chief Executive Officer and staff of Council appointed by the Chief Executive Officer.

2. Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

Council policy documents change from time to time and it is recommended that you consult the electronic reference copy at www.casey.vic.gov.au/policiesstrategies to ensure that you have the current version. Alternatively, you may contact Customer Service on 9705 5200.

City of Casey Overview

The City of Casey is Victoria's most populous municipality. It's current population is approximately 356,600 (2019) and is expected to grow by around 12,000 people each year.

Approximately 4,500 new houses are being built each year in Casey.

The City is expected to grow to 549,200 around 2041. Casey is at the second largest growing municipality in the State.

Year	Estimate Population
2019	356,600
2021	380,531
2026	433,821
2031	482,626

(Source – i.d. Consulting – Casey Population and Housing Forecasts, March 2019)

This rapid population growth will impose significant challenges on Council and the community.

Strategic Resource Plan

This strategic resource plan (SRP) is a component of the City of Casey Council Plan and has been prepared in accordance with Section 126 of the Local Government Act to cover the financial and non-financial resources required by Council to achieve its strategic objectives.

The plan is a high-level planning and general direction document which is reviewed annually as required by section 126 of the Local Government Act. Like any plan, it is based on certain assumptions and if any assumptions are changed, then the plan outcomes change. The intention of the plan is to give general direction to the community and government about Casey's future from a strategic resource perspective as well as general direction to staff on future budget parameters. The plan is subject to review annually and may change as circumstances change.

The following financial statements forming part of this plan are included at the end of the document:

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

Financial Resources

This component of the Strategic Resource Plan provides parameters for a number of financial components relevant to Council's financial planning and performance review both in the short and longer term.

1. Rate Revenue Strategy

The purpose of the rating strategy is to ensure that rates are distributed as fairly as possible across the different ratepayer/property groups throughout the City.

The principles which form the basis of the rating strategy for this plan are:

- Council will ensure that rating structures are fair and equitable for all residents and rate payers.
- The valuation system used for rating purposes will be Capital Improved Value.
- A single uniform general rate in the dollar will apply across the whole City.
- No separate municipal charge will apply.
- Waste management costs are recovered via a garbage charge.

Council has revised its Revenue and Rating strategy, with the draft of this revised document on public display with the adopted Council Plan 2017-21 and draft 2019/20 Budget documents

Rates will increase by an amount sufficient to provide resources required to fund the infrastructure and services required by the rapidly growing Casey Community.

In 2019/20, Rate Revenue has been impacted by the Fair Go Rates System (FGRS), which is a framework established by the Victorian Government during 2015, limiting the amount Councils may increase general rates by to a rate cap, which is 2.25% for 2019/20, without seeking additional approvals from the ESC. Council resolved in December 2018, to prepare its 2019/20 Budget within the declared rate cap.

It may be necessary for Council to apply for Rate Cap Variations in future years to meet the service delivery and infrastructure requirements that result from Council's forecast population and development growth.

2. Capital Works Program

The level of funding for Capital Works is as outlined in this strategy.

The priority of works involving re-development or renovation is to take account of significant maintenance works programmed for the coming financial year. Programmed major maintenance will not be viewed in isolation from redevelopment works and vice versa.

Project costing and, if required, concept design plans, will be prepared prior to the incorporation of works into the Capital Works Program. Estimates in the program will be based on the concept design plans and costings. Detailed design plans will not be undertaken until the works have been incorporated into the Capital Works Program.

Capital Works funded in a particular year but not commenced will be rolled over to the next year. All proposed capital projects will be reviewed annually and prioritised.

The existence of a reserve to fund replacement capital items, e.g. Plant reserve, does not remove the obligation to properly review and prioritise all proposed capital purchases.

3. Operating Budget

The City's infrastructure and services are maintained to a standard required by the Council having regard to the long-term financial stability of the City. Council will continually look to new ways to maintain infrastructure and services while continuing operating expenditure.

Continual review of Council operations is to be undertaken to improve the efficiency and effectiveness of Council service provision as part of the annual Council Plan review, service planning and budget preparation process.

Changes in operating expenditure levels (increases and decreases) will only occur as result of:

- Requirement to maintain and improve assets and services to expected community standards and to minimise risk of exposure.
- Development of more innovative and cost-effective ways of achieving infrastructure and service maintenance.
- Council authorised growth or reduction in service levels.
- Changes in legislative/statutory requirements.
- Changes in cost structure
- Changes in cost structure as a result of Industrial agreements, Award determination and Enterprise agreements.

4. Reserves

Council utilises reserves to provide for the future needs of the City.

Reserves will only be established when agreed by Council through the annual budget adoption process.

Reserves required by legislation will be maintained to the prescribed level. Funds received for a particular or restricted purpose, e.g. Developer Contributions, shall be accounted for in a separate reserve for the intended purpose.

5. Borrowings/Debt Redemption

Casey is in a strong financial position due to high levels of reserves. It is financially prudent to use these funds rather than borrowing. Council has previously used reserves to fund significant items, rather than borrowing.

Borrowings are a legitimate and financially responsible way of financing capital projects and may be used to spread the cost of projects over a number of years so that the ratepayers who gain the benefit of the asset created pay for it.

