

City of Casey

# **DRAFT BUDGET REPORT**

2021/22

# **& DRAFT STRATEGIC RESOURCE PLAN**

2021-25

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## ACKNOWLEDGEMENT TO COUNTRY

The City of Casey proudly acknowledges the traditional owners, Casey's Aboriginal communities and their rich culture, and pays respect to their Elders past, present and future. We acknowledge Aboriginal people as Australia's first peoples and as the traditional owners and custodians of the land on which we work and live. Council is proud to represent a municipality with a significant Indigenous community. In fact, Casey is home to the largest Aboriginal and Torres Strait Islander population in the south eastern metropolitan region of Melbourne, with approximately 1,940 Aboriginal and Torres Strait Islander people calling the City of Casey home.







# INTRODUCTION FROM THE CHAIR OF ADMINISTRATORS AND CEO

This year's budget is focussed on supporting our community to recover from the COVID-19

The City of Casey's 2021/22 Budget and Financial Plan, together with the Strategic Resource Plan, outlines the broad range of services and investment provided by Council.

These services are of increasing importance to the community as we move through the recovery phase of COVID-19. They range from maternal and child health and early year services to aged and disability care. These services must meet the needs of some of our most vulnerable residents, while being delivered in a financially responsible and sustainable way.

This year's budget also sees an increased investment in our Capital Works Program (CWP), demonstrating Council's commitment to providing the community with the infrastructure it needs today, while also catering for our growing population and the demands of tomorrow.

The City of Casey remains committed to finding a balance between financial sustainability to see us through the recovery phase of the pandemic, while also being responsive to the pressures our residents and ratepayers have faced over the past 12 months.

The budget settings have been developed following deliberative engagement with our residents and are inclusive of annual average rate increases and in line with the state rate cap of 1.5 per cent in 2021/22. Hardship options are available for ratepayers who are unable to meet these increases, including deferrals and waivers of interest and charges.

Council will continue to deliver critical infrastructure with a commitment of \$148.5

million through its CWP in 2021/22. This includes \$62.1 million towards upgrading and delivering new recreational facilities, \$46.3 million towards constructing and upgrading Casey's roads and footpaths, \$14.4 million towards renewing Casey's parks, leisure and recreational facilities, \$5.1 million towards new family and community centres, and \$2.6 million towards improving liveability and sustainability in Casey, including trees and streetscape improvements.

Some of our key projects for 2021/22 are:

- Commence Minta Farm early works package, including construction of Bells road from Grices road to O'Shea Road, including associated intersections & major culvert (\$22.5 million)
- Construction of the Clyde Recreation Reserve, Clyde (\$17.75 million)
- Casey Fields Soccer Stage two works, Cranbourne East (\$15 million)
- Continued construction of a district level AFL/cricket/netball facility, including three AFL/cricket ovals (one joint use), two netball courts, a multipurpose community pavilion, sport lighting, cricket training nets and a playground, Lochaven Estate, Cranbourne West (\$8.12 million)
- Continued construction of the Family and Community Centre at Elliston Estate, Clyde

Village (\$2.75 million)

- Building renewal works at Narre Warren North Kindergarten, Narre Warren North (\$310,660)

These projects are just a snapshot of what we are delivering in 2021/22 and we encourage you to view our full Capital Works Program to find out what local projects are happening near you.

Council's Budget brings to life our new Council Plan and Community Vision and was informed by the feedback we received via Shape Your City last year, Council's largest ever engagement campaign. More than 6,000 residents shared their thoughts and insights with us, and we are committed to delivering on these. From cleanliness and maintenance of public spaces, to delivering infrastructure and improving community connectedness, we believe that our 2021/22 Budget will help

achieve the outcomes that are important to our community.

The financial settings for this budget are built upon strong foundations, and within a carefully honed framework for the deployment of the city's \$6 billion asset base. The operating budget of \$421 million in 2021/22 is directed towards priority services for the community being delivered in a sustainable manner.

We look forward to working with our community to deliver these exciting projects across the coming year.

Thank you

Noelene Duff PSM      Glenn Patterson  
Chair of Administrators   Chief Executive Officer

## Financial Snapshot

Key Statistics	Forecast 2020/21	Budget 2021/22
	\$'000	\$'000
Total Expenditure	391,155	421,165
Comprehensive Operating Surplus	128,672	126,495
Underlying operating surplus	6,046	-13,712
Cash result	23,851	18,252
Capital Works Program	131,610	148,500
Funding the Capital Works Program		
Council	57,298	60,504
Reserves	60,532	40,038
Borrowings	0	25,000
Contributions	200	6,170
Grants	13,580	16,788

Budgeted expenditure by Strategic Objective	Budget \$'000	Budget %
Strategic Objective 1	90,925	42.2%
Strategic Objective 2	5,761	2.7%
Strategic Objective 3	52,384	24.3%
Strategic Objective 4	2,411	1.1%
Strategic Objective 5	18,668	8.7%
Strategic Objective 6	10,134	4.7%
Strategic Objective 7	35,031	16.3%
	215,314	100.0%

# SECTION 1: STRATEGIC RESOURCE PLAN 2021-2025

The Strategic Resource Plan (SRP) is the key medium-term financial plan produced by Council. It is a rolling plan (one year to the next) that summarises the resources allocated, and plans developed to achieve our strategic objectives and aspirations over the next four years.

The Strategic Resource Plan lists the key plans and initiatives adopted by Council that will achieve the themes of the Council Plan 2021-2025. The Strategic Resource Plan should be read in conjunction with the Annual Budget 2021-22 and the Council Plan 2021-25.

## Overview

The City of Casey is one of the fastest growing municipalities in Victoria. The population has grown from 312,800 people (2016) and is currently estimated at 380,500 in 2021 (Forecast .id). This makes Casey the second largest growing municipality in Victoria and the fourth largest growing in Australia. Last year (2020), Casey is estimated to have grown (Forecast .id) by 12,700 people and is expected to increase by 11,300 in 2021. Casey is expected to be home to 549,200 people by 2041 (Forecast .id).

In 2020, 4,500 new houses were built, a drop from 4,800 in 2019. It is expected that 4,000 houses will be built in 2021.

Year	Estimated Population
2021	369,200
2022	380,500
2026	433,800
2031	482,600

(Source – Forecast.id, reviewed March 2021)

This rapid population growth will impose significant challenges on Council to ensure we keep up with the growth.

## Financial Plan

This Financial Plan is a component of the *Council Plan 2021-25* and has been prepared in accordance with **Section 126** of the *Local Government Act*. It covers the financial and non-financial resources required by Council to achieve its strategic objectives.

The Financial 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 Cash Flows
- Statement of Capital Works
- Statement of Human Resources
- Statement of Changes in Equity

## Financial Resources

This component of the Financial 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.

### Rate Revenue Strategy

The purpose of the rating is to ensure that the 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 prepared a Revenue and Rating Plan in line with Section 93 of the *Local Government Act 2020* that is subject to separate community engagement, with the intention for it to apply from 2021/22 to 2024/25. This will be made available on Council's website.

This year, there will be a 1.5 per cent average annual general rate increase, in line with the imposed state-wide rate cap. Ratepayers should not expect their rates notice to rise by exactly the forecast inflation rate of 1.5 per cent, as the level of rates will be affected by the relative values of individual properties to the average rate.

In 2021/22, 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 1.50% for 2021/22, without seeking additional approvals from the Essential Services Commission.

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.

### Capital Works Program

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

Capital Works programming endeavors to deliver upon the strategic objectives set out in our Council Plan, and provide a variety of projects for our community that we know they want and need following extensive community consultation, last year. Priority works for existing and new assets will be evaluated for their whole-of-life costs, viability and suitability with Council's defined levels of service and asset plans. Priority will also be given to works that leverage funds other than Council.

Project costing and, concept design plans (if required) 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.

## Operating Budget

The city's infrastructure and services are maintained to a standard required by Council, with regards to the long term financial stability of the city. Council will continue to seek new ways to maintain infrastructure and services, while continuing operating expenditure.

As part of the annual Council Plan review, service planning and budget preparation, Council will continue to review its operations to improve efficiency and effectiveness in regards to service provision. 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 to achieve 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.

## 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.

## Borrowings/Debt Redemption

Casey is in a strong financial position and has historically had high levels of reserves that have been mobilised.

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. 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
- service borrowings to fund investment in infrastructure for future generations.

A funding plan is in place to service the resulting loan repayments. In considering options to borrow, Council will have regard to intergenerational equity: The use of debt to fund capital expenditure can be an effective mechanism of linking the payment for the asset to the future generations that will benefit from the asset.

Council will ensure that borrowings are applied where it can be proven that repayments can be met in the Long Term Financial Plan. Borrowings must not be used to fund ongoing operations.

Council will maintain its debt at levels which are sustainable, with:

- indebtedness <60 per cent of rate and charges revenue, and
- debt servicing cost <5 cent of total revenue (excluding capital revenue)



## Budget Planning Process

The City of Casey will manage its financial resources in line with the following principles:

- The City of Casey will operate within the rate cap set by the State Government
- Priority will be given to the capital works program and particularly the renewal of assets
- Operational expenditure growth will require:
  - supporting evidence to underpin any budget increases
  - efficiencies to support growth
- Continued focus on business improvement, innovation and cost saving initiatives so as to maintain and improve current service delivery standards
- Strategic workforce planning will guide workforce decisions, including with a focus on business transformation, and growth in service demand
- The annual budget cycle establishes the Council-approved funding for operations, and initiatives outside of that process that materially impact the budget require:
  - Council approval
  - Confirmed funding source
- Developer contributions are mobilised, works in kind are actively pursued, and DCP balances are kept at a minimal level to fund required projects
- Proceeds from land sales held in the Land Acquisition Reserve and this reserve funds acquisitions
- Major community infrastructure projects require an approved business case that addresses the funding capacity and funding source.

## Non Financial Resources

### Human Resources

Council employs full-time, part-time and casual staff. The equivalent full-time (EFT) staffing level in 2021/22 will be 1,466 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	2021-22	2022-23	2023-24	2024-25	2025-26
Equivalent Full-Time	1,466	1,493	1,515	1,537	1,559

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 minimise time lost to injuries.
- An organisational 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 Improvement 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 recognised that staff knowledge is one of Council's most valuable resources.

## Assets

Council 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 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.

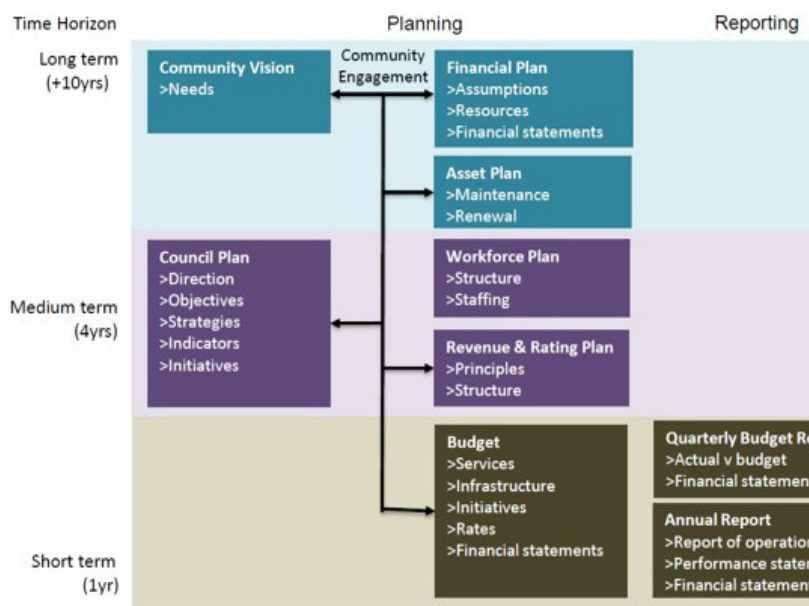
Council continually reviews its land and infrastructure holdings, with a focus on ensuring that they are appropriately maintained, used to the optimum level.

## SECTION 2: LINK TO THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

This section describes how the Budget links to the achievement of the Community Vision and Council Plan within an overall integrated planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan, and Revenue and Rating Plan) and short term ( Budget) and then holding itself accountable (Annual Report).

### Legislative Planning and Accountability Framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Department of Environment, Land, Water and Planning

The timing of each component of the integrated planning and reporting framework is critical to the successful achievement of the planned outcomes.

### Key Planning Considerations

#### Service level planning

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with a councils adopted Community Engagement Policy and Public Transparency Policy.



## Our Purpose

Council has a crucial role to play in supporting the Casey community to achieve the objectives set out in its Vision and Council Plan. Council's aim is to operate as a key leader in the sector. 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

The *City of Casey Long Term Community Vision 2031* (the Vision) describes the community's aspirations for the future of the municipality, which is to "become a more connected, bold and resilient community." The Vision was developed through community engagement, with Council embarking on a comprehensive community engagement program, *Shape Your City*. *Shape Your City* provided our community with the opportunity to tell us how they would like to be engaged with, what their vision is for the future of the municipality and what their specific needs and expectations are of Council. This insight allowed us to better understand, from the community's perspective, what their ideas are for the future of the municipality.

## Our Values

Our organisation's values are to dream big, empower each other, and make our community proud. These values reflect the deeply held beliefs about what is important to Council's workforce and what drives its behaviour. These values reflect Council's aspirations for how staff, contractors and volunteers work together and serve the community. Our workforce believes in being bold, innovative and collaborative and has an unerring focus on service to our community.

## Strategic Objectives

The *City of Casey's Council Plan 2021-25* has seven strategic objectives.

### 1. Deliver sustainable infrastructure and activate places

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

### 2. Grow Casey's current and emerging economies

Building and leveraging partnerships that enhance service provision, infrastructure delivery and funding opportunities are important to the City of Casey. We will do this by supporting the creation of new jobs, focusing on developing local businesses, attracting investments, revitalising activity centres and facilitating employment pathways.

### 3. Foster environmentally sustainable practices and work towards being climate ready

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

#### **4. Advocate to State and Federal Governments for key service and infrastructure delivery**

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

#### **5. Create a resilient, active and connected local community**

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

#### **6. Ensure good governance and transparent decision making**

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

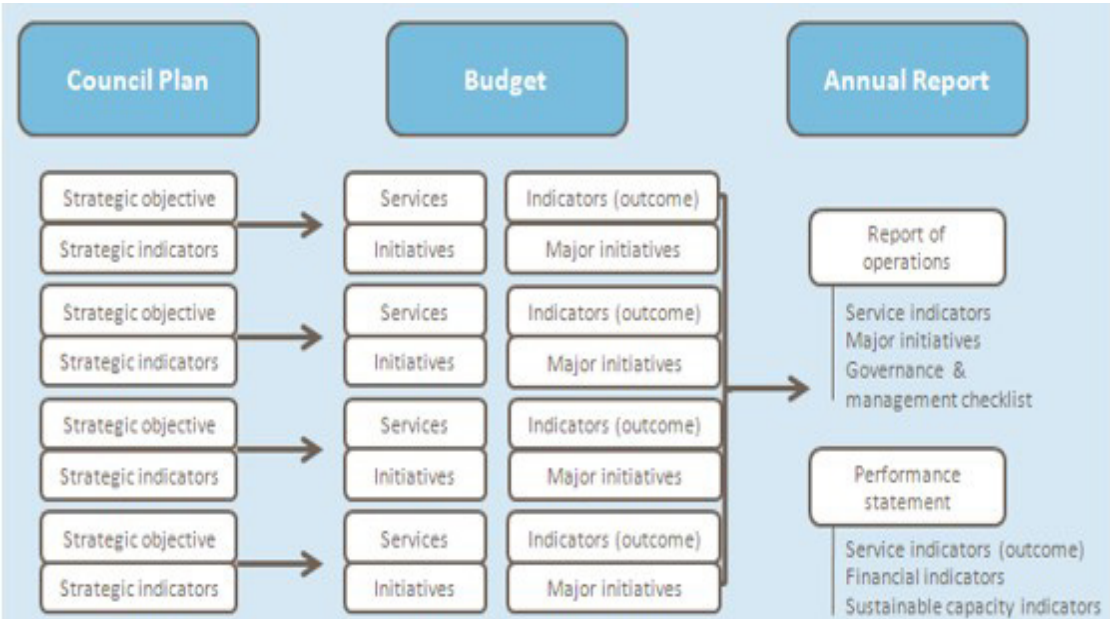
#### **7. Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit**

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

# SECTION 3: SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS

## Introduction

This section provides a description of the services and initiatives to be funded in the Budget for the 2021/22 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council’s operations. 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. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below





## Strategic Objective 1: Deliver sustainable infrastructure and activate places

### Strategies:

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

### Strategic Indicators:

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

- Increase the level of community value-add achieved in State/Federal major transport projects
- Attract events of regional, state, national and international significance to Casey
- Become a nationally-recognised destination for cultural and civic excellence
- Increased use of Environmentally Sustainable Design principles within infrastructure
- Increased digital infrastructure within the public realm
- Decrease the renewal gap
- Increase Customer Satisfaction for appearance of Public Areas

### Initiatives and Major Initiatives in 2021/22:

Strategy 1.1: Advocate and build an accessible and well-connected local transport network	
Major Initiatives	Initiatives
<ul style="list-style-type: none"> <li>• Continue to work with the State and Federal Governments to ensure major rail and transport upgrades deliver an integrated and dependable network</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate the timely delivery of new and upgraded roads in growing communities through active management of developer contributions</li> </ul>
Strategy 1.2: Foster partnerships that ensure Casey remains a destination for arts, culture, sport and leisure	
Major Initiatives	Initiatives
	<ul style="list-style-type: none"> <li>• Attract sporting events of regional, state and national significance through partnerships with elite sporting groups and state sporting associations.</li> <li>• Enrich our community and region through accessible, varied and high-quality programs.</li> </ul>