Conversely, borrowings create a fixed and ongoing financial servicing obligation on future ratepayers who may have had no capacity to influence the capital project expenditures decision in the first instance.

In a large and growing Council like Casey, a significant proportion of capital expenditures will be undertaken from current year revenues.

A growing rate base provides an opportunity to devote a substantial part of current year revenues to capital works.

It also gives capacity to service, at a reducing cost per assessment year to year, loan borrowings to pay for important and significant infrastructure required now by a growing community. A funding plan is in place to service the resulting loan repayments.

The Council will seek to progressively lower total indebtedness and ratio of debt servicing to total income, but at a rate which enables the Council to provide a comprehensive capital works program each year to meet the needs of a growing community. Once the current Bunjil loan is fully repaid, Council is currently expecting to use borrowings again for another Major Project within the municipality.

6. Budget Planning Process

The annual budget process shall be undertaken in accordance with legislative requirements and the budget timetable. The budget timetable is based on declaring rates and charges prior to the commencement of any financial year and forwarding rate notices as soon as practicable thereafter.

Non-Financial Resources

Human Resources

Council employs full-time, part-time and casual staff. The equivalent full-time (EFT) staffing level in 2019/20 will be 1,327 positions. Listed below is a four year projection of equivalent full time (EFT) staff requirements. Further information is provided in the Statement of Human Resources.

Projected Staff	2019-20	2020-21	2021-22	2022-23
(EFT)	1,327	1,354	1,382	1,413

Council implements a number of programs to ensure best value from staff resources, including:

- Hazard identification, active management of claims and a return-to-work program to minimize time lost to injuries.
- An organizational training program consisting of generic courses as well as management training and a development program customised to each member of staff at their annual development review.
- Special programs to improve staff performance e.g. Organisational Climate Surveys, Leadership and Management Development, Continuous Improvements Projects, etc.

Equal Employment Opportunity policies and processes, an Employee Assistance Program and a commitment to health promotion activities also help to ensure an effective and committed workforce.

A business case for new staff is developed during the annual planning process, culminating in evaluation of requests as part of budget deliberations.

Whilst it is impossible to quantify, it is recognized that staff knowledge is one of Council's most valuable resources.

Assets

Council's owns and maintains the following physical assets in order to deliver Council Services:

- Roads and bridges
- Paths
- Drains
- Land and buildings
- Plant and equipment

The Council has Asset Management Plans covering each of the major asset groups to link strategic objectives through to operational practice, which set out:

- The Rationale for asset ownership
- The levels of service or standard required for each type of asset
- Growth and demand forecasts
- Risks involved and how they are mitigated
- How the assets are managed from creation through to replacement or disposal
- Expenditure forecasts for the next twenty years.

These Plans provide evidence that the Council has taken account of social, environmental and economic factors and that the assets are being managed sustainably. They are also linked to Council's operational plans (e.g. Road Management Plan), which set out operational practices to maintain the determined levels of service.

The forecasts derived from the Asset Management Plans are collated to provide information for Council's long-term financial planning. This includes the provision for asset renewal funding to increase incrementally each year, to ensure the timely replacement of an increasing number of assets that are approaching the end of their economic lives.

Council is continually improving the processes and practices for managing its assets and has an Asset Management Improvement Strategy that is updated annually. The Corporate Asset Management Team meets regularly to coordinate the implementation of the Strategy.

Council continually reviews its land and infrastructure holdings, with a focus on ensuring that they are appropriately maintained, used to the optimum level and sufficient to meet community needs.

City of Casey**Budgeted Comprehensive Income Statement****For the years ending 30 June 2020 to 2023**

	2019/2020 Budget \$'000	2020/2021 Budget \$'000	2021/2022 Budget \$'000	2022/2023 Budget \$'000
Incomes				
Rates & Charges	242,085	254,815	269,154	285,008
Statutory Fees and fines	13,004	14,154	14,362	15,080
User Charges	21,131	22,188	23,297	24,462
Contributions - Cash	48,340	41,036	41,358	36,143
Contributions - Non Monetary	50,000	50,000	50,000	50,000
Grants - Operating (recurrent)	61,059	63,956	66,991	70,171
Grants - Operating (non-recurrent)	714	728	743	757
Grants - Capital (recurrent)	2,600	2,700	2,800	2,900
Grants - Capital (non recurrent)	12,081	9,212	7,187	6,307
Interest	11,106	11,573	12,228	12,549
Net Gain/(Loss) on Disposal of Property, Infrastructure Plant & Equipment	50	50	50	50
Total Income	462,169	470,412	488,169	503,426
Expenses				
Employee Costs	131,137	136,285	143,689	151,233
Materials and Consumables	82,020	84,539	87,702	91,014
External Contracts	69,313	72,184	76,629	81,508
Utilities	9,145	9,407	9,724	9,301
Borrowing Costs	2,108	1,838	1,561	1,289
Depreciation	51,057	53,281	55,616	58,068
Other Expenditure	-	-	-	-
Total Expenses	344,780	357,534	374,921	392,413
Surplus /(deficit)	117,388	112,877	113,247	111,013
Other Comprehensive Income				
Items that will not be classified to surplus or Deficit				
Share of other Comprehensive income of associates and joint ventures accounted for by equity method	30	30	30	30
Total comprehensive result	117,418	112,907	113,277	111,043

Strategic Resource Plan

City of Casey Budgeted Balance Sheet for the years ending 30 June 2020 to 2023

	2019/2020 Budget \$'000	2020/2021 Budget \$'000	2021/2022 Budget \$'000	2022/2023 Budget \$'000
Current Assets				
Cash Assets	18,111	15,282	16,810	15,815
Financial assets	279,214	276,214	270,214	305,214
Receivables	25,506	26,015	29,180	29,935
Other	9,060	10,112	10,271	10,401
Total Current Assets	331,891	327,623	326,475	361,365
Non Current Assets				
Non Current Prepayments	20	20	20	20
Investments -Equities	4,567	4,597	4,627	4,657
Financial Assets	34,000	34,000	34,000	34,000
Property Plant & Equipments	4,934,204	5,044,366	5,251,331	5,321,866
Total Non-Current Assets	4,972,792	5,082,984	5,289,978	5,360,543
Total Assets	5,304,683	5,410,606	5,616,453	5,721,908
Current Liabilities				
Payables	27,813	27,801	26,122	26,952
Trusts	33,047	33,847	34,680	35,477
Interest - bearing Liabilities	7,571	7,631	7,808	8,044
Provisions	28,345	29,425	30,721	32,017
Total Current Liabilities	96,777	98,704	99,331	102,489
Non Current Liabilities				
Interest - bearing Liabilities	46,044	38,413	30,604	22,561
Provisions	19,955	18,675	17,539	16,835
Total Non-Current Liabilities	65,999	57,088	48,143	39,396
Total Liabilities	162,776	155,792	147,474	141,885
Net Assets	5,141,907	5,254,814	5,468,979	5,580,023
Equity				
Accumulated Surplus	2,150,310	2,268,073	2,381,811	2,460,184
Asset Revaluation Reserve	2,701,768	2,701,768	2,802,655	2,802,655
Other Reserves	289,829	284,973	284,513	317,183
Total Equity	5,141,907	5,254,814	5,468,979	5,580,023

Strategic Resource Plan

City of Casey
Budgeted Statement of Changes in Equity
for the years ending 30 June 2019 to 2023

	Total	Accumulated Surplus	Asset Revaluation Surplus	Other Reserves
	\$'000	\$'000	\$'000	\$'000
<u>Year ended 30 June 2019 (forecast)</u>				
Balance at the beginning of Financial Year 2018/2019	3,817,042	1,884,998	1,609,121	322,923
Comprehensive result	114,799	114,799		
Revaluation of Assets	1,045,972		1,045,972	
Transfers to Reserve		(88,509)		88,509
Transfers from Reserves		104,200		(104,200)
Balance at the end of Financial Year 2018/2019	4,977,813	2,015,488	2,655,093	307,232
<u>Year ended 30 June 2020</u>				
Balance at the beginning of Financial Year 2019/2020	4,977,813	2,015,488	2,655,093	307,232
Comprehensive result	117,418	117,418		
Revaluation of Assets	46,675		46,675	
Transfers to Reserve		(73,124)		73,124
Transfers from Reserves		90,527		(90,527)
Balance at the end of Financial Year 2019/2020	5,141,907	2,150,310	2,701,768	289,829
<u>Year ended 30 June 2021</u>				
Balance at the beginning of Financial Year 2020/2021	5,141,907	2,150,310	2,701,768	289,829
Comprehensive result	112,907	112,907		
Revaluation of Assets				
Transfers to Reserve		(64,751)		64,751
Transfers from Reserves		69,607		(69,607)
Balance at the end of Financial Year 2020/2021	5,254,814	2,268,073	2,701,768	284,973
<u>Year ended 30 June 2022</u>				
Balance at the beginning of Financial Year 2021/2022	5,254,814	2,268,073	2,701,768	284,973
Comprehensive result	113,277	113,277		
Revaluation of Assets	100,887		100,887	
Transfers to Reserve		(65,043)		65,043
Transfers from Reserves		65,504		(65,504)
Balance at the end of Financial Year 2021/2022	5,468,979	2,381,811	2,802,655	284,513
<u>Year ended 30 June 2023</u>				
Balance at the beginning of Financial Year 2022/2023	5,468,979	2,381,811	2,802,655	284,513
Comprehensive result	111,044	111,044		
Revaluation of Assets				
Transfers to Reserve		(62,588)		62,588
Transfers from Reserves		29,918		(29,918)
Balance at the end of Financial Year 2022/2023	5,580,023	2,460,184	2,802,655	317,183

City of Casey**Budgeted Statement of Cash Flows****For the years ending 30th June 2020 to 2023**