## Initiatives and Major Initiatives in 2021/22:

<b>Strategy 1.3: Design, build and cultivate places that create a sense of belonging, connection, and pride</b>	
<b>Major Initiatives</b>	<b>Initiatives</b>
	<ul style="list-style-type: none"> <li>• Implement a Gender audit tool to empower women and girls in Casey to advocate for safer places and spaces</li> <li>• Commence implementation of the Casey Design Excellence panel which will ensure that our major projects incorporate high quality design elements across all builds</li> </ul>
<b>Strategy 1.4: Manage urban growth and deliver future focused infrastructure that is innovative, sustainable and adaptable</b>	
<b>Major Initiatives</b>	<b>Initiatives</b>
<ul style="list-style-type: none"> <li>• Develop and commence implementation of the Infrastructure Strategy which will guide delivery of infrastructure projects across the municipality that support the resilience of the community and local economies and jobs.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the Victorian Planning Authority and the development industry to commence the preparation and implementation of precinct structure plans to create vibrant new communities</li> </ul>
<b>Strategy 1.5: Prioritise investment that revitalises our existing infrastructure and services to meet changing needs</b>	
<b>Major Initiatives</b>	<b>Initiatives</b>
	<ul style="list-style-type: none"> <li>• Development of the 10-year Asset Management Plan which will ensure that assets are fit for purpose and sustainable</li> <li>• Utilise Council's land holdings to revitalise precincts and achieve civic, community and commercial outcomes</li> </ul>
<b>Strategy 1.6: Create and maintain safe and clean open spaces and places</b>	
<b>Major Initiatives</b>	<b>Initiatives</b>
	<ul style="list-style-type: none"> <li>• Implement the open space management contract which will ensure the community is provided with clean, safe and fit for purpose public parks and playing fields</li> <li>• Increase investment and deliver an enhanced playground renewal program to improve the standard of our playgrounds across Casey</li> </ul>

## Strategic Services and Descriptions:

Service Area		Actual 2019/20	Forecast 2020/21	Budget 2021/22
		\$'000	\$'000	\$'000
<b>Arts</b>				
Supports, encourages, and delivers arts activities across Casey, including encouraging local people and groups to design and deliver their own arts and cultural programs. Provides arts facilities and oversees the ongoing maintenance of public art and the commissioning of public arts projects.	Exp	970	848	852
	Rev	-6	-	-
	NET	963	848	852
<b>Assets</b>				
Provides and coordinates services to design, deliver, procure, and maintain Council's assets, including property, and fleet and plant assets. Ensures that asset requirements are aligned to documented levels of service and can provide the service at the lowest long-term cost. Ensures capital works are planned and delivered in accordance with current standards and specifications and meet future community needs. Provides the strategy and advice on property matters and manages the acquisition, leasing, use, leased property maintenance, naming and disposal of Council's property assets. Supports a fit for purpose fleet and plant, which is maintained, safe and efficient to use.	Exp	6,788	8,414	8,378
	Rev	-916	-1,299	-1,440
	NET	5,872	7,114	6,938
<b>Ageing and Community Care</b>				
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.	Exp	18,168	19,987	19,460
	Rev	-13,677	-14,434	-12,808
	NET	4,491	5,552	6,652
<b>Child, Youth and Family</b>				
Provides support to children, young people and families to improve health and wellbeing, safety, education, and connectedness. This includes the provision of programs to support early learning, young person participation, parenting, child safety and prevention of family violence; the provision of high quality, flexible and affordable childcare and kindergarten services; and delivery of a universal Maternal Child Health service.	Exp	42,597	44,798	47,893
	Rev	-31,586	-36,342	-38,932
	NET	11,011	8,456	8,961
<b>Community safety</b>				
Provides a range of services and programs to contribute to the safety, health and wellbeing of community, with a focus on public health and disease prevention, local law enforcement, amenity protection, crime and anti-social behaviour reduction, school crossing and road safety, and 24-hour, seven day a week relief and recovery activities following emergencies in the City of Casey.	Exp	7,933	8,333	8,285
	Rev	-3,368	-3,335	-3,262
	NET	4,565	4,998	5,023



Service Area		Actual 2019/20	Forecast 2020/21	Budget 2021/22
		\$'000	\$'000	\$'000
<b>Events and Attraction</b>				
Supports visitation and tourism through the development and delivery of a suite of large and small-scale community and mayoral events.	Exp	14,335	13,936	16,248
Provides local attractions such as the programming and management of Bunjil Place Theatre, Gallery, Plaza and Studio, Myuna Farm, and the Old Cheese Factory. Includes the provision of advice, support and training to community groups in the delivery of community events, as well as management of event approvals.	Rev	-3,348	-1,422	-4,426
	NET	10,987	12,515	11,822
<b>Libraries</b>				
Provides a safe, welcoming and inspiring space and helps to build happier, healthier and more resilient communities by promoting literacy, encouraging lifelong learning, supporting local communities to access information and delivering free events to inspire creativity and bring people together.	Exp	6,621	6,788	6,926
	Rev	-	-	-
	NET	6,621	6,788	6,926
<b>Parking</b>				
Determines, enforces, and manages parking in the community, including the design and delivery of Council's carparks. Educates to achieve compliance, and engages with the local school community and businesses to ensure adequate parking provisions are in place to ensuring safe and accessible parking for all.	Exp	1,690	1,715	1,688
	Rev	-1,434	-918	-1,553
	NET	256	797	135
<b>Paths</b>				
Ensures footpaths, bike paths and trails are provided to support resident's health and wellbeing (through walking, running, cycling, equestrian, non-vehicle modes) and active transport opportunities. Advocates to other authorities for the connection, enhancement and linkages of the Path and Trail Network across the City.	Exp	2,916	3,049	3,262
	Rev	-1,680	-1,295	-1,280
	NET	1,236	1,754	1,982
<b>Pets and Animals</b>				
Coordinates pet and animal registrations to support responsible pet ownership, reunite lost pets with owners, remove pets from harm, and provide a safe community free from dangerous animals.	Exp	3,251	3,123	3,289
	Rev	-2,451	-2,162	-2,537
	NET	800	961	752
<b>Parks and Playgrounds</b>				
Designs, delivers, maintains and renews neighbourhood parks, parks infrastructure, playgrounds and open space, by managing the collections planning, plant sourcing and capital works projects in parks.	Exp	10,780	14,446	14,405
	Rev	-	-2,351	-
	NET	10,780	12,096	14,405

Service Area	Actual 2019/20	Forecast 2020/21	Budget 2021/22
	\$'000	\$'000	\$'000

#### Roads

Maintains Council's sealed and unsealed road network. Advocates to other levels of Government and relevant bodies to further investigate and/or deliver required transport related infrastructure and services - arterial road connections, public transport infrastructure, and services provisions to benefit the Casey community. Manages and maintains Casey's street and roadside landscaping.	Exp	19,200	18,052	16,378
	Rev	-461	-772	-58
	NET	18,739	17,280	16,320

#### Sports and Leisure

Provides quality sport, leisure, and recreation facilities and partners with commercial organisations and community groups to provide educational, leisure and sporting programs to improve the physical activity, health and wellbeing of community. Provides support to local sporting and recreational clubs to strengthen their sustainability, plans for new recreation and sporting infrastructure, and supports optimal utilisation of local sporting and recreational facilities.	Exp	11,005	14,181	11,298
	Rev	-2,313	-1,325	-1,141
	NET	8,692	12,856	10,157

## Service Performance Outcome Indicators:

Strategic Service: Pets and Animals		
Indicator	Performance Measure	Computation
Timeliness	Time taken to action animal management requests	<b>Numerator</b> Number of days between receipt and first response action for all animal management requests  <b>Denominator</b> Number of animal management requests
Service Standard	Animals reclaimed	<b>Numerator</b> Number of animals reclaimed  <b>Denominator</b> Number of animals collected
Strategic Service: Community Safety		
Indicator	Performance Measure	Computation
Timeliness	Time taken to action food complaints	<b>Numerator</b> Number of days between receipt and first response action for all food complaints  <b>Denominator</b> Number of food complaints
Strategic Service: Child, Youth and Family		
Indicator	Performance Measure	Computation
Participation	Participation in the MCH service	<b>Numerator</b> Number of children who attend the MCH service at least once (in the year)  <b>Denominator</b> Number of children enrolled in the MCH service
Participation	Participation in the MCH service by Aboriginal children	<b>Numerator</b> Number of Aboriginal children who attend the MCH service at least once (in the year)  <b>Denominator</b> Number of Aboriginal children enrolled in the MCH service
Strategic Service: Roads		
Indicator	Performance Measure	Computation
Satisfaction	Sealed local road requests	<b>Numerator</b> Number of sealed local road requests  <b>Denominator</b> Kilometres of sealed local roads
Condition	Sealed local roads maintained to condition standards	<b>Numerator</b> Number of kilometres of sealed local roads below the renewal intervention level set by Council  <b>Denominator</b> Kilometres of sealed local roads

Strategic Service: Sport and Leisure		
Indicator	Performance Measure	Computation
Service Standard	Health Inspections of aquatic facilities	<b>Numerator</b> Number of authorised officer inspections of Council aquatic facilities  <b>Denominator</b> Number of Council aquatic facilities
Service Standard	Reportable safety incidents at aquatics facilities	<b>Numerator</b> Total number of WorkSafe reportable aquatic facility safety incidents  <b>Denominator</b> Not applicable
Utilisation	Utilisation of aquatic facilities	<b>Numerator</b> Number of visits to aquatic facilities  <b>Denominator</b> Municipal population
Strategic Service: Libraries		
Indicator	Performance Measure	Computation
Utilisation	Library collection usage	<b>Numerator</b> Number of library collection item loans  <b>Denominator</b> Number of library collection items
Resource standard	Standard of library collection	<b>Numerator</b> Number of library collection items purchased in the last 5 years  <b>Denominator</b> Number of library collection items
Participation	Active library members	<b>Numerator</b> Number of active library members  <b>Denominator</b> Municipal population



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

### Strategies:

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

### Strategic Indicators:

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

- Growth in key trade industries, employment, or establishments by trade industries
- Growth in future industries, employment, or establishments by trade industries
- Economic growth (GRP growth %) exceeding or equal to population growth (%) – annual report
- Improved local job self-sufficiency
- Growth in the number of mutually beneficial partnership programs that improve community outcomes

### Initiatives and Major Initiatives in 2021/22:

Strategy 2.1: Support the creation of new jobs, by focusing on developing local businesses, attracting investments, revitalising activity centres and facilitating employment pathways	
Major Initiatives	Initiatives
<ul style="list-style-type: none"> <li>• Prepare Investment Plans for Fountain Gate - Narre Warren CBD and Cranbourne Activity Centre that identifies key infrastructure projects and other opportunities to unlock development potential and attract investment</li> <li>• Support local jobseekers to identify barriers to employment and help navigate pathways through job or social support agencies that assist towards sustainable employment</li> </ul>	<ul style="list-style-type: none"> <li>• Expand business development and investment attraction through a program of facilitated development</li> </ul>
Strategy 2.2: Build and leverage partnerships that enhance service provision, infrastructure delivery and funding opportunities	
Major Initiatives	Initiatives
	<ul style="list-style-type: none"> <li>• Strengthen education partnerships to create further upskilling, industry-based learning, and research opportunities.</li> <li>• Lead the implementation of regional partnerships which focus on job and skill creation of the south east region</li> </ul>

## Strategic Services and Descriptions:

Service Area		Actual 2019/20	Forecast 2020/21	Budget 2021/22
		\$'000	\$'000	\$'000
<b>Business support</b>				
Delivers and supports a range of activities, services and programs that support the sustainability, development and growth of local businesses. Coordinates the registration, education, and enforcement of businesses who are required to be licensed and/or registered under various Acts.	Exp	414	66	159
	Rev	-0	-	-
	NET	414	66	159
<b>Economic development and investment</b>				
Supports the economic development of the Casey Cardinia region, and ensures the 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.	Exp	2,612	3,243	2,916
	Rev	-164	-520	-539
	NET	2,448	2,723	2,377
<b>Land use strategy</b>				
Sets the framework for Casey to ensure it is developed in a socially, environmentally and economically sustainable way, to create a livable city and ensure developer funding is collected to facilitate the delivery of infrastructure for new communities.	Exp	3,219	3,454	3,365
	Rev	-2	-146	-140
	NET	3,217	3,309	3,225

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

### Strategies:

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

### Strategic Indicators:

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

- Support a healthy natural ecosystem
  - 100,000 indigenous plants reintroduced within the municipality
- Increase community participation in environmental education and events
- Accelerate progress towards carbon neutrality
- Develop and implement the Corporate Climate Action Plan

### Initiatives and Major Initiatives in 2021/22:

Strategy 3.1: Conserve, enhance and restore the natural environment	
Major Initiatives	Initiatives
	<ul style="list-style-type: none"> <li>• Develop and commence implementation of the Urban Forest strategy which will cultivate strong natural assets and foster a greener Casey</li> </ul>
Strategy 3.2: Contribute towards a circular economy through waste management and resource recovery	
Major Initiatives	Initiatives
	<ul style="list-style-type: none"> <li>• Commit to the regional procurement of an Advanced Waste Processing tender to secure the long term waste needs of South East Melbourne</li> <li>• Implement the initial phase of the State Government Waste Kerbside Reform Program which will enable the increased recovery of recyclable materials.</li> </ul>
Strategy 3.2: Support a climate ready city through climate change mitigation and adaptation	
Major Initiatives	Initiatives
<ul style="list-style-type: none"> <li>• Develop and implement the Community Climate Change Action Plan which will provide an approach to dealing with a changing climate and further reducing greenhouse gas emissions.</li> </ul>	

## Strategic Services and Descriptions:

Services		Actual 2019/20	Forecast 2020/21	Budget 2021/22
		\$'000	\$'000	\$'000
<b>Bushland reserves</b>				
Maintains and enhances Casey's bushland reserves including vegetation and habitat improvement. Includes preservation of the natural environment, increasing biodiversity, and monitoring fire fuel loading and re-vegetation.	Exp	429	471	475
	Rev	-	-	-
	NET	429	471	475
<b>Stormwater</b>				
Manages and maintains Council's stormwater assets to protect waterways and bays and protect community in regular and extreme rainfall events. Includes urban and rural drainage, flood plain management, stormwater environmental management and stormwater reuse.	Exp	3,195	4,833	4,779
	Rev	-814	-642	-830
	NET	2,381	4,192	3,949
<b>Sustainability and Environment</b>				
Provides a broad range of services to protect and enhance the natural environment and to support sustainability. Includes coordination of Council's approach to climate change mitigation and adaptation, protection and enhancement of biodiversity and natural resource management. Identifies, manages and remediates council owned potentially contaminated land. Raises community awareness for environmental values through education and information opportunities that create behaviour change and reduce environmental impact.	Exp	2,882	3,769	3,537
	Rev	-77	-20	-
	NET	2,805	3,749	3,537
<b>Waste</b>				
Provides all waste collection services including residential garbage, recycling, green waste, commercial waste and hard waste. Includes provision of bins, collection, transport, sorting and/or disposal, and customer interface. Maintains the environment through the collection of dumped rubbish and minimising the impact of litter.	Exp	39,366	42,754	44,516
	Rev	-796	-1,597	-94
	NET	38,570	41,157	44,422



## Service Performance Outcome Indicators:

Strategic Service: Waste		
Indicator	Performance Measure	Computation
Service cost	Cost of kerbside garbage bin collection service	<b>Numerator</b> Direct cost of the kerbside garbage bin collection service  <b>Denominator</b> Number of kerbside garbage collection bins
Service cost	Cost of kerbside recyclables bin collection service	<b>Numerator</b> Direct cost of the kerbside recyclables bin collection service  <b>Denominator</b> Number of kerbside recyclables collection bins
Waste diversion	Kerbside collection waste diverted from landfill	<b>Numerator</b> Weight of recyclables and green organics collected from kerbside bins  <b>Denominator</b> Weight of garbage, recyclables and green organics collected from kerbside bins

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

### Strategies:

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

### Strategic Indicators:

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

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

### Initiatives and Major Initiatives in 2021/22:

Strategy 4.1: Secure funding through Council's advocacy campaign, Connecting Casey, to provide transport, infrastructure and community services	
Major Initiatives	Initiatives
<ul style="list-style-type: none"><li>• Actively participate to the Greater South East Melbourne group of councils which aims to secure jobs, investment and sustainability outcomes for the entire region</li></ul>	<ul style="list-style-type: none"><li>• Delivery of an advocacy campaign in the lead up to the Federal and State Government Elections.</li></ul>

## Strategic Services and Descriptions:

Services		Actual 2019/20	Forecast 2020/21	Budget 2021/22
		\$'000	\$'000	\$'000
Communications, engagement and advocacy	Exp	2,065	2,626	2,411
Advocates on behalf of the community for state and federal funding for services and improvements. Manages all Council's communication channels to share updates, promote Council's programs and services, and engage with community to ensure the views of community are reflected in Council's decision making, organisational planning, and resource allocation	Rev	-	-	-
	NET	2,065	2,626	2,411

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

### Strategies:

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

### Strategic Indicators:

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

- Build community capacity to support self-determination and reduce reliance on Government services
- Increase opportunities for community participation in community events and social groups to reduce social isolation
- Increase Council investment in community grants and funding
- Improve community led preparedness to plan for and mitigate local emergency risk
- All new Council facilities will be designed to improve community safety outcomes
- Maintain community satisfaction with Council facilities and services
- Increase the utilisation of Council managed facilities
- Form a greater understanding of community needs and decision making at a place-based (local) level through data and research

### Initiatives and Major Initiatives in 2021/22:

Strategy 5.1: Address key health and wellbeing needs within the community, by connecting people to community and services	
Major Initiatives	Initiatives
<ul style="list-style-type: none"> <li>• Increase and embed understanding and value of Aboriginal and Torres Strait Islander cultures, knowledge and history within the planning and delivery of Council services.</li> <li>• Implement the Casey Affordable Housing Strategy and Regional Local Government Homelessness and Social Housing Charter to increase affordable housing options and support services in Casey</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on COVID-19 community recovery initiatives that improve community resilience and build capacity</li> </ul>
Strategy 5.2: Improve Council-decision-making to reflect community needs and priorities	
Major Initiatives	Initiatives
	<ul style="list-style-type: none"> <li>• Develop initiatives that address social disadvantage, equality of access and community resilience.</li> <li>• Integrate data and research to ensure that services, facilities and Council-decision-making reflect community needs and priorities</li> </ul>



## Strategic Services and Descriptions:

Services		Actual 2019/20	Forecast 2020/21	Budget 2021/22
		\$'000	\$'000	\$'000
<b>Community connection and wellbeing</b>				
Provides a broad range of programs, engagement and partnerships to enhance community connection and wellbeing. This includes community development and empowerment to support Casey's most vulnerable populations, enhancing the economic, social and cultural wellbeing of the Aboriginal Community, providing entry-level supports to assist people with a disability who are under the age 65 (50 years for Aboriginal and Torres Strait Islander peoples), 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.	Exp	17,255	18,538	20,088
	Rev	-1,353	-1,328	-1,420
	NET	15,902	17,211	18,668

## Strategic Objective 6: Ensure good governance and transparent decision making

### Strategies:

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

### Strategic Indicators:

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

- Participation and engagement in the Community Leadership Program
- Percentage of council resolutions made at a council meeting (or at a meeting of a special committee consisting only of Councillors) closed to the public
- Increase the number of opportunities for community/stakeholder involvement in influencing decision-making through engagement
- Increase community trust in Council

### Initiatives and Major Initiatives in 2021/22:

Strategy 6.1: Grow the capacity of community leadership through dedicated leadership programs and pathways	
Major Initiatives	Initiatives
<ul style="list-style-type: none"><li>• Delivery of the Community Leadership Program Year 1 to empower community leaders' and develop their knowledge of Council's roles and responsibilities</li></ul>	
Strategy 6.2: Continue to identify opportunities to improve better Council decision making through governance practices and community engagement	
Major Initiatives	Initiatives
<ul style="list-style-type: none"><li>• Implement the Casey Good Governance Framework which will improve accountability and strengthen council governance.</li></ul>	<ul style="list-style-type: none"><li>• Embedding the Community Engagement Policy to ensure Council reflect the communities' voices in our decision-making</li></ul>

## Strategic Services and Descriptions:

Services		Actual 2019/20	Forecast 2020/21	Budget 2021/22
		\$'000	\$'000	\$'000
<b>Building and planning</b>				
Administers and applies relevant legislation and the Casey Planning Scheme. Processes subdivisions including engineering approvals, landscape approvals, street naming and numbering, certification and statement of compliance for plans of subdivision. Provides technical advice to the public, investigates and responds to breaches and dangerous structures, and assesses building works and Report and Consent Applications.	Exp	9,342	10,216	10,397
	Rev	-7,941	-8,760	-8,893
	NET	1,402	1,456	1,504
<b>Governance and Risk</b>				
Coordinates and delivers activities to govern the Council and mitigate risk, including the coordination of Council Meetings, the internal audit program, as well as business continuity, legal issue management, prevention of fraud and corruption, infringement reviews and management of organisational insurances.	Exp	5,915	6,260	6,057
	Rev	-123	-5	-20
	NET			
<b>Organisational planning and performance</b>				
Coordinates and delivers all levels of Council's planning including the development, engagement and monitoring of the Council Plan and annual Action Plan, as well as the operationalisation of this plan through all services and departments, and the annual reporting of achievements. This service ensures that all Council's activities and service delivery is planned and delivered in line with the community's expectations and priorities.	Exp	2,190	2,524	2,593
	Rev	-	-56	-
	NET	2,190	2,468	2,593

## Service Performance Outcome Indicators:

Strategic Service: Building and Planning		
Indicator	Performance Measure	Computation
Service Cost	Cost of statutory planning	<b>Numerator</b> Direct cost of the statutory planning service  <b>Denominator</b> Number of planning applications received
Decision making	Council planning decisions upheld at VCAT	<b>Numerator</b> Number of VCAT decisions that did not set aside Council's decision in relation to a planning application  <b>Denominator</b> Number of VCAT decisions in relation to planning applications



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

### Strategies:

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

### Strategic Indicators:

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

- Keep our customers more informed of the progress of their requests reducing the need for customers to contact Council
- Implement a refreshed and contemporary Council operating model that achieves the expected benefits
- Improve the overall efficiency of Council's operations
- Grow self-serving channels to make it easier to connect with council
- Actively pursue partnerships that are mutually beneficial, with improved community outcomes
- Improve the shareability of data between agencies and partners for more innovative solutions to meet community needs

### Initiatives and Major Initiatives in 2021/22:

Strategy 7.1: Enhance our services with a focus on innovation and partnerships, to ensure positive outcomes are delivered to the community	
Major Initiatives	Initiatives
<ul style="list-style-type: none"> <li>• Develop a Partnerships framework to assist the organisation in governance, guide partnership building and improve oversight</li> </ul>	
Strategy 7.2: Identify and implement a sustainable operating model which enhances Casey's future-readiness	
Major Initiatives	Initiatives
<ul style="list-style-type: none"> <li>• Develop and endorse the Transformation Strategy which will ensure Casey is an agile, capable and sustainable Council into the future.</li> </ul>	
Strategy 7.3: Build Council's ability to pursue innovative partnerships for greater community outcomes	
Major Initiatives	Initiatives
	<ul style="list-style-type: none"> <li>• Develop the frameworks and platforms to enable open data and data sharing to support education, innovation and entrepreneurship, while protecting privacy and security.</li> </ul>

## Strategic Services and Descriptions:

Services		Actual 2019/20	Forecast 2020/21	Budget 2021/22
		\$'000	\$'000	\$'000
<b>Customer</b>				
Coordinates and manages all Council's customer channels, as well as capturing customer feedback on Council's services and improving customer experience of services.	Exp	5,642	6,038	5,533
	Rev	-0	-56	-2
	NET	5,642	5,982	5,531
<b>Finance</b>				
Provides all elements of financial management associated with the delivery of services and the management of Council. Leads the development and implementation of the long-term financial plan and strategy. Includes budgeting, cashflow management, financial reporting to the community, budget engagement, tendering, procurement and contract management, and property rating services.	Exp	6,704	6,491	7,097
	Rev	-1,909	-1,599	-3,132
	NET	4,796	4,891	3,965
<b>Information Technology</b>				
Provides all the technology hardware, software, and data and information management to enable Council's service delivery, and to keep all data and information safe and secure. Manages corporate records from creation to disposal to meet statutory requirements and coordinate freedom of information.	Exp	12,669	15,699	15,608
	Rev	-	-214	-
	NET	12,669	15,485	15,608
<b>Innovation and Change</b>				
Coordinates and delivers innovation and change activities to improve Council services. Includes Casey's Smart City Launchpad which uses sensors and technology to inform Council's service delivery, process improvement to streamline Council's operations, and change management to ensure improvements are embedded and taken up in the way that best meets community need.	Exp	1,667	2,140	2,374
	Rev	-	-112	-
	NET	1,667	2,028	2,374
<b>People</b>				
Provides employment advice and support, recruitment, learning and development, payroll, health and safety, and Industrial/employee relations for the City of Casey. Ensures Council have the right people in the right roles to deliver services for the Casey community.	Exp	8,491	10,336	8,048
	Rev	-547	-1,227	-495
	NET	7,944	9,110	7,553

## Service Performance Outcome Indicators:

Strategic Service: People		
Indicator	Performance Measure	Computation
Workforce Turnover	Resignations and terminations compared to average staff	<b>Numerator</b> Number of permanent staff resignations and terminations  <b>Denominator</b> Average number of permanent staff for the financial year
Strategic Service: Finance		
Indicator	Performance Measure	Computation
Rates effort	Rates compare to property values	<b>Numerator</b> Rate Revenue  <b>Denominator</b> Capital improved value of rateable properties in the municipality

## Reconciliation with Budgeted Operating Result

	Net Cost (Revenue)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Strategic Objective 1	90,925	158,362	67,437
Strategic Objective 2	5,761	6,440	679
Strategic Objective 3	52,384	53,308	924
Strategic Objective 4	2,411	2,411	-
Strategic Objective 5	18,668	20,088	1,420
Strategic Objective 6	10,134	19,046	8,912
Strategic Objective 7	35,031	38,660	3,629
<b>Total</b>	<b>215,314</b>	<b>298,314</b>	<b>83,001</b>

### Other Non Attributable Expenses:

Depreciation & Amortisation	62,551
Borrowing Cost	1,705
Finance Cost Leases	853
Other Expenses	1,850
Material & Services & External Contract Payments - Developer & Other Reimbursements/ write offs	55,892

**Deficit before funding sources** **338,164**

### Funding sources added in:

Rate and charges (excl interest on unpaid rates)	(265,691)
Victorian Grants Commission	(19,208)
Capital Grants	(16,788)
Contribution Monetary	(42,170)
Contribution Non Monetary	(120,000)
Interest Income	(752)
Net Gain/ (Loss) on Disposal of Property, Infrastructure, Plant & Equipment	(50)

**Total funding sources** **(464,659)**

**Operating (surplus)/ deficit for the year** **(126,495)**

## SECTION 4: FINANCIAL STATEMENTS

This section presents information in regards to the Financial Statements and Statements of Human Resources. The budget information for the year 2020/21 has been supplemented with projections to 2024/25.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

## Comprehensive Income Statement For the four years ending 30 June 2025

		Forecast Actual	Budget*	Projections		
	Notes	2020/211	2021/22	2022/23	2023/24	2024/25
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Incomes</b>						
Rates and charges	4.1.1	254,616	<b>267,566</b>	286,170	300,376	313,412
Statutory fees and fines	4.1.2	10,820	<b>12,236</b>	13,717	13,903	14,598
User Charges	4.1.3	14,537	<b>17,555</b>	18,589	19,519	20,495
Grants - Operating (recurrent)	4.1.4	52,782	<b>66,443</b>	70,917	74,320	77,886
Grants - Operating (non-recurrent)	4.1.4	10,062	<b>1,582</b>	1,614	1,646	1,679
Grants - Capital (recurrent)	4.1.4	1,352	<b>2,751</b>	2,900	3,000	3,100
Grants - Capital (non-recurrent)	4.1.4	13,273	<b>14,036</b>	3,334	11,467	1,700
Contributions - cash	4.1.5	50,979	<b>43,716</b>	68,619	75,534	32,785
Contributions - non-monetary	4.1.5	108,000	<b>120,000</b>	120,000	80,000	80,000
Interest	4.1.6	2,499	<b>752</b>	1,397	985	869
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		45	<b>50</b>	50	50	50
Other income	4.1.6.1	860	<b>970</b>	1,017	1,067	1,121
<b>Total income</b>		<b>519,825</b>	<b>547,659</b>	<b>588,324</b>	<b>581,867</b>	<b>547,694</b>
<b>Expenses</b>						
Employee costs	4.1.7	141,617	<b>143,802</b>	151,669	158,873	166,420
Materials and services	4.1.8	97,952	<b>119,202</b>	90,035	92,594	95,219
External contracts	4.1.9	76,137	<b>77,315</b>	84,533	88,393	90,551
Utilities		8,766	<b>8,971</b>	9,285	9,634	9,995
Depreciation	4.1.10	55,652	<b>60,906</b>	66,280	71,424	77,307
Amortisation - right of use assets	4.1.11	1,575	<b>1,645</b>	1,580	1,634	1,630
Bad debts		44	<b>45</b>	47	48	50
Borrowing costs		1,838	<b>1,705</b>	1,774	1,522	1,175
Finance Costs - leases		865	<b>853</b>	758	696	585
Other expenses	4.1.12	6,708	<b>6,722</b>	6,953	6,977	7,255
<b>Total expenses</b>		<b>391,153</b>	<b>421,165</b>	<b>412,913</b>	<b>431,795</b>	<b>450,187</b>
<b>Surplus/ (deficit) for the year</b>		<b>128,672</b>	<b>126,495</b>	<b>175,411</b>	<b>150,072</b>	<b>97,507</b>
<b>Other comprehensive income</b>						
Share of other comprehensive income of associates and joint ventures		(60)	<b>30</b>	30	30	30
<b>Total comprehensive result</b>		<b>128,612</b>	<b>126,525</b>	<b>175,441</b>	<b>150,102</b>	<b>97,537</b>

## Balance Sheet

### For the four years ending 30 June 2025

		Forecast Actual	Budget	Projections		
	Note	2020/21	2021/22	2022/23	2023/24	2024/25
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>						
<b>Current assets</b>						
<b>Cash assets</b>		23,851	<b>18,252</b>	16,608	18,511	20,039
Financial assets		106,154	<b>79,154</b>	97,154	116,154	108,154
Receivables		52,624	<b>49,866</b>	51,387	54,684	56,414
Other assets		1,872	<b>989</b>	1,115	1,093	1,094
<b>Total current assets</b>	4.2.1	184,500	<b>148,260</b>	166,264	190,441	185,700
<b>Non Current Assets</b>						
Non current prepayments		-	-	-	-	-
Investments - equities		4,306	<b>4,336</b>	4,366	4,396	4,426
Financial assets		14,000	<b>15,000</b>	17,000	19,000	21,000
Property, plant & equipment		5,739,520	<b>5,972,486</b>	6,236,753	6,479,771	6,698,374
Right-of-use assets	4.2.4	12,406	<b>10,762</b>	9,181	8,267	6,637
<b>Total non-current assets</b>	4.2.1	5,770,233	<b>6,002,584</b>	6,267,300	6,511,434	6,730,437
<b>Total assets</b>		5,954,733	<b>6,150,844</b>	6,433,565	6,701,874	6,916,137
<b>Liabilities</b>						
<b>Current Liabilities</b>						
Payables		50,924	<b>48,568</b>	48,236	51,898	50,179
Trusts		33,026	<b>32,125</b>	32,925	33,757	34,555
Interest-bearing liabilities	4.2.3	7,631	<b>13,908</b>	10,088	10,395	10,704
Lease liabilities	4.2.4	1,338	<b>1,338</b>	1,379	1,729	1,853
Provisions		26,958	<b>27,618</b>	28,925	29,350	30,225
<b>Total current liabilities</b>	4.2.2	119,877	<b>123,557</b>	121,553	127,129	127,516
<b>Non-Current Liabilities</b>						
Payables		-	-	-	-	-
Interest-bearing liabilities	4.2.3	38,358	<b>49,449</b>	41,462	31,067	20,363
Lease liabilities	4.2.4	11,460	<b>10,122</b>	8,744	7,735	5,882
Provisions		13,938	<b>13,328</b>	12,528	11,828	11,128
<b>Total non-current liabilities</b>	4.2.2	63,755	<b>72,899</b>	62,733	50,630	37,373
<b>Total liabilities</b>		183,632	<b>196,457</b>	184,286	177,759	164,889
<b>Net assets</b>		5,771,101	<b>5,954,388</b>	6,249,279	6,524,115	6,751,247
<b>Equity</b>						
Accumulated surplus		2,680,334	<b>2,839,092</b>	2,995,544	3,123,906	3,223,360
Asset revaluation reserve		2,993,805	<b>3,050,567</b>	3,170,017	3,294,752	3,424,347
Other reserves	4.3.1	96,962	<b>64,729</b>	83,718	105,458	103,540
<b>Total equity</b>	4.3.2	5,771,101	<b>5,954,388</b>	6,249,279	6,524,115	6,751,247



## Statement of Changes in Equity For the four years ending 30 June 2025

	Note	Total	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves
		\$'000	\$'000	\$'000	\$'000
<b>2021 Forecast Actual</b>					
Balance at beginning of the financial year		<b>5,499,928</b>	<b>2,391,102</b>	<b>2,851,243</b>	<b>257,582</b>
Comprehensive result		128,612	128,612	0	0
Revaluation of assets		142,562	0	142,562	0
Transfers to reserves		0	(63,177)	0	63,177
Transfers from reserves		0	223,798	0	(223,798)
<b>Balance at end of the financial year</b>		<b>5,771,102</b>	<b>2,680,335</b>	<b>2,993,805</b>	<b>96,962</b>
<b>2022 Budget</b>					
Balance at the beginning of Financial Year		5,771,102	2,680,335	2,993,805	96,962
Comprehensive result		126,525	126,525	0	0
Revaluation of assets		56,762	0	56,762	0
Transfers to reserves		0	(62,287)	0	62,287
Transfers from reserves		0	94,520	0	(94,520)
<b>Balance at end of the financial year</b>		<b>5,954,388</b>	<b>2,839,093</b>	<b>3,050,567</b>	<b>64,729</b>
<b>2023</b>					
Balance at beginning of the financial year		<b>5,954,388</b>	<b>2,839,093</b>	<b>3,050,567</b>	<b>64,729</b>
Comprehensive result		175,441	175,441	0	0
Revaluation of assets		119,450	0	119,450	0
Transfers to reserves		0	(85,748)	0	85,748
Transfers from reserves		0	66,758	0	(66,758)
<b>Balance at end of the financial year</b>		<b>6,249,279</b>	<b>2,995,545</b>	<b>3,170,017</b>	<b>83,718</b>
<b>2024</b>					
Balance at beginning of the financial year		<b>6,249,279</b>	<b>2,995,545</b>	<b>3,170,017</b>	<b>83,718</b>
Comprehensive result		150,102	150,102	0	0
Revaluation of assets		124,735	0	124,735	0
Transfers to reserves		0	(89,707)	0	89,707
Transfers from reserves		0	67,967	0	(67,967)
<b>Balance at end of the financial year</b>		<b>6,524,116</b>	<b>3,123,906</b>	<b>3,294,752</b>	<b>105,458</b>
<b>2025</b>					
Balance at beginning of the financial year		<b>6,524,116</b>	<b>3,123,906</b>	<b>3,294,752</b>	<b>105,458</b>
Comprehensive result		97,537	97,537	0	0
Revaluation of assets		129,595	0	129,595	0
Transfers to reserves		0	(55,304)	0	55,304
Transfers from reserves		0	57,222	0	(57,222)
<b>Balance at end of the financial year</b>		<b>6,751,248</b>	<b>3,223,361</b>	<b>3,424,347</b>	<b>103,540</b>