	2019/2020 Budget \$'000	2020/2021 Budget \$'000	2021/2022 Budget \$'000	2022/2023 Budget \$'000
Cash flows from operating activities				
Rates and Charges	238,393	251,273	265,412	281,046
Statutory Fees and Fines	11,381	15,069	12,728	15,959
User Fees	21,900	23,661	24,829	26,078
Contributions and Donations	48,340	41,036	41,358	36,143
Grants - Operating	61,772	65,328	68,411	71,640
Grants - Capital	14,680	11,912	9,987	9,207
Interest Received	10,380	10,613	12,169	12,522
GST Recoveries	13,977	11,545	11,336	8,045
Employee costs	(130,937)	(135,444)	(142,577)	(149,801)
Material and Services	(167,423)	(178,819)	(188,124)	(189,980)
Net cash provided by operating activities	122,462	116,174	115,530	120,858
Cash flows from investing activities				
Payments for Property, Plant, Equipment and Infrastructure	(135,469)	(115,445)	(113,364)	(80,448)
Investments in Financial assets	18,000	3,000	6,000	(35,000)
Proceeds from Sales of Property, Plant and Equipment	7,025	2,052	1,721	1,895
Trust Receipts (Payments)	1,380	800	832	798
Net cash (used in) investing activities	(109,064)	(109,593)	(104,811)	(112,755)
Cash flow from financing activities				
Interest Paid	(2,108)	(1,838)	(1,561)	(1,289)
Proceeds from Interest bearing Liabilities	-	-	-	-
Repayment of Interest bearing Liabilities	(7,355)	(7,571)	(7,631)	(7,808)
Payment of Super Liability	-	-	-	-
Net cash (used in) /provided by financing activities	(9,463)	(9,409)	(9,192)	(9,098)
Net increase (decrease) in cash and Cash equivalents	3,936	(2,828)	1,527	(995)
Cash and cash equivalents at the beginning of the financial year	14,175	18,111	15,282	16,810
Cash and cash equivalents at end of the financial year	18,111	15,282	16,810	15,815

City of Casey**Strategic Resource Plan 2019/20 - 2022/2023****Statement of Capital Works**

For the four Years ended 30 June 2023

	2020	2021	2022	2023
	\$ 000's	\$ 000's	\$ 000's	\$ 000's
Property				
Land	13,081	919	6,455	-
Buildings	5,722	1,473	1,065	863
Building Improvements	179	344	575	335
Total Property	18,983	2,736	8,095	1,198
Plant & Equipment				
Plant Machinery & Equipment	3,810	3,214	3,150	4,184
Fixtures, fittings and furniture	82	33	35	36
Computers and telecommunications	9,063	9,035	9,754	9,766
Total Plant & Equipment	12,956	12,283	12,938	13,986
Infrastructure				
Roads	30,267	35,304	24,169	20,797
Bridges	2,205	621	847	918
Footpaths and Cycle ways	4,739	4,190	3,671	4,014
Drainage	1,429	1,915	3,016	4,590
Recreational, leisure and community facilities	75,012	68,791	57,589	39,234
Parks, open space and streetscapes	5,296	5,115	11,288	11,923
Off Street Car Parks	139	26	27	-
Other Infrastructure	444	464	7,974	289
Total Infrastructure	119,531	116,426	108,581	81,764
Total Capital Works expenditure	151,469	131,445	129,614	96,948
Represented By				
New asset expenditure	85,696	72,128	69,622	39,294
Asset renewal expenditure	32,076	29,131	36,596	36,049
Asset upgrade expenditure	28,996	30,143	22,866	18,574
Asset expansion expenditure	4,702	43	530	3,033
Total capital works expenditure	151,469	131,445	129,614	96,948
Funding Sources				
Grants	14,680	11,912	9,987	9,207
Contributions	553	-	270	-
Council Contribution - Rates	57,302	57,279	61,115	65,085
Council Contribution - Reserves	78,934	62,254	58,242	22,656
Borrowings	-	-	-	-
	151,469	131,445	129,614	96,948

City of Casey

Strategic Resource Plan 2019/2020 - 2022/2023

Statement of Human Resources

For the four years ended 30 June 2023

Summary of Planned Human Resource Expenditure

	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
Customer and Business Transformation				
-Permanent full time	15,314	14,883	16,066	16,909
-Permanent part time	2,339	2,497	2,696	2,838
Total Customer and Business Transformation	17,652	17,380	18,763	19,747
Corporate Services & Executive				
-Permanent full time	9,367	8,087	8,701	9,422
-Permanent part time	1,164	1,306	1,405	1,521
Total Corporate Services & Executive	10,531	9,393	10,106	10,943
Community Life				
-Permanent full time	34,766	34,487	36,088	37,740
-Permanent part time	33,454	41,297	43,214	45,192
Total Community Life	68,220	75,783	79,301	82,931
City Planning & Infrastructure				
-Permanent full time	32,003	32,625	34,126	36,126
-Permanent part time	2,699	2,769	2,896	3,066
Total City Planning & Infrastructure	34,702	35,393	37,022	39,192
Total Other	3,740	3,929	4,128	4,336
Total Employee Cost Expenditure- Capital & Operating	134,845	141,878	149,319	157,150

Note: Employee costs include direct salaries and overtime, as well as other employee entitlements and statutory obligations such as WorkCover insurance employer superannuation, annual leave, annual leave loading, long service leave, fringe benefits tax, maternity leave and parental leave scheme (on behalf of Centrelink). These costs are largely driven by Council's Enterprise Bargaining Agreement, which expires in July 2020, as well as growth for new Council facilities, services and functions. The compulsory employer superannuation rate for 2019/20 is 9.5%