## Statement of Cash Flows

### For the four years ending 30 June 2025

		Forecast Actual	Budget	Projections		
	Note	2020/21	2021/22	2022/23	2023/24	2024/25
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>						
Rates and charges		234,437	<b>263,765</b>	282,192	296,200	309,055
Statutory fees and fines		10,565	<b>11,061</b>	14,206	12,719	15,052
User fees		18,330	<b>17,609</b>	19,765	20,751	21,795
Contributions and donations		44,455	<b>43,716</b>	68,619	75,534	32,785
Grants - operating		65,950	<b>50,326</b>	73,276	76,748	80,386
Grants - capital		15,330	<b>16,788</b>	6,234	14,467	4,800
Interest received		2,661	<b>990</b>	1,281	1,019	878
Other Income		987	<b>970</b>	1,017	1,067	1,121
GST recoveries		28,324	<b>17,287</b>	9,404	11,104	8,767
Employee costs		(140,161)	<b>(142,002)</b>	(151,213)	(159,315)	(166,528)
Materials, services and external contracts		(210,080)	<b>(207,422)</b>	(200,501)	(204,884)	(213,235)
<b>Net cash provided by operating activities</b>	4.4.1	70,797	<b>73,088</b>	124,280	145,411	94,878
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment		(242,353)	<b>(132,500)</b>	(94,041)	(111,036)	(87,671)
Investments in financial assets		180,966	<b>26,000</b>	(20,000)	(21,000)	6,000
Proceeds from sale of property, plant and equipment		3,507	<b>15,240</b>	2,995	1,380	1,406
Trust receipts (payments)		1,934	<b>(901)</b>	800	832	798
<b>Net cash provided by/ (used in) investing activities</b>	4.4.2	(55,947)	<b>(92,161)</b>	(110,246)	(129,824)	(79,467)
<b>Cash flows from financing activities</b>						
Finance costs		(1,716)	<b>(1,705)</b>	(1,774)	(1,522)	(1,175)
Proceeds from interest bearing liabilities		-	<b>25,000</b>	2,100	-	-
Repayment interest bearing liabilities		(7,571)	<b>(7,631)</b>	(13,908)	(10,088)	(10,395)
Interest paid - lease liability		(865)	<b>(853)</b>	(758)	(696)	(585)
Repayment of lease liabilities		(1,197)	<b>(1,338)</b>	(1,338)	(1,379)	(1,728)
<b>Net cash provided by/(used in) financing activities</b>	4.4.3.1	(11,350)	<b>13,473</b>	(15,677)	(13,684)	(13,883)
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>		3,500	<b>(5,599)</b>	(1,643)	1,903	1,528
Cash and cash equivalents at the beginning of the financial year		20,351	<b>23,851</b>	18,252	16,608	18,511
<b>Cash and cash equivalents at the end of the financial year</b>	4.4.3.2	23,851	<b>18,252</b>	16,608	18,511	20,039

## Statement of Capital Works

### For the four years ending 30 June 2025

	Note	Forecast Actual 2020/21	Budget 2021/22	Projections		
		\$'000	\$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
<b>Property</b>						
Land		7,358	533	2,643	7,134	25
<b>Total land</b>		<b>7,358</b>	<b>533</b>	<b>2,643</b>	<b>7,134</b>	<b>25</b>
Buildings		4,668	-	430	692	716
<b>Total Buildings</b>		<b>4,668</b>	<b>-</b>	<b>430</b>	<b>692</b>	<b>716</b>
<b>Total Property</b>		<b>12,025</b>	<b>533</b>	<b>3,073</b>	<b>7,825</b>	<b>741</b>
<b>Plant &amp; Equipment</b>						
Plant		3,030	3,030	4,030	3,030	3,030
Computers and telecommunication		8,069	10,713	9,865	10,469	11,013
<b>Total Plant &amp; Equipment</b>		<b>11,099</b>	<b>13,743</b>	<b>13,895</b>	<b>13,499</b>	<b>14,043</b>
<b>Infrastructure</b>						
Roads		39,966	42,117	34,784	38,655	25,978
Bridges		233	212	929	16,767	639
Footpaths and cycleways		4,399	4,159	3,807	3,918	3,996
Drainage		4,295	6,715	8,083	5,685	3,181
Recreational, leisure and community facilities		47,722	74,760	37,143	30,322	36,214
Parks, open space and streetscapes		11,762	3,310	6,738	5,300	14,186
Off street car parks		54	-	-	-	-
Other infrastructure		54	2,951	1,590	5,314	5,194
<b>Total infrastructure</b>		<b>108,485</b>	<b>134,224</b>	<b>93,074</b>	<b>105,962</b>	<b>89,387</b>
<b>Total Capital Works expenditure</b>		<b>131,610</b>	<b>148,500</b>	<b>110,041</b>	<b>127,286</b>	<b>104,171</b>
<b>Represented By</b>						
New asset expenditure		69,587	90,526	47,252	68,488	46,934
Asset renewal expenditure		27,506	32,576	37,868	33,636	34,253
Asset expansion expenditure		815	2,891	1,252	829	468
Asset upgrade expenditure		33,701	22,508	23,669	24,333	22,515
<b>Total capital works expenditure</b>		<b>131,610</b>	<b>148,500</b>	<b>110,041</b>	<b>127,286</b>	<b>104,171</b>
<b>Funding Sources represented by:</b>						
Grants		13,580	16,788	6,234	14,467	4,800
Contributions		200	6,170	1,000	2,834	-
Council cash		57,298	60,504	63,856	66,799	67,002
Council reserves		60,532	40,038	36,851	43,187	32,369
Borrowings		-	25,000	2,100	-	-
<b>Total capital works expenditure</b>		<b>131,610</b>	<b>148,500</b>	<b>110,041</b>	<b>127,286</b>	<b>104,171</b>

## Statement of Human Resources For the four years ending 30 June 2025

	Note	Budget	Projections		
		2021/22	2022/23	2023/24	2024/25
		\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating		143,802	151,669	158,873	166,420
Employee costs - capital					
<b>Total staff expenditure</b>		<b>143,802</b>	151,669	158,873	166,420

	FTE	FTE	FTE	FTE
<b>Staff numbers</b>				
Employees	1,466	1,493	1,515	1,537
<b>Total staff numbers</b>	<b>1,466</b>	1,493	1,515	1,537

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget	Comprises	
	2021/22	Full time	Part time
	\$'000	\$'000	\$'000
Customer and Business Transformation	<b>15,404</b>	14,105	1,299
Corporate Services & Executive	<b>13,111</b>	11,363	1,748
Community Life	<b>74,822</b>	36,907	37,915
City Planning & Infrastructure	<b>39,657</b>	35,939	3,718
Other	-	-	-
Total permanent staff expenditure	<b>142,994</b>	98,315	44,680
Other expenditure	2,050		
Capitalised labour costs	(1,242)		
<b>Total expenditure</b>	<b>143,802</b>		

## Statement of Human Resources (continued)

### For the four years ending 30 June 2025

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget	Comprises	
	2021/22	Full time	Part time
	FTE	FTE	FTE
Customer and Business Transformation	<b>140</b>	126	14
Corporate Services & Executive	<b>110</b>	94	16
Community Life	<b>837</b>	352	485
City Planning & Infrastructure	<b>378</b>	342	37
Total permanent staff expenditure	<b>1,466</b>	913	552
Other	-		
<b>Total staff</b>	<b>1,466</b>		

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 expired in July 2020 and is currently being negotiated, as well as growth for new Council facilities, services and functions. The compulsory employer superannuation rate for 2021/22 is 10.0%

## Statement of Planned Human Resources Expenditure For the four years ending 30 June 2025

	Note	2021/22	2022/23	2023/24	2024/25
		\$'000	\$'000	\$'000	\$'000
<b>Customer and Business Transformation</b>					
Permanent - Full time		14,105	14,877	15,584	16,324
Permanent - Part time		1,299	1,370	1,435	1,503
<b>Total Customer and Business Transformation</b>		15,404	16,247	17,019	17,827
<b>Corporate Services and Executive</b>					
Permanent - Full time		11,363	11,986	12,555	13,151
Permanent - Part time		1,748	1,844	1,931	2,023
<b>Total Corporate Services and Executive</b>		13,111	13,829	14,486	15,174
<b>Community Life</b>					
Permanent - Full time		36,907	38,928	40,777	42,714
Permanent - Part time		37,915	39,991	41,891	43,880
<b>Total Community Life</b>		74,822	78,919	82,668	86,595
<b>City Planning &amp; Infrastructure</b>					
Permanent - Full time		35,939	37,907	39,708	41,594
Permanent - Part time		3,718	3,922	4,108	4,303
<b>Total City Planning &amp; Infrastructure</b>		39,657	41,829	43,816	45,897
<b>Total Other</b>		2,050	2,142	2,244	2,350
Total Employee Cost Expenditure - Capital & Operating		145,044	152,967	160,233	167,844
Capital Recharge		-1,242.0	-1,297.9	-1,359.5	-1,424.1
<b>Total staff expenditure</b>		<b>143,802</b>	<b>151,669</b>	<b>158,873</b>	<b>166,420</b>

**Statement of Planned Human Resources Expenditure (continued)**  
**For the four years ending 30 June 2025**

	Note	2021/22	2022/23	2023/24	2024/25
		FTE	FTE	FTE	FTE
<b>Customer and Business Transformation</b>					
Permanent - Full time		126	128	130	132
Permanent - Part time		14	14	15	15
<b>Total Customer and Business Transformation</b>		<b>140</b>	143	145	147
<b>Corporate Services and Executive</b>					
Permanent - Full time		94	96	97	99
Permanent - Part time		16	17	17	17
<b>Total Corporate Services and Executive</b>		<b>110</b>	113	114	116
<b>Community Life</b>					
Permanent - Full time		352	359	364	369
Permanent - Part time		485	494	501	508
<b>Total Community Life</b>		<b>837</b>	853	865	878
<b>City Planning &amp; Infrastructure</b>					
Permanent - Full time		342	348	353	358
Permanent - Part time		37	37	38	38
<b>Total City Planning &amp; Infrastructure</b>		<b>378</b>	385	391	397
<b>Total staff numbers</b>		<b>1,466</b>	<b>1,493</b>	<b>1,515</b>	<b>1,537</b>



## Other Matters - Regulation 8

### Local Government (Planning and Reporting) Regulations 2020

		2021/22	2020/21	% change
Reg.	Details	(1.5% rate cap)	(2.0% rate cap)	
8.4 (g)	Total proposed to be borrowed	\$25,000,000	\$0	
8.4 (h)	Proposed debt redemption	\$7,631,043	\$7,571,399	
8.4 (i)	Rate in the dollar for each type of rate to be levied			
	General rate	0.002551395	0.002603803	
8.4 (j)	Basis of valuation to be used is Capital Improved Value	CIV	CIV	
8.5 (a)	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	-2.01%	-1.00%	
8.5 (b)	Estimated amount to be raised by each type of rate to be levied			
	General Rate	\$215,503,995	\$206,614,800	
	Cultural & Recreational Lands	\$204,516	\$190,736	
8.5 (c)	Estimated total amount to be raised by rates	\$215,708,511	\$206,805,536	
8.5 (d)	Number of assessments for each type of rate to be levied compared with the previous year			
	General Rate	133040	128411	
8.5 (e)	Total number of assessments(start of year)	133063	128434	
8.5 (f)	Estimated total value of land in respect of which each type of rate is to be levied compared with the previous year			
	General Rate	\$84,465,163,508	\$79,351,178,003	
	Cultural & Recreational Lands	\$177,260,000	\$165,050,000	
8.5 (g)	Estimated total value of land rated compared with the previous year	\$84,642,423,508	\$79,516,228,003	
8.5 (i)	Municipal Charge	Nil	Nil	
8.5 (k), (l)	Proposed unit amount to be levied for each type of charge under section 162 of the Act:			
	Garbage Charge Including Green Waste 120ltr	\$377.00	\$359.00	5.0%
	Garbage Charge Excluding Green Waste 120ltr	\$309.00	\$294.00	5.1%
	Garbage Charge Including Green Waste 80ltr	\$356.00	\$338.00	5.3%
	Garbage Charge Excluding Green Waste 80ltr	\$288.00	\$273.00	5.5%
	Garbage Charge 2nd 120 litre bin	\$259.00	\$246.00	5.3%
	Commercial (Excl GST)	\$286.00	\$273.00	4.8%
	Commercial Recycling Only (excl GST)	\$168.00	\$160.00	5.0%
	Green Waste 2nd bin (Excl GST)	\$98.00	\$94.00	4.3%
	Residential 2nd Recycle	\$32.00	\$31.00	3.2%
	Berwick Village H1 (Excl GST)	\$3,765.00	\$3,725.00	1.1%
	Berwick Village H2 (Excl GST)	\$4,151.00	\$4,108.00	1.0%
	Berwick Village H3 (Excl GST)	\$4,755.00	\$4,845.00	-1.9%
	Berwick Village H4 (Excl GST)	\$6,027.00	\$5,963.00	1.1%
	Berwick Village M1 (Excl GST)	\$775.00	\$766.00	1.2%
	Berwick Village M2 (Excl GST)	\$922.00	\$913.00	1.0%
	Berwick Village M3 (Excl GST)	\$1,101.00	\$1,090.00	1.0%
	Berwick Village M4 (Excl GST)	\$1,755.00	\$1,737.00	1.0%

## Other Matters - Regulation 8

### Local Government (Planning and Reporting) Regulations 2020

		2021/22	2020/21	% change
Reg.	Details	(1.5% rate cap)	(2.0% rate cap)	
	Berwick Village L1 (Excl GST)	\$327.00	\$323.00	1.2%
	Berwick Village L2 (Excl GST)	\$356.00	\$352.00	1.1%
	Berwick Village L3 (Excl GST)	\$459.00	\$455.00	0.9%
8.5 (m)	Estimated amount to be raised by each type of charge to be levied compared with the previous year			
	Garbage Charge Including Green Waste 120ltr	\$37,494,912	\$34,721,762	
	Garbage Charge Excluding Green Waste 120ltr	\$2,949,714	\$2,765,364	
	Garbage Charge Including Green Waste 80ltr	\$2,844,084	\$2,615,444	
	Garbage Charge Excluding Green Waste 80ltr	\$791,424	\$725,634	
	Garbage Charge 2nd 120 litre bin	\$626,521	\$514,386	
	Commercial (Excl GST)	\$275,132	\$256,074	
	Green Waste	\$404,838	\$323,172	
	Commercial Recycling Only	\$11,760	\$11,840	
	Residential 2nd Recycle	\$215,936	\$173,972	
	Berwick Village H1 (Excl GST)	\$30,135	\$26,075	
	Berwick Village H2 (Excl GST)	\$19,592	\$45,188	
	Berwick Village H3 (Excl GST)	\$45,661	\$19,380	
	Berwick Village H4 (Excl GST)	\$26,355	\$29,815	
	Berwick Village M1 (Excl GST)	\$5,265	\$19,150	
	Berwick Village M2 (Excl GST)	\$20,919	\$37,433	
	Berwick Village M3 (Excl GST)	\$37,802	\$20,710	
	Berwick Village M4 (Excl GST)	\$19,375	\$5,211	
	Berwick Village L1 (Excl GST)	\$8,262	\$4,522	
	Berwick Village L2 (Excl GST)	\$13,172	\$13,024	
	Berwick Village L3 (Excl GST)	\$4,578	\$8,190	
8.5 (n)	Estimated total amount to be raised by service rates and charges compared to previous year	\$45,845,437	\$42,336,346	
8.5 (o)	Estimated total amount to be raised by all rates and charges compared to previous year	\$261,553,948	\$249,141,882	
	Any significant changes that may affect the estimated amounts to be raised			
	- Estimated supplementary rate income	\$4,137,160	\$3,392,915	
	Total Rates and Charges	\$265,691,108	\$252,534,797	

# SECTION 4.1: NOTES TO THE FINANCIAL STATEMENTS

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

## 4.1 Comprehensive Income Statement

### 4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount Councils may increase rates in a year. For 2021/22 the FGRS cap has been set at 1.5%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average annual general rate will increase by 1.5% in line with the rate cap.

This will raise total rates and charges for 2021/22 of \$265.691M. Together with a further projected \$1,875,000 in late penalty interest charges, this represents total income from rates and charges of \$267.566M.

4.1.1 (a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2020/21 Forecast Actual	2021/22 Budget	Change	Percentage
	\$'000	\$'000	\$'000	%
Waste management charge	42,336	<b>45,845</b>	3,509	8.29%
General Rates	206,615	<b>215,504</b>	8,889	4.30%
Cultural & Recreation	191	<b>205</b>	14	7.22%
Supplementary rates and rate adjustments	3,393	<b>4,137</b>	744	21.94%
Penalty Interest	1,500	<b>1,875</b>	375	25.00%
<b>Total rates and charges</b>	<b>254,035</b>	<b>267,566</b>	<b>13,531</b>	<b>5.33%</b>

\*These items are subject to the rate cap established under the FGRS

4.1.1 (b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with previous financial year:

Type or class of land	2020/21	2021/22	Change
	cents/ \$CIV*	cents/ \$CIV*	
General rate for rateable residential properties	0.002603803	<b>0.002551395</b>	<b>-0.000127483</b>

\*Based on Capital Improved Value (CIV)

4.1.1 (c) The estimated total amount to be raised by general rates in relation to each type or class of land, the estimated total amount to be raised by general rates, compared to previous financial year:

Type or class of land	2020/21	2021/22	Change	
	\$'000	\$'000	\$'000	%
Residential	186,728	<b>195,135</b>	8,408	4.50%
Commercial	11,696	<b>11,773</b>	76	0.65%
Industrial	6,708	<b>7,070</b>	363	5.40%
Rural	1,483	<b>1,526</b>	43	2.87%
Cultural & Recreation*	191	<b>205</b>	14	7.22%
<b>Total amount to be raised by general rates**</b>	<b>206,806</b>	<b>215,709</b>	<b>8,903</b>	<b>4.30%</b>

\* Culture and Recreation rates calculated at 100% are included in this figure

\*\* Total amount to be raised in the 2021/22 base above excludes \$3,007,278 of annualised Supplementary Rates income expected to be raised during 2020/21. When annualised Supplementary Rates for 2020/21 are included in the base (per the legislated State Government rate cap formula), the total % change for 2020/21 is 2%.

4.1.1 (d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year:

Type or class of land	2020/21	2021/22	Change	
	Number	Number	Number	%
Residential	121,519	<b>125,817</b>	4,298	3.54%
Commercial	2,930	<b>3,043</b>	113	3.86%
Industrial	3,664	<b>3,882</b>	218	5.95%
Rural	321	<b>321</b>	-	0.00%
<b>Total number of assessments</b>	<b>128,434</b>	<b>133,063</b>	<b>4,629</b>	<b>3.60%</b>

4.1.1 (e) The basis of valuation to be used is the Capital Improved Value (CIV)

4.1.1 (f) The estimated total value of each type or class of land, and the estimated value of land, compared with the previous financial year

Type or class of land	2020/21	2021/22	Change	
	\$'000	\$'000	\$'000	%
Residential	71,713,405	<b>76,481,850</b>	4,768,445	6.65%
Commercial	4,657,064	<b>4,614,163</b>	-42,901	-0.92%
Industrial	2,576,104	<b>2,771,115</b>	195,011	7.57%
Rural	569,655	<b>598,035</b>	28,380	4.98%
<b>Total value of land</b>	<b>79,516,228</b>	<b>84,465,163</b>	<b>4,948,935</b>	<b>6.22%</b>

4.1.1 (g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of charge	Per Relateable Property 2020/21	Per Relateable Property 2021/22	Change	
	\$'000	\$'000	\$'000	%
Municipal	Nil	<b>Nil</b>	Nil	<b>0.00%</b>

4.1.1 (h) The estimated total amount to be raised by municipal charges compared with the previous financial year

	2020/21	2021/22	Change	
	\$'000	\$'000	\$'000	%
Municipal	Nil	<b>Nil</b>	Nil	<b>0.00%</b>

The City of Casey does not have a Municipal Charge

4.1.1 (i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of charge	Per Relateable Property 2020/21	Per Relateable Property 2021/22	Change	
	\$	\$	\$	%
Garbage Charge Including Green Waste 120ltr	359.00	<b>377.00</b>	18.00	5.01%
Garbage Charge Excluding Green Waste 120ltr	294.00	<b>309.00</b>	15.00	5.10%
Garbage Charge Including Green Waste 80ltr	338.00	<b>356.00</b>	18.00	5.33%
Garbage Charge Excluding Green Waste 80ltr	273.00	<b>288.00</b>	15.00	5.49%
Garbage Charge 2nd 120 litre bin	246.00	<b>259.00</b>	13.00	5.28%
Commercial (Excl GST)	273.00	<b>286.00</b>	13.00	4.76%
Commercial Recycling Only (excl GST)	160.00	<b>168.00</b>	8.00	5.00%
Green Waste 2nd bin (Excl GST)	94.00	<b>98.00</b>	4.00	4.26%
Residential 2nd Recycle	31.00	<b>32.00</b>	1.00	3.23%
Berwick Village H1 (Excl GST)	3,725.00	<b>3,765.00</b>	40.00	1.07%
Berwick Village H2 (Excl GST)	4,108.00	<b>4,151.00</b>	43.00	1.05%
Berwick Village H3 (Excl GST)	4,845.00	<b>4,755.00</b>	(90.00)	-1.86%
Berwick Village H4 (Excl GST)	5,963.00	<b>6,027.00</b>	64.00	1.07%
Berwick Village M1 (Excl GST)	766.00	<b>775.00</b>	9.00	1.17%
Berwick Village M2 (Excl GST)	913.00	<b>922.00</b>	9.00	0.99%
Berwick Village M3 (Excl GST)	1,090.00	<b>1,101.00</b>	11.00	1.01%

Type of charge	Per Relateable Property 2020/21	Per Relateable Property 2021/22	Change	
	\$	\$	\$	%
Berwick Village M4 (Excl GST)	1,737.00	<b>1,755.00</b>	18.00	1.04%
Berwick Village L1 (Excl GST)	323.00	<b>327.00</b>	4.00	1.24%
Berwick Village L2 (Excl GST)	352.00	<b>356.00</b>	4.00	1.14%
Berwick Village L3 (Excl GST)	455.00	<b>459.00</b>	4.00	0.88%
<b>Total</b>	26,345.00	<b>26,566.00</b>	221.00	<b>0.84%</b>

4.1.1 (j) The estimated total amount to be raised by each type of service rate or charges and the estimated total amount to be raised by service rates and charges, compared with previous financial year

Type of charge	Per Relateable Property 2020/21	Per Relateable Property 2021/22	Change	
	\$	\$	\$	%
Garbage Charge Including Green Waste 120ltr	34,721,762	<b>37,494,912</b>	2,773,150	7.99%
Garbage Charge Excluding Green Waste 120ltr	2,765,364	<b>2,949,714</b>	184,350	6.67%
Garbage Charge Including Green Waste 80ltr	2,615,444	<b>2,844,084</b>	228,640	8.74%
Garbage Charge Excluding Green Waste 80ltr	725,634	<b>791,424</b>	65,790	9.07%
Garbage Charge 2nd 120 litre bin	514,386	<b>626,521</b>	112,135	21.80%
Commercial (Excl GST)	256,074	<b>275,132</b>	19,058	7.44%
Green Waste	323,172	<b>404,838</b>	81,666	25.27%
Commercial Recycling Only	11,840	<b>11,760</b>	-80	-0.68%
Residential 2nd Recycle	173,972	<b>215,936</b>	41,964	24.12%
Berwick Village H1 (Excl GST)	26,075	<b>30,135</b>	4,060	15.57%
Berwick Village H2 (Excl GST)	45,188	<b>19,592</b>	-25,596	-56.64%
Berwick Village H3 (Excl GST)	19,380	<b>45,661</b>	26,281	135.61%
Berwick Village H4 (Excl GST)	29,815	<b>26,355</b>	-3,460	-11.60%
Berwick Village M1 (Excl GST)	19,150	<b>5,265</b>	-13,885	-72.51%
Berwick Village M2 (Excl GST)	37,433	<b>20,919</b>	-16,514	-44.12%
Berwick Village M3 (Excl GST)	20,710	<b>37,802</b>	17,092	82.53%
Berwick Village M4 (Excl GST)	5,211	<b>19,375</b>	14,164	271.81%
Berwick Village L1 (Excl GST)	4,522	<b>8,262</b>	3,740	82.71%
Berwick Village L2 (Excl GST)	13,024	<b>13,172</b>	148	1.14%
Berwick Village L3 (Excl GST)	8,190	<b>4,578</b>	-3,612	-44.10%
<b>Total</b>	42,336,346	<b>45,845,437</b>	3,509,091	<b>8.29%</b>

4.1.1 (k) The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2020/21	2021/22	Change	
	\$'000	\$'000	\$'000	%
Waste management charge	42,336	<b>45,845</b>	3,509	<b>8.29%</b>
General Rates	206,615	<b>215,504</b>	8,889	<b>4.30%</b>
Cultural & Recreation	191	<b>205</b>	14	<b>7.22%</b>
Supplementary rates and rate adjustments	3,393	<b>4,137</b>	744	<b>21.94%</b>
Penalty Interest	1,500	<b>1,875</b>	375	<b>25.00%</b>
<b>Total rates and charges</b>	254,035	<b>267,566</b>	13,531	<b>5.33%</b>

#### 4.1.1 (l) Fair Go Rates System Compliance

Casey City Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

Type of charge	2020/21	2021/22
Total Rates	\$206,805,536	<b>\$215,708,511</b>
Number of rateable properties	128,434	<b>133,063</b>
Base Average Rate	\$1,610	<b>\$1,621</b>
Budgeted General Rates and Charges Revenue	\$249,141,882	<b>\$261,553,948</b>
Budgeted Supplementary Rates and Charges Revenue	\$3,392,915	<b>\$4,137,160</b>
Penalty Interest	\$1,500,000	<b>\$1,875,000</b>
Budgeted Total Rates and Municipal Charges Revenue	\$254,034,797	<b>\$267,566,108</b>

#### 4.1.1 (m) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2021/22: estimated \$4,137,160 and 2020/21 budget: \$3,392,915)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa

#### 4.1.1 (n) Differential rates

The City of Casey applies a uniform rate in the dollar.

#### 4.1.1 (o) Rating structure

The City of Casey's 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's Revenue and Rating strategy is reflected with the draft Council Plan 2021/25 and draft 2021/22 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 2021/22, 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 1.5% for 2021/22, without seeking additional approvals from the ESC.

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.



#### 4.1.1 (p) Revaluation of properties

The Valuer-General Victoria is now responsible for the conduct of annual property valuations for rating and tax purposes from 1 July 2018 following a change in the Valuation of Land Act 1960. Previously, Council was required to conduct a revaluation of all rateable assessments every two years. The revaluation is undertaken in accordance with the 2019 Valuations Best Practice Specifications Guidelines.

While Council proposes an annual average rate increase that is in line with the 1.5% cap, the actual rate movement experienced by individual ratepayers may be different due to this being a property revaluation year. Rate increases are impacted by both the average annual rate increase (1.5%) and the property valuation movement of individual properties relative to the average across the city. If the valuation of a property decreased by less (or increased by more) than the average property value movement across the municipality, the rates for that property will increase by more than 1.5% while if the valuation of a property decreased by more than the average property value movement across the municipality, the rates for that property will increase by less than 1.5% (and may in fact reduce from the previous year).

It is important to note that a revaluation does not provide Council with any additional rate revenue but can significantly realign how rates are distributed between ratepayers based on individual property valuations.

During the 2020/21 year, a revaluation of all properties was carried out by the Valuer General. Overall, CIV property valuations across the City have increased by 5.97% and further details are shown in table 4.1.1f, above. The valuations are pending certification by the Valuer-General and may be subject to change in accordance with the Valuer-General's direction.

#### 4.1.2 Statutory fees and fines

	Budget	Forecast Actual	Budget	Change	
	2020/21	2020/21	2021/22		
	\$'000	\$'000	\$'000	\$'000	%
Infringements and costs	1,453	977	1,782	330	22.7%
Town planning fees	1,755	1,741	1,940	185	10.5%
Building fees	560	750	800	240	42.9%
Land information certificates	244	243	270	26	10.7%
Sub-division fees	3,247	3,800	3,700	453	14.0%
Animal registration fees and fines	2,006	2,061	2,374	368	18.3%
Statutory fees and fines.	1,382	1,223	1,345	- 37	-2.7%
Fire management	25	25	25	-	0.0%
<b>Total statutory fees and fines</b>	<b>10,671</b>	<b>10,820</b>	<b>12,236</b>	<b>1,565</b>	<b>14.7%</b>

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include planning and building applications, some engineering permits, animal registrations and parking infringements. Increases in statutory fees are made in accordance with legislative requirements.

Statutory fees and fines are budgeted to decrease by 14.7% or \$1.56 million compared to 2020/21 Budget. The statutory fees and fines decrease primarily relates infringements, town planning and sub-division fees. A detailed listing of Council's fees and charges is included as part of the 2021/22 Budget documents.

#### 4.1.3 User Fees

	Budget	Forecast Actual	Budget	Change	
	2020/21	2020/21	2021/22		
	\$'000	\$'000	\$'000	\$'000	%
Client fees - community care	1,277	1,247	1,408	131	10.2%
Client fees - family day care	1,642	1,496	1,771	129	7.9%
Leisure centre and recreation	2,412	1,536	1,777	- 635	-26.3%
Kindergarten fees	3,652	3,735	2,697	- 955	-26.1%
Hire fees - Council facilities	3,562	1,130	4,032	470	13.2%
Pound release fees	53	50	53	-	0.0%
Building services	740	803	929	189	25.5%
Re-instatement/road opening fees	1,174	1,358	1,398	225	19.1%
Recoveries	1,581	1,546	2,086	506	32.0%
Reimbursements	975	1,244	1,160	185	19.0%
Other fees and charges	330	391	244	- 86	-26.1%
<b>Total user fees</b>	<b>17,397</b>	<b>14,537</b>	<b>17,555</b>	<b>159</b>	<b>0.9%</b>

User fees relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These fees are determined through market forces, with consideration given to cost recovery and community affordability.

User fees are projected to increase by 0.9% or \$160,000 over the 2020/21 Budget.

A detailed listing of Council's fees and charges is included as part of the 2021/22 Budget.

#### 4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's annual budget.

	Budget 2020/21	Forecast Actual 2020/21	Budget 2021/22	Change	
	\$'000	\$'000	\$'000	\$'000	%
<b>Grants were received in respect to the following:</b>					
Summary of grants					
Commonwealth funded grants	14,595	16,442	14,601	6	0.0%
State funded grants	60,758	61,027	70,213	9,455	15.6%
<b>Total grants received</b>	<b>75,353</b>	<b>77,468</b>	<b>84,814</b>	<b>9,461</b>	<b>12%</b>
<b>(a) Operating Grants</b>					
<b>Recurrent - Commonwealth Government</b>					
Children's Services	6,298	5,200	6,000	- 298	-4.7%
Safer Communities	17	11	14	- 3	-17.6%
Connected Communities	8,279	10,648	8,587	307	3.7%
<b>Recurrent - State Government</b>					
Children's Services	23,325	23,438	28,239	4,915	21.1%
Connected Communities	3,361	2,676	3,046	- 316	-9.4%
Safer Communities	1,097	1,359	1,350	253	23.1%
Victorian Grants Commission (unallocated)	18,468	9,451	19,208	740	4.0%
<b>Total recurrent grants</b>	<b>60,845</b>	<b>52,782</b>	<b>66,443</b>	<b>5,598</b>	<b>9.2%</b>
<b>Non-recurrent - Commonwealth Government</b>					
Children's Services	-	583	-	-	0.0%
<b>Non-recurrent - State Government</b>					
Customer and Digital	-	102	-	-	0.0%
Strategy & Business Intelligence	-	56	-	-	0.0%
Improvement & Innovation	-	112	-	-	0.0%
Technology	-	168	-	-	0.0%
People and Culture	-	575	-	-	0.0%
Finance	105	105	109	4	3.4%
Children's Services	405	1,884	223	- 183	-45.1%
Connected Communities	60	1,181	264	204	340.6%
Active Communities	160	293	160	-	0.0%
Safer Communities	132	599	144	13	9.8%
City Presentation	12	2,272	13	2	13.0%
City & Asset Planning	54	138	30	- 24	-44.4%
Planning & Building Services	-	-	100	100	0.0%
Growth & Investment	-	500	539	539	0.0%
Sustainability & Waste Management	-	1,495	-	-	0.0%
<b>Total operating grants</b>	<b>928</b>	<b>10,062</b>	<b>1,582</b>	<b>655</b>	<b>70.6%</b>
	<b>61,773</b>	<b>62,844</b>	<b>68,026</b>	<b>6,253</b>	<b>10.1%</b>

#### 4.1.4 Grants (continued)

	Budget 2020/21	Forecast Actual 2020/21	Budget 2021/22	Change	
		\$'000	\$'000	\$'000	%

##### (b) Capital Grants

##### Recurrent - Commonwealth Government

Roads to recovery

##### Recurrent - Commonwealth Government

Victorian Grants Commission (Local Roads)

	2,700	1,352	2,751	51	1.9%
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##### Total recurrent grants

	<b>2,700</b>	<b>1,352</b>	<b>2,751</b>	<b>51</b>	<b>1.9%</b>
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##### Non-recurrent State Government

Infrastructure & Capital Projects

	10,880	13,273	14,036	3,157	29.0%
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##### Total non-recurrent grants

	<b>10,880</b>	<b>13,273</b>	<b>14,036</b>	<b>3,157</b>	<b>29.0%</b>
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##### Total capital grants

	<b>13,580</b>	<b>14,625</b>	<b>16,788</b>	<b>3,208</b>	<b>23.6%</b>
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##### Total Grants

	<b>75,353</b>	<b>77,468</b>	<b>84,814</b>	<b>9,461</b>	<b>12.6%</b>
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##### Grants - operating

Operating grants and subsidies include all operating monies received from state and federal sources for the purposes of funding the delivery of Council's services to residents. Overall, the level of operating grants is estimated to increase by \$4.5m in 2021/22 Budget largely driven by 3 year old kindergarten service being rolled out in Jan 2022.

##### Grants - capital

Capital grants include all monies received from state and federal sources for the purposes of funding the Capital Works Program and receipt of this income is project dependant. Council expects to receive 23.6% or \$3.21 million more in capital grants in 2021/22 from the State Government.

#### 4.1.5 Contributions

	Budget 2020/21	Forecast Actual 2020/21	Budget 2021/22	Change	
	\$'000	\$'000	\$'000	\$'000	%
Monetary	37,702	50,979	43,716	6,014	15.9%
Non-monetary	84,000	108,000	120,000	36,000	42.9%
<b>Total contributions</b>	<b>121,702</b>	<b>158,979</b>	<b>163,716</b>	<b>42,014</b>	<b>34.5%</b>

##### 4.1.5.1 Contributions - monetary

Contributions - monetary include monies contributed by developers, sporting clubs or residents towards development of public open space, drainage, roads, recreational facilities and other assets. The 2021/22 budget reflects an increase of 34.5% or \$42 million of contributions towards various projects.

#### 4.1.6 Interest income

Interest revenue continues to decline as the investment environment both in the short and long term continues to be challenging as interest rates drop and global uncertainties mount.

	Budget 2020/21	Forecast Actual 2020/21	Budget 2021/22	Change	
	\$'000	\$'000	\$'000	\$'000	%
Interest	4,023	2,499	752	-1,747	-69.90%
<b>Total other income</b>	<b>4,023</b>	<b>2,499</b>	<b>752</b>	<b>-1,747</b>	<b>-69.90%</b>

##### 4.1.6.1 Other income

	Budget 2020/21	Forecast Actual 2020/21	Budget 2021/22	Change	
	\$'000	\$'000	\$'000	\$'000	%
Interest	847	860	970	110	12.79%
<b>Total other income</b>	<b>847</b>	<b>860</b>	<b>970</b>	<b>110</b>	<b>12.79%</b>

Other Income is expected to decrease due to reductions in rental and lease income.

#### 4.1.7 Employee costs

	Budget 2020/21	Forecast Actual 2020/21	Budget 2021/22	Change	
	\$'000	\$'000	\$'000	\$'000	%
Wages and Salaries	115,097	121,202	123,515	8,418	7.3%
WorkCover	3,010	3,364	3,231	221	7.3%
Superannuation	9,983	10,164	11,267	1,283	12.9%
Fringe benefits tax	500	350	362	- 138	-27.6%
Other	4,536	6,564	5,428	892	19.7%
<b>Total contributions</b>	<b>133,126</b>	<b>141,645</b>	<b>143,802</b>	<b>10,676</b>	<b>8.0%</b>

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation and Workcover insurance as well as staff development and training costs.

Employee costs in total are budgeted to increase by \$10.7 million or 8.0% compared to 2020/21.