Summary of Planned Human Resource Expenditure - FTE

	2019/20 FTE	2020/21 FTE	2021/22 FTE	2022/23 FTE
Customer and Business Transformation				
-Permanent full time	140	146	153	156
-Permanent part time	24	25	26	26
Total Customer and Business Transformation	164	171	179	183
Corporate Services & Executive				
-Permanent full time	77	79	83	87
-Permanent part time	12	13	13	14
Total Corporate Services & Executive	89	92	96	101
Community Life				
-Permanent full time	334	339	344	349
-Permanent part time	400	405	411	418
Total Community Life	734	744	755	767
City Planning & Infrastructure				
-Permanent full time	314	320	325	334
-Permanent part time	27	27	28	28
Total City Planning& Infrastructure Services	340	347	352	362
Total Staff Numbers	1,327	1,354	1,382	1,413

City of Casey
Strategic Resource Plan 2019/2020 - 2022/2023
Statement of Detailed Capital Works
For the four years Ending 30 June 2023

	Asset Expenditure Types				Funding Sources				
	Total		New		Total		Council		Council Borrowings
	\$ 000's	\$ 000's	Renewal	Upgrade	Expansion	\$ 000's	Contributions	Contr.	
2020	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's	Rates	\$ 000's
Property									
Land	13,081	13,081	-	-	-	13,081	-	-	13,081
Buildings	5,722	3,192	837	886	807	5,722	-	5,722	-
Building Improvements	179	114	-	66	-	179	-	159	20
Total Property	18,983	16,386	837	952	807	18,983	-	5,882	13,101
Plant & Equipment									
Plant Machinery & Equipment	3,810	156	3,654	-	-	3,810	-	160	3,650
Fixtures, fittings and furniture	82	32	25	25	-	82	-	32	50
Computers and telecommunications	9,063	452	2,421	6,189	-	9,063	-	9,063	-
Total Plant & Equipment	12,956	641	6,101	6,214	-	12,956	-	9,256	3,700
Infrastructure									
Roads	30,267	7,517	5,084	17,666	-	30,267	4,226	9,668	16,373
Bridges	2,205	-	1,977	72	155	2,205	-	2,205	-
Footpaths and Cycle ways	4,739	1,954	2,551	234	-	4,739	-	4,359	-
Drainage	1,429	661	706	62	-	1,429	25	1,404	-
Recreational, leisure and community facilities	75,012	55,447	12,536	3,289	3,739	75,012	10,429	18,964	45,446
Parks, open space and streetscapes	5,296	2,640	2,278	379	-	5,296	-	5,296	-
Off Street Car Parks	139	25	-	114	-	139	-	139	-
Other Infrastructure	444	425	6	13	-	444	-	129	315
Total Infrastructure	119,531	68,669	25,138	21,829	3,894	119,531	14,680	42,164	62,133
Total Capital Works expenditure	151,469	85,696	32,076	28,996	4,702	151,469	14,680	57,302	78,934

City of Casey
Strategic Resource Plan 2019/2020 - 2022/2023
Statement of Detailed Capital Works
For the four years Ending 30 June 2023

	Asset Expenditure Types				Funding Sources				
	Total		New		Expansion	Total	Grants	Contributions	Council
	\$ 000's	\$ 000's	\$ 000's	\$ 000's					
2021									
Property									
Land	919	919	-	-	-	919	-	-	919
Buildings	1,473	819	655	-	-	1,473	-	-	-
Building Improvements	344	205	-	137	3	344	-	-	150
Total Property	2,736	1,942	655	137	3	2,736	-	-	1,069
Plant & Equipment									
Plant Machinery & Equipment	3,214	184	3,030	-	-	3,214	-	-	3,150
Fixtures, fittings and furniture	33	33	-	-	-	33	-	-	-
Computers and telecommunications	9,035	544	3,047	5,444	-	9,035	-	-	-
Total Plant & Equipment	12,283	762	6,077	5,444	-	12,283	-	-	3,150
Infrastructure									
Roads	35,304	8,375	5,582	21,347	-	35,304	4,007	-	19,761
Bridges	621	-	621	-	-	621	-	-	-
Footpaths and Cycle ways	4,190	1,557	2,533	100	-	4,190	-	-	-
Drainage	1,915	1,056	827	33	-	1,915	-	-	-
Recreational, leisure and community facilities	68,791	55,419	10,790	2,542	40	68,791	7,605	-	37,864
Parks, open space and streetscapes	5,115	2,567	2,034	514	-	5,115	300	-	-
Off Street Car Parks	26	26	-	-	-	26	-	-	-
Other Infrastructure	464	424	13	27	-	464	-	-	411
Total Infrastructure	116,426	69,424	22,400	24,562	40	116,426	11,912	-	58,035
Total Capital Works expenditure	131,445	72,128	29,131	30,143	43	131,445	11,912	-	62,254

City of Casey
Strategic Resource Plan 2019/2020 - 2022/2023
Statement of Detailed Capital Works
For the four years Ending 30 June 2023