#### 4.1.8 Materials and services

	Budget	Forecast Actual	Budget	Change	
	2020/21	2020/21	2021/22		
	\$'000	\$'000	\$'000	\$'000	%
Building maintenance	192	187	200	8	4.1%
General maintenance	15,962	15,788	15,967	5	0.0%
Office administration	36,062	40,810	38,578	2,516	7.0%
Information technology	6,584	6,453	7,327	744	11.3%
Insurance	2,063	2,259	2,486	423	20.5%
Consultants	4,898	6,365	5,291	393	8.0%
Contract payments	8,592	8,564	8,353	- 240	-2.8%
Council Developer Contributions	50,000	17,500	41,000	- 9,000	-18.0%
<b>Total materials and services</b>	<b>124,353</b>	<b>97,926</b>	<b>119,202</b>	<b>- 5,151</b>	<b>-4.1%</b>

Materials and services expenditure is budgeted to decrease by \$5.2 million or 4.1% compared to 2020/21. The variation is for reimbursements associated with the provision by developers of land and construction projects that are funded through the levies collected under various Development Contribution Plans and Infrastructure Contribution Plans

#### 4.1.9 External Contracts

	Budget	Forecast Actual	Budget	Change	
	2020/21	2020/21	2021/22		
	\$'000	\$'000	\$'000	\$'000	%
Building maintenance	6,336	5,526	6,482	146	2.3%
General maintenance	18,865	19,254	21,110	2,245	11.9%
Office administration	10,890	14,764	9,900	- 990	-9.1%
Waste Management	36,109	36,593	39,823	3,714	10.3%
<b>Total materials and services</b>	<b>72,200</b>	<b>76,137</b>	<b>77,315</b>	<b>5,115</b>	<b>7.1%</b>

External contracts is expected to increase by \$5.1 million or 7.1%. External contracts mainly consists of tendered contracts, with waste management increase by \$3.7 million or 10.3% reflecting cost increases in providing kerbside waste collection services, garbage, recycling, hard and green waste.

#### 4.1.10 Depreciation

	Budget	Forecast Actual	Budget	Change	
	2020/21	2020/21	2021/22		
	\$'000	\$'000	\$'000	\$'000	%
Property	15,470	15,470	16,863	1,392	9.0%
Plant and equipment	33,925	33,925	36,978	3,053	9.0%
Infrastructure	6,257	6,257	7,065	808	12.9%
<b>Total depreciation</b>	<b>55,652</b>	<b>55,652</b>	<b>60,906</b>	<b>5,254</b>	<b>9.4%</b>

Depreciation relates to the usage of Council's property, plant and equipment, and infrastructure assets such as roads and drains. Depreciation expense is budgeted to increase by \$5.25 million or 9.4% in 2021/22

#### 4.1.11 Amortisation - Right of use assets

	Budget	Forecast Actual	Budget	Change	
	2019/20	2019/20	2020/21		
	\$'000	\$'000	\$'000	\$'000	%
Plant and equipment	1,694	1,575	1,645	- 50	-2.9%
<b>Total amortisation - right of use assets</b>	<b>1,694</b>	<b>1,575</b>	<b>1,645</b>	<b>- 50</b>	<b>-2.9%</b>

Right of use assets relates to City of Casey's leased plant & equipment, mainly in relation to waste management.

#### 4.1.12 Other expenses

	Budget	Forecast Actual	Budget	Change	
	2020/21	2020/21	2021/22		
	\$'000	\$'000	\$'000	\$'000	%
Auditors Remuneration	195	184	195	0	0.1%
Councillors' Allowances	924	631	634	- 290	-31.4%
Operating Lease Rentals	112	172	178	66	59.2%
Grants & Contributions	5,609	5,721	5,715	106	1.9%
<b>Total other expenses</b>	<b>6,840</b>	<b>6,708</b>	<b>6,722</b>	<b>- 118</b>	<b>-1.7%</b>

Other expenses include operating lease payments for equipment, contributions, audit fees, Councillor allowances/Administrator fees and community grants are budgeted to increase by \$0.1 million or 1.7%.



## 4.2 Balance Sheet

### 4.2.1 Assets

#### 4.2.1.1 Current and non-current assets

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities. These balances are projected to decrease by \$33.2 million during the year, primarily reflecting projected expenditure on construction projects that are funded under various Development Contribution Plans and Infrastructure Contribution Plans.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles and equipment which has been built up by Council over many years. The increase in this balance is attributable to the net result of the Capital Works Program.

### 4.2.2 Liabilities

#### 4.2.2.1 Current and non-current liabilities

Trade and other payables are those to whom Council owes money as at 30 June. Trusts are funds or bank guarantees held by Council on behalf of other parties pending the completion of certain contractual obligations.

Provisions include accrued annual leave, long service leave and landfill restoration. These employee entitlements are expected to increase as a result of the provisions contained within the Enterprise Agreement.

Total interest-bearing loans and borrowings held by Council is projected to be \$63.4 million by June 2022. Council is budgeting to repay \$7.6 million loan principal during 2021/22 and is expected to have a currently liability of \$13.9 million to be repaid during 2022/23.

#### 4.2.2.2 Working Capital

Working capital is the excess of current assets above current liabilities. This calculation recognises that although Council has current assets, some of those assets are already committed to the future settlement of liabilities in the following 12 months, and are therefore not available for discretionary spending.

### 4.2.3 Borrowings

Council currently holds borrowings to fund major projects like Bunjil Place and is expected to have new borrowings of \$25.0 million to fund new estate developments.

The table below shows information on borrowings specifically required by the Regulations

	Forecast Actual	Budget	Projections		
	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000
Amount borrowed as at 30 June of the prior year	45,989	38,510	55,879	44,071	33,983
Amount proposed to be borrowed	-	25,000	2,100	-	-
Amount projected to be redeemed	-7,479	-7,631	-13,908	-10,088	-10,395
<b>Amount of borrowings as at 30 June</b>	<b>38,510</b>	<b>55,879</b>	<b>44,071</b>	<b>33,983</b>	<b>23,588</b>

#### 4.2.4 Leases by category

As a result of the introduction of *AASB 16 Leases*, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2020/21	Budget 2021/22
	\$'000	\$'000
<b>Right-of-use assets</b>		
Vehicles	12,202	10,691
Office equipment	209	72
<b>Total right-of-use assets</b>	12,411	10,763
<b>Lease liabilities</b>		
<b>Current lease liabilities</b>		
Office equipment	142	88
Vehicles	1,199	1,286
<b>Total current lease liabilities</b>	1,341	1,374
<b>Non-current lease liabilities</b>		
Office equipment	88	-
Vehicles	11,373	10,088
<b>Total non-current lease liabilities</b>	11,461	10,088
<b>Total lease liabilities</b>	12,802	11,462

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate for Property is 3.42% and for Office Equipment and Vehicles is 7%.

## 4.3 Statement of Changes in Equity

### 4.3.1 Reserves

Developer Contributed Reserve

The Developer Contributed Funds must be used for land acquisition or capital works projects in accordance with the requirements of Section 20 of the Subdivision Act 1988.

### 4.3.2 Equity

Total equity always equals net assets and is made up of the following components:

- Asset Revaluation Reserve represents the difference between the previously recorded value of assets and their current valuations
- Other Reserves are funds that Council has set aside to meet a specific purpose in the future and to which there is no existing liability. These amounts are transferred from the Accumulated Surplus of Council and are separately disclosed.
- Accumulated surplus, which is the value of all net assets less Reserves that have accumulated over time.

## 4.4 Statement of Cash Flows

The significance of budgeting cash flows for Council is that it is a key factor in setting the level of rates and provides a guide to the level of capital expenditure Council can sustain with or without using existing cash reserves or taking on external debt. This section analyses the expected cash flows for the 2021/22 year. The analysis is based on three main categories of cash flows:

### 4.4.1 Net cash flows provided by/used in operating activities

#### 4.4.1.1 Operating activities

The \$13 million increase in rates and charges income reflects a 1.5% increase in the average general rate in line with the State Government rate cap offset by increasing costs of service delivery and a reduction in capital grants.

The Net cash flows from operating activities does not equal the surplus for the year as the expected revenues and expenses of the Council include non-cash items which do not impact the Statement of Cash Flows.

### 4.4.2 Net cash flows provided by/used in investing activities

#### 4.4.2.1 Investing activities

The net cash used in investing activities is primarily due to projected \$127.5 million expenditure for property, infrastructure, plant and equipment offset by funding of \$26.0 million drawn from investment accounts.

### 4.4.3 Net cash flows provided by/used in financing activities

#### 4.4.3.1 Financing activities

For 2021/22 the total of principal repayments is \$7.6 million and interest expenses repayment is \$1.7 million.

#### 4.4.3.2 Cash and cash equivalents at end of year

Overall, total cash and investments are forecast to decrease by \$31.6 million to \$112.4 million as at 30 June 2022, primarily due to projected expenditure on construction projects that are funded under various Development Contribution Plans and Infrastructure Contribution Plans.

## 4.5 Capital Works

### Highlights

- Capital Works Program \$148.5 million
- Leveraging approximately \$88.0 million of non-Council funds to deliver infrastructure to community
- Including \$65.4 million to continue or complete projects started in 2020/21
- Mobilisation of approximately \$24.2 million of DCP funds for infrastructure projects

### By programs - examples

- \$62.1 million upgrading and delivering new recreational facilities
- \$46.3 million constructing and upgrading Casey's roads and footpaths
- \$32.6 million renewing Casey's assets
  - \$11.0 million renewing Casey's building assets
  - \$14.4 million renewing Casey's parks, leisure and recreational facilities
- \$9.0 million investment in business and digital transformation to improve the customer experience
- \$6.7 million improving Casey's drainage network and water harvesting installations
- \$5.1 million for new family and community centres
- \$2.6 million improving the liveability and sustainability of Casey (e.g. trees, streetscape improvements)

#### 4.5.1 Summary

	Budget	Budget	Change	
	2020/21	2020/21		
	\$'000	\$'000	\$'000	%
Property	12,025	533	-11,493	-95.57%
Plant and equipment	11,099	13,743	2,644	23.82%
Infrastructure	108,485	134,224	25,739	23.73%
	<b>131,610</b>	<b>148,500</b>	<b>16,890</b>	<b>12.83%</b>

#### 4.5.1 Summary

	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	533	533	-	-	-	-	-	-	533	-
Plant and equipment	13,743	839	6,243	6,661	-	-	-	10,713	3,030	-
Infrastructure	134,224	89,154	26,333	15,847	2,891	16,788	6,170	49,791	36,475	25,000
<b>Total</b>	<b>148,500</b>	<b>90,526</b>	<b>32,576</b>	<b>22,508</b>	<b>2,891</b>	<b>16,788</b>	<b>6,170</b>	<b>60,504</b>	<b>40,038</b>	<b>25,000</b>

4.5.2 Current Budget

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land										
Various Projects - Land Acquisition Program	533	533	-	-	-	-	-	-	533	-
Total Land	533	533	-	-	-	-	-	-	533	-
TOTAL PROPERTY										
	533	533	-	-	-	-	-	-	533	-
PLANT AND EQUIPMENT										
Plant, Machinery and Equipment										
Major Plant Replacement	1,000	-	1,000	-	-	-	-	-	1,000	-
Plant - Light Vehicles - Replacement	2,000	-	2,000	-	-	-	-	-	2,000	-
Plant - Minor - Replacement	30	-	30	-	-	-	-	-	30	-
Total Plant, Machinery & Equipment	3,030	-	3,030	-	-	-	-	-	3,030	-

#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure type			Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Reserves \$'000	Borrowings \$'000
<b>Computers and Telecommunications</b>									
IT - Corporate Facilities Audio Visual Equipment renewal	<b>1,109</b>	111	998	-	-	-	-	-	-
IT - Network and Infrastructure	<b>333</b>	83	249	-	-	-	-	-	-
IT - Personal Productivity Tools	<b>1,966</b>	-	1,966	-	-	-	-	-	-
IT - Smart City Office - Connected City	<b>645</b>	645	-	-	-	-	-	-	-
IT - Enterprise Architecture Transformation	<b>6,661</b>	-	-	6,661	-	-	-	-	-
<b>Total Computers &amp; Telecommunications</b>	<b>10,713</b>	839	3,213	6,661	-	-	-	10,713	-
<b>Total Plant and Equipment</b>	<b>13,743</b>	839	6,243	6,661	-	-	-	10,713	3,030
									-

#### 4.5.2 Current Budget (continued)

Capital Works Area		Project Cost	Asset expenditure type				Summary of Funding Sources				
		\$'000	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
INFRASTRUCTURE											
Roads											
Adamson Rd - Soldiers Rd to Slingsby Ave - Road Rehabilitation		187	-	187	-	-	157	-	30	-	-
Adele Court - Franleigh Drive to End - Road Resealing		9	-	9	-	-	-	-	9	-	-
Anaconda Road - Maramba Drive to Seal Change at No 20		142	-	142	-	-	119	-	23	-	-
Anaconda Road - Road Rehabilitation											
Arnold Street - Marklin Street to Latrobe Street - Rehabilitation		222	-	222	-	-	187	-	35	-	-
Baez Way - Cairns Road to Seal Change 40 metres south of Cairns Road - Road Resealing		3	-	3	-	-	-	-	3	-	-
Barkly Street - Marklin Street to Latrobe Street - Rehabilitation		64	-	64	-	-	54	-	10	-	-
Belt Terrace - Kinkead Crescent to End - Road Resealing		9	-	9	-	-	-	-	9	-	-
Berwick Leisure Centre, Manuka Rd - Road Resealing		54	-	54	-	-	-	-	54	-	-
Blinker Rise - Gleneagles Drive to End - Road Resealing		11	-	11	-	-	-	-	11	-	-
Bryn Mawr Bvd bridge overpass over Railway to Berwick (BR235) Renewal Works, Berwick		182	-	182	-	-	-	-	182	-	-
Buchanan Road - Inglis Road to End - Road Resealing		171	-	171	-	-	-	-	171	-	-
Cairns Road - Hallam Road to McDowall Road - Road Resealing		182	-	182	-	-	-	-	182	-	-



#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Cash Close - Cairns Road to End - Road Resealing	<b>9</b>	-	9	-	-	-	-	9	-	-
Chester Drive - Cairns Road to End - Road Resealing	<b>10</b>	-	10	-	-	-	-	10	-	-
Chimside Road - Seal Change from No 19 Chirside Road to Soldiers Road - Road Resealing	<b>112</b>	-	112	-	-	-	-	112	-	-
Churchill Park Drive - installation of virtual fencing bollards - Greyspot Program	<b>19</b>	19	-	-	-	-	-	19	-	-
Cline Court - Hawking Avenue to End - Road Resealing	<b>5</b>	-	5	-	-	-	-	5	-	-
Collins Crescent - Mansfield Street to Mansfield Street - Road Resealing	<b>80</b>	-	80	-	-	-	-	80	-	-
Columbia Drive - Prospect Hill Road to Maramba Drive - Road Resealing	<b>57</b>	-	57	-	-	-	-	57	-	-
Conversion of non-standard decorative mercury vapour street lights to energy efficient LED lights	<b>214</b>	-	-	214	-	-	-	214	-	-
Conway Court - Cairns Road to End - Road Resealing	<b>9</b>	-	9	-	-	-	-	9	-	-
Craig Drive - Collins Crescent to Seal Change 40 metres south of Collins Crescent - Road Resealing	<b>4</b>	-	4	-	-	-	-	4	-	-
Cunningham Drive - Local Traffic Management Program	<b>35</b>	35	-	-	-	-	-	35	-	-

#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Cash \$'000	Council Reserves \$'000	Borrowings \$'000
Daniher Court - Collins Crescent to End - Road Resealing	13	-	13	-	-	-	-	13	-	-
Darling Way - Local Traffic Management Program	154	154	-	-	-	-	-	154	-	-
David Collins Drive - from James Cook Drive to Seal Change near Robert Molyneux Avenue - Road Resealing	48	-	48	-	-	-	-	48	-	-
David Collins Drive - Local Traffic Management Program	164	164	-	-	-	-	-	164	-	-
Delta Court - Maramba Drive to End - Road Rehabilitation	111	-	111	-	-	94	-	18	-	-
Denver Court - Cairns Road to End - Road Resealing	9	-	9	-	-	-	-	9	-	-
Drury Street - Hudson Street to Adamson Road - Rehabilitation	76	-	76	-	-	64	-	12	-	-
Embley Glade - Kinkead Crescent to End - Road Resealing	13	-	13	-	-	-	-	13	-	-
Ester Close - Kinkead Crescent to End - Road Resealing	8	-	8	-	-	-	-	8	-	-
Evans Road Guardrail Works East Side - Greyspot Program	375	375	-	-	-	-	-	375	-	-
Evans Road Guardrail Works West Side - Greyspot Program	198	198	-	-	-	-	-	198	-	-
Ferdinand Drive, connecting to Grices Road Clyde North	3,062	3,062	-	-	-	-	-	234	2,828	-

#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Cash \$'000	Council Reserves \$'000	Borrowings \$'000
Fisheries Road bridge culvert renewal works (BR069), Devon Meadows	<b>84</b>	17	67	-	-	-	-	84	-	-
Francis Court - Franleigh Drive to End - Road Resealing	<b>13</b>	-	13	-	-	-	-	13	-	-
Franleigh Drive - Columbia Road to Columbia Road - Road Resealing	<b>64</b>	-	64	-	-	-	-	64	-	-
Furlong Court - Gleneagles Drive to End - Road Resealing	<b>13</b>	-	13	-	-	-	-	13	-	-
Giles Retreat - Kinkead Crescent to End - Road Resealing	<b>16</b>	-	16	-	-	-	-	16	-	-
Glendoon Road - Houlder Avenue to Sherwood Road - Road Rehabilitation	<b>313</b>	-	313	-	-	264	-	50	-	-
Gleneagles Drive - Hallam North Road to Seal Change at No 77	<b>161</b>	-	161	-	-	-	-	161	-	-
Gleneagles Drive - Road Resealing										
Hallam North Road - installation of virtual fencing bollards - Greyspot Program	<b>11</b>	11	-	-	-	-	-	11	-	-
Hampton Park Central Main Street and Town Square	<b>200</b>	160	40	-	-	-	-	200	-	-
Hawker Gardens - Collins crescent to End - Road Resealing	<b>12</b>	-	12	-	-	-	-	12	-	-
Hawking Avenue - Campbell Drive to Hallam Road	<b>39</b>	-	39	-	-	-	-	39	-	-
Horswood Road - Installation of virtual fencing bollards - Greyspot Program	<b>21</b>	21	-	-	-	-	-	21	-	-

#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Cash \$'000	Council Reserves \$'000	Borrowings \$'000
Horton Drive - Cairns Road to 63 metres South of Cairns Road - Road Resealing	10	-	10	-	-	-	-	10	-	-
Hotham Street - Marklin Street to Latrobe Street - Rehabilitation	121	-	121	-	-	102	-	19	-	-
Hudson Street - Adamson Road to End - Rehabilitation	152	-	152	-	-	128	-	24	-	-
Ivan Crescent - Campbell Drive to Hallam Road - Road Resealing	59	-	59	-	-	-	-	59	-	-
Judge Rise - from Robert Molyneux Avenue to End - Road Resealing	13	-	13	-	-	-	-	13	-	-
Kangan Drive - Clyde Road to West boundary Beacon Hill College - Road Resealing	509	-	509	-	-	-	-	509	-	-
Kialoa Court - Maramba Drive to End - Rehabilitation	116	-	116	-	-	98	-	18	-	-
Kinkead Crescent - Raymond McMahon Boulevard to John Fawkner Drive - Road Resealing	70	-	70	-	-	-	-	70	-	-
Knight Court - from Robert Molyneux Avenue to End - Road Resealing	15	-	15	-	-	-	-	15	-	-
Lorna Street - Cranbourne Drive to Cochrane Street - Road Rehabilitation	182	-	182	-	-	153	-	29	-	-
Macey Street - Marklin Street to Latrobe Street - Rehabilitation	121	-	121	-	-	102	-	19	-	-

#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Madden Retreat - Collins Crescent to End - Road Resealing	10	-	10	-	-	-	-	10	-	-
Maramba Drive - Narre Warren North Road to Columbia Road - Road Rehabilitation	313	-	313	-	-	264	-	50	-	-
Marklin Street - Narre Warren Cranbourne Rd to Latrobe Street - Rehabilitation	515	-	515	-	-	434	-	82	-	-
Minta Farm ICP Early Works Package	22,500	22,500	-	-	-	-	-	-	-	22,500
Moray Court - Franleigh Drive to End - Road Resealing	10	-	10	-	-	-	-	10	-	-
Mossgiel Park Drive - Local Traffic Management Program	64	64	-	-	-	-	-	64	-	-
Neagle Mews - Collins Crescent to End - Road Resealing	10	-	10	-	-	-	-	10	-	-
Old Coach Road Traffic Bridge Renewal Works (BR116), Berwick	121	-	97	24	-	-	-	121	-	-
Owens Court - Cairns Road to End - Road Resealing	8	-	8	-	-	-	-	8	-	-
Pagebrook Road - Buchanan Road to Seal Change - Road Resealing	6	-	6	-	-	-	-	6	-	-
Paterson Drive - Local Traffic Management Program	57	57	-	-	-	-	-	57	-	-
Paul Court - from Rossiter Avenue to End - Road Resealing	10	-	10	-	-	-	-	10	-	-
Peel Street - Local Traffic Management Program	39	39	-	-	-	-	-	39	-	-

#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Pinto Close - Gleneagles Drive to End - Road Resealing	16	-	16	-	-	-	-	16	-	-
Power Road/Kidds Road Roundabout - Road Resealing	54	-	54	-	-	-	-	54	-	-
Pride Court - Hawking Avenue to End - Road Resealing	9	-	9	-	-	-	-	9	-	-
Redman Court - Franleigh Drive to End - Road Resealing	16	-	16	-	-	-	-	16	-	-
Redwood Court - Glendoon Road to End - Road Rehabilitation	107	-	107	-	-	90	-	17	-	-
Reeves Court - Cairns Road to End - Road Resealing	11	-	11	-	-	-	-	11	-	-
Riley Place - Hawking Avenue to End - Road Resealing	5	-	5	-	-	-	-	5	-	-
Robbins Way - Hawking Avenue to Ivan Crescent - Road Resealing	19	-	19	-	-	-	-	19	-	-
Robert Molyneux Avenue - from Ravenhill Crescent to David Collins Drive - Road Resealing	86	-	86	-	-	-	-	86	-	-
Rodeo Court - Gleneagles Drive to End - Road Resealing	18	-	18	-	-	-	-	18	-	-
Rossiter Avenue - from Robert Molyneux Avenue to David Collins Drive - Road Resealing	37	-	37	-	-	-	-	37	-	-
Roycroft Court - Gleneagles Drive to End - Road Resealing	11	-	11	-	-	-	-	11	-	-
Shafer Court - Kinkead Crescent to End - Road Resealing	17	-	17	-	-	-	-	17	-	-

#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Shaw Road - Glendoon Road to End - Road Rehabilitation	<b>23</b>	-	23	-	-	20	-	4	-	-
Sherwood Road - Craig Road to End - Road Rehabilitation	<b>131</b>	-	131	-	-	111	-	21	-	-
Silky Oak Drive - Local Traffic Management Program	<b>33</b>	33	-	-	-	-	-	33	-	-
Skipton Place - Gleneagles Drive to End - Road Resealing	<b>14</b>	-	14	-	-	-	-	14	-	-
Spring Road - Ballarto Road to Spring Road - Road Rehabilitation	<b>328</b>	-	328	-	-	276	-	52	-	-
Springhill Drive - Local Traffic Management Program	<b>33</b>	33	-	-	-	-	-	33	-	-
Stable Court - Gleneagles Drive to End - Road Resealing	<b>16</b>	-	16	-	-	-	-	16	-	-
Staley Road - Spring Road to End - Road Rehabilitation	<b>22</b>	-	22	-	-	19	-	4	-	-
Steeple Place - Gleneagles Drive to End - Road Resealing	<b>17</b>	-	17	-	-	-	-	17	-	-
Stephens Close - from Robert Molyneux Avenue to End - Road Resealing	<b>17</b>	-	17	-	-	-	-	17	-	-
Sulky Court - Gleneagles Drive to End - Road Resealing	<b>16</b>	-	16	-	-	-	-	16	-	-
Tooradin Station Road sealing - Stage 2 of 2 - 3250m Ballarto to Manks Road - Sealing Stage 2 of road from End Seal to Ballarto Road	<b>226</b>	-	-	226	-	-	-	226	-	-

#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Cash \$'000	Council Reserves \$'000	Borrowings \$'000
Various - Minor Traffic Works - 2021-22	300	240	-	60	-	-	-	300	-	-
Waintree Court - Kinkead Crescent to End - Road Resealing	15	-	15	-	-	-	-	15	-	-
Walsh Retreat - Collins Crescent - Road Resealing	10	-	10	-	-	-	-	10	-	-
Watson Gardens - Collins Crescent to End - Road Resealing	10	-	10	-	-	-	-	10	-	-
Willoby Street - Spring Street to End - Road Rehabilitation	23	-	23	-	-	20	-	4	-	-
Wynette Close - Robbins Way to End - Road Resealing	12	-	12	-	-	-	-	12	-	-
Road Const Unsl'd T'Station R'R'W-Manks 1/2	1,922	-	-	1,922	-	1,307	-	615	-	-
Road Const N&l - Centre Rd Loxley-Bausch	277	-	277	-	-	-	-	277	-	-
Road Const Unsl'd Chevron AvExSeal-P'dale	847	-	-	847	-	-	70	477	300	-
Road Const N&l Grices/G'cocks/BC Int&dup	2,879	-	-	2,879	-	327	-	-	2,552	-
Road Const N&l Ballarto Rd SSGH-C'Fds 2/3	2,500	-	-	2,500	-	-	-	-	-	2,500
May Road - Houlder Avenue to Spring Road - Road Rehabilitation Program	43	-	43	-	-	37	-	7	-	-
Total Roads	42,117	27,183	6,262	8,672	-	4,422	70	6,945	5,681	25,000



#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Cash \$'000	Council Reserves \$'000	Borrowings \$'000
Bridges										
Centre Road Bridge Renewal works, east of Loxley Bvd (BR038) - Narre Warren	115	-	115	-	-	-	-	115	-	-
Pedestrian bridge deck and joists replacement - BR117 at 147 Parkhill Drive Berwick - Bridge Renewal Program	32	-	32	-	-	-	-	32	-	-
Pedestrian bridge deck replacement and associated works - BR119 at 192 Parkhill Drive Berwick - Bridge Renewal Program	65	-	65	-	-	-	-	65	-	-
Total Bridges	212	-	212	-	-	-	-	212	-	-

#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Footpaths and Cycleways										
Balla Balla - Footpath Rehabilitation Program	305	-	305	-	-	-	-	305	-	-
Edrington - Footpath Rehabilitation Program	443	-	443	-	-	-	-	443	-	-
Ernst Wanke Road - Linking Paths Program	54	54	-	-	-	-	-	54	-	-
Four Oaks Ward - Footpath Rehabilitation Program	443	-	443	-	-	-	-	443	-	-
Magid Drive - Linking Paths Program	374	374	-	-	-	-	-	374	-	-
Main Street - Pedestrian Crossing Program	50	-	-	50	-	-	-	50	-	-
Mayfield - Footpath Rehabilitation Program	443	-	443	-	-	-	-	443	-	-
Princes Highway, Berwick - Linking Paths Program	27	27	-	-	-	-	-	27	-	-
River Gum Ward - Footpath Rehabilitation Program	443	-	443	-	-	-	-	443	-	-
South Gippsland Highway - Linking Path	118	118	-	-	-	-	-	118	-	-
Springfield Ward - Footpath Rehabilitation Program	432	-	432	-	-	-	-	432	-	-
Various - Reactionary Program - Minor footpath links - community demand	196	196	-	-	-	-	-	196	-	-
Various - School Crossing Infrastructure	111	111	-	-	-	-	-	111	-	-

4.5.2 Current Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Pedestrian Crossing - Frawley Rd Prelim	124	124	-	-	-	-	-	124	-	-
Linking Paths - Greaves Rd	48	48	-	-	-	-	-	48	-	-
Linking Paths - Gardiner Street	232	232	-	-	-	-	-	232	-	-
Linking Paths Golf Links Road - Design	315	315	-	-	-	-	-	315	-	-
Total Footpaths		1,598	2,511	50	-	-	-	4,159	-	-

4.5.2 Current Budget (continued)

Capital Works Area		Project Cost	Asset expenditure type				Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Drainage										
Albrecht Avenue Drainage Works		20	-	-	-	-	-	20	-	-
Browns Road Devon Meadows		207	-	-	-	-	-	207	-	-
- Flood Mitigation New and Improved Drainage										
Carnation Court Drainage Works		18	-	-	-	-	-	18	-	-
Cascade Way Drainage Works		12	-	-	-	-	-	12	-	-
Casey Fields Stormwater Harvesting		115	-	-	-	-	-	115	-	-
Casey Fields Swale Rectification		222	222	-	-	-	-	222	-	-
Glyde Creek Regional Stormwater Harvesting Project		1,786	-	-	-	-	1,250	536	-	-
Flood mitigation works - 38 Laurel Avenue, DOVETON		32	-	16	-	-	-	32	-	-
Flood mitigation works - 41 Wattle Drive, Doveton		32	-	16	-	-	-	32	-	-
Flood mitigation works - 43 Scarlet Drive, Doveton		32	-	16	-	-	-	32	-	-
Flood mitigation works - 76 Sheoak Street, Doveton		32	-	16	-	-	-	32	-	-
Frangipani Close Drainage Works		34	-	-	-	-	-	34	-	-
Gleneagles Drive Drainage Works		37	-	-	-	-	-	37	-	-
James Cook Drive Drainage Works		51	-	-	-	-	-	51	-	-
Kooyong Close Drainage Works		25	-	-	-	-	-	25	-	-

#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Reserves \$'000	Borrowings \$'000
Morning Side Blvd Bio retention System Renewal	<b>52</b>	-	52	-	-	-	-	-	-
Myuna Farm Swale Rectification	<b>9</b>	-	9	-	-	-	-	-	-
Rectification of Botanic Ridge Wetland	<b>26</b>	-	26	-	-	-	-	-	-
Rectification of Casey Fields Blvd Wetland	<b>64</b>	-	64	-	-	-	-	-	-
Renewal of Gross Pollutant Traps	<b>161</b>	-	161	-	-	-	-	-	-
Rose Garden Court Narre Warren North - Flood Mitigation New and Improved Drainage	<b>17</b>	17	-	-	-	-	-	-	-
Strawbent Rise - Flood Reduction Works	<b>55</b>	-	11	44	-	-	-	-	-
Tooradin Stage 8 - Lyall Street Group - Drainage Works	<b>33</b>	27	-	7	-	-	-	-	-
Tooradin Swale Rectification	<b>11</b>	-	11	-	-	-	-	-	-
Uplands Court Drainage Works	<b>18</b>	18	-	-	-	-	-	-	-
Drainage N&I - Doveton Ave Flood Mitiga	<b>564</b>	564	-	-	-	-	-	-	-
Drainage Renewal - Cercis Ct Relining	<b>89</b>	-	89	-	-	-	-	-	-
Drainage Renewal - Scarlet Dr Relining	<b>133</b>	-	133	-	-	-	-	-	-
Drainage Renewal - Ash St Pipe Replace	<b>166</b>	-	166	-	-	-	-	-	-
Drainage N&I - Betula&Myuna SWHarvesting	<b>482</b>	482	-	-	-	-	-	-	-
Drainage N&I - Coolong Av Flood Red Wks	<b>283</b>	-	57	226	-	-	-	-	-

#### 4.5.2 Current Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Drainage N&I - Harry St Res Flood RedWks	218	109	-	109	-	-	-	218	-	-
Max Pawsey Res - Stormwater Harvesting	1,680	1,680	-	-	-	1,380	300	-	-	-
Total Drains	6,715	5,266	999	451	-	1,380	1,550	3,785	-	-

#### 4.5.2 Capital Works Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Recreational, Leisure & Community Facilities										
Berwick Senior Citizens Centre - Building Renewal	230	-	207	23	-	-	-	230	-	-
Clyde North West Family and Community Centre	300	300	-	-	-	-	-	-	300	-
Community Facilities - Minor Capital Works - Ongoing Parent-Program	500	125	125	125	125	-	-	500	-	-
Community Hub	640	640	-	-	-	-	-	-	640	-
Fencing Renewal - Carlisle Park Family & Children's Centre	43	-	43	-	-	-	-	43	-	-
Fencing Renewal - Fairhaven Family & Children's Centre	43	-	43	-	-	-	-	43	-	-
Fountain Gate Kindergarten - Building Renewal	41	-	33	8	-	-	-	41	-	-
Hallam Gardens Kindergarten and Community Area Renewal	321	-	289	32	-	-	-	321	-	-
Hunt Club Childrens Centre - Security Swipe card upgrade	57	-	-	57	-	-	-	57	-	-
Littlecroft Family and Community Centre Redevelopment/Renewal	393	-	118	275	-	-	-	393	-	-
Myuna Farm - Kitchen and Visitor Toilet renewal	75	-	67	7	-	-	-	75	-	-
Narre Warren North Kindergarten Renewal	311	-	280	31	-	-	-	311	-	-
Rossmoyne Family and Community Centre Renewal	482	-	410	72	-	-	-	482	-	-

#### 4.5.2 Capital Works Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Singleton Kindergarten Renewal	220	-	198	22	-	-	-	220	-	-
Tooradin Public Hall – Building Renewal	30	-	24	6	-	-	-	30	-	-
Various - Building Services - Mechanical Equipment Renewal - 2021-22	188	-	170	19	-	-	-	188	-	-
Various - Bunjil Place Asset Management Plan Works - 2021-22	600	-	600	-	-	-	-	-	600	-
Various – Council Infrastructure and Equipment Minor Capital Works	250	63	63	63	63	-	-	250	-	-
Various - Essential Safety Measures - Buildings - 2021-22	115	58	58	-	-	-	-	115	-	-
Various - Minor Structures - Shade Structures Renewal - 2021-22	317	-	317	-	-	-	-	317	-	-
Building Renewal - Woodbine CC	544	-	544	-	-	-	-	544	-	-
Ercildoune H'stead Landscape Works	201	201	-	-	-	-	-	-	201	-
Ercildoune H'stead Restore&Reuse Prelim	1,196	120	897	179	-	1,196	-	-	-	-
Casey Safety Village - Decommissioning	35	-	21	7	7	35	-	-	-	-
Building N&I - Clyde VillageFCC Eliston	2,751	2,751	-	-	-	-	-	-	2,751	-
Building N&I - Clyde Township New FCC	2,000	2,000	-	-	-	-	-	-	2,000	-
Berwick Leisure Centre - Fencing Renewal	24	-	24	-	-	-	-	24	-	-



#### 4.5.2 Capital Works Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fencing Renewal - Doveton Pool In The Park	54	-	54	-	-	-	-	54	-	-
Myuna Farm Building & Infrastructure Renewal	112	-	101	11	-	-	-	112	-	-
Building Renewal Myuna FarmAnimalDisplay	269	-	215	54	-	-	-	269	-	-
Rec Myuna Farm Sensitive Urban Design	275	165	41	69	-	-	-	275	-	-
Aquatic Renewal Program (Casey ARC, Casey RACE & DPIP)	54	-	54	-	-	-	-	54	-	-
Banjo Paterson Reserve - District Level Playground renewal	311	-	311	-	-	-	-	311	-	-
Berwick Springs Wetland Reserve Playground East Refurbishment	246	-	246	-	-	-	-	246	-	-
Betula Recreation Reserve Electronic Scoreboards	121	121	-	-	-	-	-	121	-	-
Bill Hudson Reserve Playground Upgrade	111	-	111	-	-	-	-	111	-	-
Bournevale Drive Reserve Playground - Local Level Playground Renewal and Upgrading Program	104	-	104	-	-	-	-	104	-	-
Carlisle Park Reserve Cricket Wicket Practice Nets Renewal	36	-	36	-	-	-	-	36	-	-
Cascades on Clyde Wetland - Local Level Playground Rubber Softfall Renewal	31	-	31	-	-	-	-	31	-	-
Casey Arc - Asset Management Plan Works - Building Renewal	475	-	475	-	-	-	-	-	475	-