	Asset Expenditure Types				Funding Sources					
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council Contr.	Council Reserves
	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's	\$ 000's
2022										
Property										
Land	6,455	6,455	-	-	-	6,455	-	-	-	6,455
Buildings	1,065	387	678	-	-	1,065	-	-	1,065	-
Building Improvements	575	398	-	152	25	575	-	-	425	150
Total Property	8,095	7,240	678	152	25	8,095	-	-	1,490	6,605
Plant & Equipment										
Plant Machinery & Equipment	3,150	120	3,030	-	-	3,150	-	-	-	3,150
Fixtures, fittings and furniture	35	35	-	-	-	35	-	-	35	-
Computers and telecommunications	9,754	540	3,559	5,654	-	9,754	-	-	9,754	-
Total Plant & Equipment	12,938	695	6,589	5,654	-	12,938	-	-	9,788	3,150
Infrastructure										
Roads	24,169	5,307	5,993	12,869	-	24,169	4,107	70	6,040	13,952
Bridges	847	200	647	-	-	847	-	200	647	-
Footpaths and Cycle ways	3,671	1,056	2,511	104	-	3,671	-	-	3,671	-
Drainage	3,016	1,426	1,113	477	-	3,016	380	-	2,636	-
Recreational, leisure and community facilities	57,589	38,823	15,914	2,347	505	57,589	1,500	-	29,473	26,616
Parks, open space and streetscapes	11,288	6,916	3,137	1,235	-	11,288	4,000	-	7,288	-
Off Street Car Parks	27	27	-	-	-	27	-	-	27	-
Other Infrastructure	7,974	7,932	14	28	-	7,974	-	-	55	7,918
Total Infrastructure	108,581	61,688	29,329	17,059	505	108,581	9,987	270	49,837	48,487
Total Capital Works expenditure	129,614	69,622	36,596	22,866	530	129,614	9,987	270	61,115	58,242

Long Term Financial Plan 2019-2029

Version: Adopted

Date updated: 18 June 2019

Responsible Department: Finance and Rates

Purpose

1. Definitions

Council	means Casey City Council, being a body corporate constituted as a municipal Council under the Local Government Act 1989
Councillors	means the individuals holding the office of a member of Casey City Council
Council officer	means the Chief Executive Officer and staff of Council appointed by the Chief Executive Officer.

2. Administrative Updates

It is recognised that, from time to time, circumstances may change leading to the need for minor administrative changes to this document. Where an update does not materially alter this document, such a change may be made administratively. Examples include a change to the name of a Council department, a change to the name of a Federal or State Government department, and a minor update to legislation which does not have a material impact. However, any change or update which materially alters this document must be by resolution of Council.

Section 1

Indicative Financial Statements

City of Casey

Budgeted Comprehensive Income Statement

For the years ending 30 June 2020 to 2029

	2019/2020 Budget \$'000	2020/2021 Budget \$'000	2021/2022 Budget \$'000	2022/2023 Budget \$'000	2023/2024 Budget \$'000	2024/2025 Budget \$'000	2025/2026 Budget \$'000	2026/2027 Budget \$'000	2027/2028 Budget \$'000	2028/2029 Budget \$'000
Incomes										
Rates & Charges	242,085	254,815	269,154	285,008	302,545	321,330	341,467	363,072	384,060	406,545
Statutory Fees and fines	13,004	14,154	14,362	15,080	15,834	17,176	17,484	18,359	19,277	20,240
User Charges	21,131	22,188	23,297	24,462	25,685	26,969	28,318	29,734	31,220	32,781
Contributions - Cash	48,340	41,036	41,358	36,143	36,200	42,493	39,292	38,063	40,686	35,531
Contributions - Non Monetary	50,000	50,000	50,000	50,000	40,000	40,000	40,000	40,000	40,000	40,000
Grants - Operating (recurrent)	61,059	63,956	66,991	70,171	73,503	76,662	79,966	83,422	87,037	90,819
Grants - Operating (non-recurrent)	714	728	743	757	773	788	804	820	836	853
Grants - Capital (recurrent)	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	3,500
Grants - Capital (non recurrent)	12,081	9,212	7,187	6,307	3,114	4,133	1,300	1,300	-	-
Interest	11,106	11,573	12,228	12,549	12,991	13,412	13,948	14,710	15,744	17,128
Net Gain/(Loss) on Disposal of Property, Infrastructure Plant & Equipment	50	50	50	50	50	50	50	50	50	50
Total Income	462,169	470,412	488,169	503,426	513,693	546,112	565,829	592,829	622,311	647,448
Expenses										
Employee Costs	131,137	136,285	143,689	151,233	159,172	168,723	178,846	189,577	200,952	213,009
Materials and Consumables	82,020	84,539	87,702	91,014	94,431	98,565	102,893	107,425	112,172	117,143
External Contracts	69,313	72,184	76,629	81,508	86,859	92,991	99,734	107,161	115,353	124,403
Utilities	9,145	9,407	9,724	9,301	9,713	10,143	10,682	11,154	11,751	12,379
Borrowing Costs	2,108	1,838	1,561	1,289	1,016	720	1,989	4,585	3,879	3,465
Depreciation	51,057	53,281	55,616	58,068	60,643	63,346	66,184	69,165	72,294	75,580
Other Expenditure	-	-	-	-	-	-	-	-	-	-
Total Expenses	344,780	357,534	374,921	392,413	411,834	434,487	460,329	489,067	516,400	545,978
Surplus /(deficit)	117,388	112,877	113,247	111,013	101,858	111,625	105,500	103,762	105,911	101,469
Other Comprehensive Income										
Items that will not be classified to surplus or Deficit										
Share of other Comprehensive income of associates and joint ventures accounted for by equity method	30	30	30	30	30	30	30	30	30	30
Total comprehensive result	117,418	112,907	113,277	111,043	101,888	111,655	105,530	103,792	105,941	101,499

City of Casey
Budgeted Balance Sheet
for the years ending 30 June 2020 to 2029

	2019/2020 Budget \$'000	2020/2021 Budget \$'000	2021/2022 Budget \$'000	2022/2023 Budget \$'000	2023/2024 Budget \$'000	2024/2025 Budget \$'000	2025/2026 Budget \$'000	2026/2027 Budget \$'000	2027/2028 Budget \$'000	2028/2029 Budget \$'000
Current Assets										
Cash Assets	18,111	15,282	16,810	15,815	15,668	15,909	16,022	17,434	19,282	20,096
Financial assets	279,214	276,214	270,214	305,214	333,214	354,214	359,214	409,214	449,214	495,214
Receivables	25,506	26,015	29,180	29,935	29,368	28,456	29,195	29,644	31,745	30,098
Other	9,060	10,112	10,271	10,401	10,541	10,682	10,833	11,005	11,201	11,429
Total Current Assets	331,891	327,623	326,475	361,365	388,791	409,261	415,264	467,297	511,442	556,837
Non Current Assets										
Non Current Prepayments	20	20	20	20	20	20	20	20	20	20
Investments -Equities	4,567	4,597	4,627	4,657	4,687	4,717	4,747	4,777	4,807	4,837
Financial Assets	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000	34,000
Property Plant & Equipments	4,934,204	5,044,366	5,251,331	5,321,866	5,392,919	5,478,338	5,596,928	5,692,601	5,749,882	5,801,817
Total Non-Current Assets	4,972,792	5,082,984	5,289,978	5,360,543	5,431,626	5,517,075	5,635,696	5,731,398	5,788,710	5,840,674
Total Assets	5,304,683	5,410,606	5,616,453	5,721,908	5,820,418	5,926,336	6,050,960	6,198,695	6,300,152	6,397,511
Current Liabilities										
Payables	27,813	27,801	26,122	26,952	29,465	29,408	30,554	31,463	28,068	23,891
Trusts	33,047	33,847	34,680	35,477	36,519	37,406	38,475	39,374	40,490	41,421
Interest - bearing Liabilities	7,571	7,631	7,808	8,044	8,299	10,599	11,240	6,654	6,634	4,445
Provisions	28,345	29,425	30,721	32,017	33,883	36,122	38,810	42,035	45,904	50,548
Total Current Liabilities	96,777	98,704	99,331	102,489	108,166	113,535	119,078	119,526	121,097	120,305
Non Current Liabilities										
Interest - bearing Liabilities	46,044	38,413	30,604	22,561	14,261	3,663	17,423	60,768	54,134	49,689
Provisions	19,955	18,675	17,539	16,835	16,079	15,572	15,364	15,514	16,094	17,190
Total Non-Current Liabilities	65,999	57,088	48,143	39,396	30,341	19,235	32,787	76,282	70,228	66,879
Total Liabilities	162,776	155,792	147,474	141,885	138,507	132,770	151,865	195,808	191,325	187,184
Net Assets	5,141,907	5,254,814	5,468,979	5,580,023	5,681,911	5,793,566	5,899,095	6,002,887	6,108,828	6,210,327
Equity										
Accumulated Surplus	2,150,310	2,268,073	2,381,811	2,460,184	2,539,527	2,633,177	2,737,397	2,794,340	2,858,306	2,916,611
Asset Revaluation Reserve	2,701,768	2,701,768	2,802,655	2,802,655	2,802,655	2,802,655	2,802,655	2,802,655	2,802,655	2,802,655
Other Reserves	289,829	284,973	284,513	317,183	339,729	357,734	359,043	405,892	447,866	491,061
Total Equity	5,141,907	5,254,814	5,468,979	5,580,023	5,681,911	5,793,566	5,899,095	6,002,887	6,108,828	6,210,327

City of Casey
Budgeted Statement of Cash Flows
For the years ending 30th June 2020 to 2029

	2019/2020 Budget	2020/2021 Budget	2021/2022 Budget	2022/2023 Budget	2023/2024 Budget	2024/2025 Budget	2025/2026 Budget	2026/2027 Budget	2027/2028 Budget	2028/2029 Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities										
Rates and Charges	238,393	251,273	265,412	281,046	298,339	316,863	336,721	358,026	378,722	409,334
Statutory Fees and Fines	11,381	15,069	12,728	15,959	14,163	17,988	15,798	19,127	17,544	20,961
User Fees	21,900	23,661	24,829	26,078	31,382	30,751	33,189	32,698	35,283	37,947
Contributions and Donations	48,340	41,036	41,358	36,143	36,200	42,493	39,292	38,063	40,686	35,531
Grants - Operating	61,772	65,328	68,411	71,640	75,022	78,234	81,593	85,106	88,781	84,644
Grants - Capital	14,680	11,912	9,987	9,207	6,114	7,233	4,500	4,600	3,400	3,500
Interest Received	10,380	10,613	12,169	12,522	12,954	13,377	13,903	14,646	15,658	17,013
GST Recoveries	13,977	11,545	11,336	8,045	9,308	11,015	14,656	12,622	9,096	8,884
Employee costs	(130,937)	(135,444)	(142,577)	(149,801)	(157,342)	(166,398)	(175,860)	(185,784)	(196,179)	(207,047)
Material and Services	(167,423)	(178,819)	(188,124)	(189,980)	(198,623)	(213,468)	(227,434)	(237,979)	(252,199)	(267,321)
Net cash provided by operating activities	122,462	116,174	115,530	120,858	127,517	138,088	136,357	141,124	140,792	143,446
Cash flows from investing activities										
Payments for Property, Plant, Equipment and Infrastructure	(135,469)	(115,445)	(113,364)	(80,448)	(93,081)	(110,150)	(146,557)	(126,222)	(90,961)	(88,844)
Investments in Financial assets	18,000	3,000	6,000	(35,000)	(28,000)	(21,000)	(5,000)	(50,000)	(40,000)	(46,000)
Proceeds from Sales of Property, Plant and Equipment	7,025	2,052	1,721	1,895	1,435	1,435	1,832	1,435	1,435	1,380
Trust Receipts (Payments)	1,380	800	832	798	1,041	887	1,069	900	1,116	931
Net cash (used in) investing activities	(109,064)	(109,593)	(104,811)	(112,755)	(118,604)	(128,828)	(148,656)	(173,887)	(128,410)	(132,533)
Cash flow from financing activities										
Interest Paid	(2,108)	(1,838)	(1,561)	(1,289)	(1,016)	(720)	(1,989)	(4,585)	(3,879)	(3,465)
Proceeds from Interest bearing Liabilities	-	-	-	-	-	-	25,000	50,000	-	-
Repayment of Interest bearing Liabilities	(7,355)	(7,571)	(7,631)	(7,808)	(8,044)	(8,299)	(10,599)	(11,240)	(6,654)	(6,634)
Payment of Super Liability	-	-	-	-	-	-	-	-	-	-
Net cash (used in) /provided by financing activities	(9,463)	(9,409)	(9,192)	(9,098)	(9,059)	(9,019)	12,412	34,175	(10,533)	(10,099)
Net increase (decrease) in cash and Cash equivalents	3,936	(2,828)	1,527	(995)	(147)	240	113	1,412	1,848	814
Cash and cash equivalents at the beginning of the financial year	14,175	18,111	15,282	16,810	15,815	15,668	15,909	16,022	17,434	19,282
Cash and cash equivalents at end of the financial year	18,111	15,282	16,810	15,815	15,668	15,909	16,022	17,434	19,282	20,096

City of Casey
Budgeted Capital Works Funding
for the years ending 30 June 2020 to 2029

	2019/2020 Budget \$'000	2020/2021 Budget \$'000	2021/2022 Budget \$'000	2022/2023 Budget \$'000	2023/2024 Budget \$'000	2024/2025 Budget \$'000	2025/2026 Budget \$'000	2026/2027 Budget \$'000	2027/2028 Budget \$'000	2028/2029 Budget \$'000
CWP Funding Sources										
Rates	57,302	57,279	61,115	65,085	66,592	74,313	79,715	71,014	88,936	92,404
Recurrent Capital Grants	2,600	2,700	2,800	2,900	3,000	3,100	3,200	3,300	3,400	3,500
Non Recurrent Capital Grants	12,081	9,212	7,187	6,307	3,114	4,133	1,300	1,300	-	-
Contributions	553	-	270	-	-	7,233	3,969	2,674	5,228	-
Loans	-	-	-	-	-	-	25,000	50,000	-	-
DCP Reserves	49,094	48,229	35,524	15,312	25,441	27,697	28,464	4,569	5,127	6,000
POS Reserve	1,996	510	-	-	-	-	1,010	-	-	-
General Reserves (Plant, Land, Asset Mgt)	27,845	13,515	22,718	7,344	11,684	10,674	21,149	10,865	6,020	4,940
Sub-total - Non Rates Funding	94,169	74,166	68,499	31,863	43,239	52,837	84,092	72,708	19,775	14,440
Total Capital Funding	151,469	131,445	129,614	96,948	109,831	127,150	163,807	143,722	108,711	106,844

Contact City of Casey

03 9705 5200

NRS: 133 677 (for the deaf,
hearing or speech impaired)

TIS: 131 450 (Translating and
Interpreting Service)

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Customer Service Centres

Narre Warren
Bunjil Place
Patrick Northeast Drive

Cranbourne
Cranbourne Park
Shopping Centre