#### 4.5.2 Capital Works Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Casey Fields - Criterium Track Re-surfacing	<b>287</b>	-	258	29	-	-	-	287	-	-
Casey Fields - Fencing Renewal	<b>72</b>	-	65	7	-	-	-	72	-	-
Casey Fields - Oval Irrigation renewal - Ongoing Program/Parent	<b>105</b>	-	105	-	-	-	-	105	-	-
Casey Fields - Ovals 4 and 5 Premier Cricket Pavilion - Building Upgrade	<b>257</b>	167	90	-	-	-	-	257	-	-
Casey Fields - Tennis Court Lighting Renewal	<b>348</b>	-	348	-	-	-	-	348	-	-
Casey Fields Soccer Stage 2	<b>14,944</b>	14,944	-	-	-	-	4,550	-	10,394	-
Casey RACE Cardio Equipment Replacement	<b>536</b>	-	268	268	-	-	-	536	-	-
Fordholm Road Reserve - Local Level Playground Renewal and Upgrading Program	<b>104</b>	-	104	-	-	-	-	104	-	-
Hallam Reserve Cricket Wicket Practice Nets Renewal	<b>160</b>	-	160	-	-	-	-	160	-	-
Hallam Reserve Tennis Court Renewal	<b>50</b>	-	50	-	-	-	-	50	-	-
Highfielde Avenue Reserve - Local Level Playground Renewal	<b>104</b>	-	104	-	-	-	-	104	-	-
Hunt Club Reserve - Local Level Playground Renewal	<b>104</b>	-	104	-	-	-	-	104	-	-
J & P Camm Sportsfield Reconstruction	<b>1,200</b>	-	1,200	-	-	-	-	1,200	-	-
James Alexander Reserve - Local Level Playground Renewal	<b>124</b>	-	124	-	-	-	-	124	-	-
Kershaw Reserve - Recreational Facilities - Renewal	<b>41</b>	-	41	-	-	-	-	41	-	-

#### 4.5.2 Capital Works Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
KM Reedy Electronic Scoreboards	121	121	-	-	-	-	-	121	-	-
Max Pawsey Reserve Tennis Court Renewal	123	-	123	-	-	-	-	123	-	-
McDowall Road Reserve Fitness Equipment - Playground Renewal and Upgrading Program	62	-	62	-	-	-	-	62	-	-
Melville Park Drive Reserve Playground Refurbishment	270	-	270	-	-	-	-	270	-	-
Merinda Park - District Level Playground Renewal	238	-	238	-	-	-	-	238	-	-
Norfolk Drive Reserve Playground - Local Level Playground Renewal and Upgrading Program	140	-	140	-	-	-	-	140	-	-
Pearcedale Rec Reserve Football/ Cricket Pavilion Upgrade	2,000	-	1,000	500	500	2,000	-	-	-	-
Penhurst Street Reserve Basketball Court - Recreational Facilities - Renewal	41	-	41	-	-	-	-	41	-	-
Pool In The Park - Asset Management Plan Works	60	-	60	-	-	-	-	-	60	-
Robinson Reserve Oval Drainage Renewal	150	-	150	-	-	-	-	150	-	-
Singleton Reserve Irrigation Renewal	125	-	125	-	-	-	-	125	-	-
Stadia Renewal Program (Casey Stadium, Endeavour Hills Leisure Centre & Berwick Leisure Centre)	54	-	54	-	-	-	-	54	-	-
Syd Parkinson Reserve Tennis Court Renewal	60	-	60	-	-	-	-	60	-	-
Tara Court Reserve - Local Level Playground Renewal	124	-	124	-	-	-	-	124	-	-

#### 4.5.2 Capital Works Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
The Factory & The Shed - Renewals	54	-	54	-	-	-	-	54	-	-
The RACE - Asset Management Plan works - Building Renewal	550	-	550	-	-	-	-	-	550	-
Timbarra Reserve Cricket Wicket Practice Nets Renewal	36	-	36	-	-	-	-	36	-	-
Various - Recreation Reserve Fencing Renewal	69	-	62	7	-	-	-	69	-	-
Various - Recreation reserve shelters and manual scoreboards - renew and replace	94	19	75	-	-	-	-	94	-	-
Various - Renewal of Minor Recreational Structures	222	67	155	-	-	-	-	222	-	-
Various - Reserve Public Lighting	35	9	26	-	-	-	-	35	-	-
Various - Sporting Reserve Lighting Assets - renewal and replacement	115	-	92	23	-	-	-	115	-	-
Various - Sporting Surface Renewal Program Synthetic Surfaces	57	-	51	6	-	-	-	57	-	-
Various - Sporting Surface Renewal Program Turf Wickets	111	-	100	11	-	-	-	111	-	-
Bldg Ren Olive Res Indoor Netball Pav	1,390	-	695	695	-	1,390	-	-	-	-
Sports Surf - Various Turf Wickets	111	-	100	11	-	-	-	111	-	-
Landscape Wks - Casey Fields Bin Cage	36	-	-	36	-	-	-	36	-	-
Building Renewal Max Pawsey Res Bowls	765	-	536	-	230	-	-	765	-	-
Cranbourne North Sport Res (Tulliallan)	950	950	-	-	-	-	-	950	-	-
Sports Surf Casey Fields Tennis Courts	144	-	129	14	-	-	-	144	-	-

#### 4.5.2 Capital Works Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Rec Robert Booth Res MPlan Works	2,092	2,092	-	-	-	1,500	-	592	-	-
Rec Cranbourne West Sport Res (Lochaven)	8,130	8,130	-	-	-	2,965	-	-	5,165	-
Rec Clyde Rec Res District AFL/ Cricket	17,750	15,975	-	1,775	-	300	-	11,983	5,467	-
Edwin Flack -Football Netball PavUpgrade	1,500	-	-	1,500	-	1,500	-	-	-	-
Rec N&I -Botanic Ridge Soccer Cricket	4,360	4,360	-	-	-	-	-	2,200	2,160	-
Rec Cranbourne East Soccer/C'ketSelandra	28	28	-	-	-	-	-	28	-	-
Rec Clyde North AFL/Crick/N'ball Kilora	28	28	-	-	-	-	-	28	-	-
Rec Casey Fields Mplan Fitness Trail St	25	25	-	-	-	25	-	-	-	-
Total Recreational, Leisure & Community Facilities		74,760	53,457	14,437	5,942	924	10,911	4,550	28,534	30,764

4.5.2 Capital Works Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Parks, Open Space and Streetscapes										
Bushland Reserves Management Initiatives	235	118	118	-	-	-	-	235	-	-
Doveton Pool in the Park - Site Redesign	30	30	-	-	-	-	-	-	30	-
Narre Warren Village - Main Drain in-grounding and open space improvements	34	34	-	-	-	-	-	34	-	-
Ray Bastin Reserve - Playground Renewal and Upgrade	94	-	57	38	-	-	-	94	-	-
Landscaping and Additional Tree Planting	311	62	156	93	-	-	-	311	-	-
Reserve Tree Planting - New	577	490	86	-	-	-	-	577	-	-
Sports Surface Renewals - Other Surface renewal	75	-	75	-	-	-	-	75	-	-
Cranbourne Place Shops - Streetscape Upgrade and Laneway Renewal	181	90	90	-	-	-	-	181	-	-
High Street streetscape upgrade stage 1 preliminary design - Cranbourne Town Centre	246	-	98	147	-	-	-	246	-	-
Llewellyn Place Shops - Streetscape Upgrade and Laneway Renewal	287	-	143	143	-	-	-	287	-	-
The Arcade Shops - Streetscape Upgrade	179	90	90	-	-	-	-	179	-	-
Timbarra Estate - Tree Removals in the Timbarra Estate	80	-	80	-	-	-	-	80	-	-
Casey Annual Banner and Flag Replacement Program	46	-	46	-	-	-	-	46	-	-

#### 4.5.2 Capital Works Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Street Tree Planting and Establishment of 45 Litre Stock - 2021-22	438	219	219	-	-	-	-	438	-	-
Street tree replacement following road rehabilitation works	311	-	311	-	-	-	-	311	-	-
Landscape Wks Avenue of Honour Bollards	111	111	-	-	-	-	-	111	-	-
Rec Paths (MTN) Bayview Park 1001 Steps	75	75	-	-	-	75	-	-	-	-
Total Parks, Open Space and Streetscapes	3,310	1,319	1,569	422	-	75	-	3,205	30	-

#### 4.5.2 Capital Works Budget (continued)

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
Other Infrastructure										
Technology - Service Operations and Cyber Security Enhancements	362	-	-	-	362	-	-	362	-	-
	259	-	-	-	259	-	-	259	-	-
	1,035	-	-	-	1,035	-	-	1,035	-	-
Various - Corporate Signage on Buildings - 2021-22	53	21	32	-	-	-	-	53	-	-
	1,242	310	310	310	310	-	-	1,242	-	-
Total Other Infrastructure										
Total Infrastructure										
Total New Capital Works										



## Summary of Planned Capital Works Expenditure For the four years ending 30 June 2025

2022/23	Total	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>										
Land	2,643	2,643	-	-	-	-	-	-	2,643	-
<b>Total Land</b>	<b>2,643</b>	<b>2,643</b>	-	-	-	-	-	-	<b>2,643</b>	-
Buildings	430	-	430	-	-	-	-	430	-	-
<b>Total Buildings</b>	<b>430</b>	-	<b>430</b>	-	-	-	-	<b>430</b>	-	-
<b>Total Property</b>	<b>3,073</b>	<b>2,643</b>	<b>430</b>	-	-	-	-	<b>430</b>	<b>2,643</b>	-
<b>Plant and Equipment</b>										
Plant, machinery and equipment	4,030	-	4,030	-	-	-	-	-	4,030	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	9,865	800	3,759	5,306	-	-	-	9,865	-	-
<b>Total Plant and Equipment</b>	<b>13,895</b>	<b>800</b>	<b>7,789</b>	<b>5,306</b>	-	-	-	<b>9,865</b>	<b>4,030</b>	-
<b>Infrastructure</b>										
Roads	34,784	15,289	7,105	12,390	-	4,207	-	10,548	17,929	2,100
Bridges	929	-	929	-	-	-	-	929	-	-
Footpaths and cycleways	3,807	1,175	2,549	84	-	-	-	3,807	-	-
Drainage	8,083	4,646	1,218	2,218	-	-	1,000	7,083	-	-
Recreational, leisure and community facilities	37,143	17,944	15,611	2,920	668	2,027	-	24,775	10,341	-
Parks, open space and streetscapes	6,738	4,418	1,887	433	-	-	-	4,830	1,909	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	1,590	339	350	317	585	-	-	1,590	-	-
<b>Total Infrastructure</b>	<b>93,074</b>	<b>43,810</b>	<b>29,649</b>	<b>18,362</b>	<b>1,252</b>	<b>6,234</b>	<b>1,000</b>	<b>53,561</b>	<b>30,179</b>	<b>2,100</b>
<b>Total Capital Works Expenditure</b>	<b>110,041</b>	<b>47,252</b>	<b>37,868</b>	<b>23,669</b>	<b>1,252</b>	<b>6,234</b>	<b>1,000</b>	<b>63,856</b>	<b>36,851</b>	<b>2,100</b>

Summary of Planned Capital Works Expenditure (continued)  
For the four years ending 30 June 2025

2023/24	Total	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	7,134	7,134	-	-	-	-	-	-	7,134	-
Total Land	7,134	7,134	-	-	-	-	-	-	7,134	-
Buildings	692	-	692	-	-	-	-	692	-	-
Total Buildings	692	-	692	-	-	-	-	692	-	-
Total Property	7,825	7,134	692	-	-	-	-	692	7,134	-
Plant and Equipment										
Plant, machinery and equipment	3,030	-	3,030	-	-	-	-	-	3,030	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	10,469	828	3,585	6,057	-	-	-	10,469	-	-
Total Plant and Equipment	13,499	828	6,615	6,057	-	-	-	10,469	3,030	-
Infrastructure										
Roads	38,655	16,650	6,872	15,134	-	4,634	-	18,683	15,338	-
Bridges	16,767	16,149	618	-	-	9,833	2,834	4,100	-	-
Footpaths and cycleways	3,918	1,107	2,668	143	-	-	-	3,918	-	-
Drainage	5,685	2,811	1,285	1,589	-	-	-	5,685	-	-
Recreational, leisure and community facilities	30,322	16,926	12,577	590	229	-	-	13,529	16,793	-
Parks, open space and streetscapes	5,300	2,850	1,953	497	-	-	-	4,408	893	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	5,314	4,034	357	323	600	-	-	5,314	-	-
Total Infrastructure	105,962	60,527	26,330	18,276	829	14,467	2,834	55,637	33,024	-
Total Capital Works Expenditure	127,286	68,488	33,636	24,333	829	14,467	2,834	66,799	43,187	-

**Summary of Planned Capital Works Expenditure (continued)**  
**For the four years ending 30 June 2025**

2024/25	Total	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	25	25	-	-	-	-	-	-	25	-
Total Land	25	25	-	-	-	-	-	-	25	-
Buildings	716	-	716	-	-	-	-	716	-	-
Total Buildings	716	-	716	-	-	-	-	716	-	-
Total Property	741	25	716	-	-	-	-	716	25	-
Plant and Equipment										
Plant, machinery and equipment	3,030	-	3,030	-	-	-	-	-	3,030	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	11,013	856	3,764	6,392	-	-	-	11,013	-	-
Total Plant and Equipment	14,043	856	6,794	6,392	-	-	-	11,013	3,030	-
Infrastructure										
Roads	25,978	5,245	7,341	13,392	-	4,700	-	15,595	5,683	-
Bridges	639	-	639	-	-	-	-	639	-	-
Footpaths and cycleways	3,996	1,146	2,761	89	-	-	-	3,996	-	-
Drainage	3,181	1,643	1,076	462	-	100	-	3,081	-	-
Recreational, leisure and community facilities	36,214	22,321	12,947	807	139	-	-	13,822	22,392	-
Parks, open space and streetscapes	14,186	11,528	1,615	1,044	-	-	-	12,947	1,239	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Other infrastructure	5,194	4,170	365	330	330	-	-	5,194	-	-
Total Infrastructure	89,387	46,053	26,743	16,123	468	4,800	-	55,274	29,314	-
Total Capital Works Expenditure	104,171	46,934	34,253	22,515	468	4,800	-	67,002	32,369	-

## 5. Financial Performance Indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Note	Forecast 2020/21	Budget 2021/22	2022/23	2023/24	2024/25
<b>Operating position</b>							
Adjusted underlying result	Adjusted underlying surplus (deficit)/ adjusted underlying revenue	1	1.52%	-3.37%	11.01%	11.44%	3.39%
<b>Liquidity</b>							
Working capital	Current assets/ current liabilities	2	1.54	1.20	1.37	1.50	1.46
Unrestricted cash	Unrestricted cash/ current liabilities	3	41.58%	43.26%	45.73%	48.96%	55.53%
<b>Obligations</b>							
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	18.06%	23.68%	18.01%	13.80%	9.91%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.65%	3.49%	5.48%	3.86%	3.69%
Indebtedness	Non-current liabilities/ own source of revenue		19.15%	21.65%	16.15%	12.39%	9.75%
Asset renewal	Asset renewal expenses/ asset depreciation	5	109.98%	90.44%	92.84%	81.16%	73.43%
<b>Stability</b>							
Rates concentration	Rate revenue/ adjusted underlying revenue	6	64.10%	65.67%	61.68%	61.61%	67.26%
Rates effort	Rate revenue/ CIV of rateable properties in the municipality		0.3202%	0.3168%	0.3289%	0.3368%	0.3429%
<b>Efficiency</b>							
Expenditure level	Total expenses/ no. of property assessments		\$3.22	\$3.35	\$3.28	\$3.43	\$3.58
Revenue level	Residential rate revenue/ no. of residential property assessments		\$4.28	\$4.35	\$4.67	\$4.62	\$4.35
Workforce turnover	No. of permanent staff resignations & terminations/ average no. of permanent staff for the financial year		9.80%	9.80%	9.80%	9.80%	9.80%

## Notes to Indicators

### 1. Adjusted underlying result

The City of Casey budgets on-going underlying surpluses as necessary to continue to fund capital works for the community. There will be challenges in revenue sources not keeping pace with the increased cost of service delivery.

### 2. Working Capital

The City of Casey maintains an approach to strong liquidity underpinned by active treasury and cash management. Sufficient working capital ensures that Council is able to pay bills as and when they fall due.

### 3. Unrestricted cash

Sufficient cash is maintained in order to pay bills as and when they fall due in line with the healthy levels of liquidity.

### 4. Debt compared to rates

**Loans and borrowings** – The City of Casey maintains modest borrowings relative to its large asset base with the largest loan associated with Bunjil Place, which is being progressively repaid over ten years. Council is able to meet its financial obligations.

**Indebtedness** – The City of Casey maintains an appropriate and modest level of long-term liabilities and low levels of indebtedness and the organisation is able to meet its long-term obligations.

### 5. Asset renewal

This percentage indicates the extent of Council's asset renewal against its depreciation charge (an indication of the decline in value of its existing capital assets). In the case of the City of Casey, this ratio needs to be considered in the context of needing to meet the growing capital requirements of the City. Council continues to actively seek out opportunities to renew and maintain its asset base.

### 6. Rates concentration

Rates revenue represents approximately 70.0% of Casey's of adjusted underlying revenue which has broad sources of grants, charges, fees, fines and contributions. Ideally, revenue should be generated from a range of sources.

**Rates effort** – There is a broadly stable extent of rates effort across the SRP period.

**Expenditure level** – Resources should be used efficiently in the delivery of services and the level of expenditure to properties is declining.

**Revenue level** - At Casey, revenue is broadly growing in line with population growth and the rate cap.

**Workforce turnover** - Projections are based on historic trends.





City of Casey  
**DRAFT FINANCIAL PLAN**  
2021-31







# MODEL FINANCIAL PLAN REPORTS

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2. Financial Plan Context

This section describes the context and external / internal environment and consideration in determining the 10 year financial projections and assumptions.

2.1 Financial Policy Statements

This section defines the measures that demonstrates Council's financial sustainability in order to fund the aspirations of the Community Vision and the Council Plan.

Policy	Measure	Target	Forest Actual	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
Examples														
Consistent underlying surplus results	Adjusted underlying result greater than \$0	\$0	\$6,046	-\$13,712	\$51,077	\$55,771	\$15,806	\$46,131	\$47,810	\$47,188	\$31,982	\$30,885	\$31,678	
	Current Assets / Current Liabilities greater than 1.25	1.25	1.54	1.20	1.37	1.50	1.46	1.56	1.62	1.66	1.83	1.98	2.05	
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation above 100%	100%	109.98%	90.44%	92.84%	81.16%	73.43%	76.92%	76.00%	50.15%	52.02%	47.14%	46.59%	
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / Rate revenue to remain below 60%	60%	18.06%	23.68%	18.01%	13.80%	9.91%	6.18%	3.69%	2.80%	2.04%	1.36%	0.72%	
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	80%	41.58%	43.26%	45.73%	48.96%	55.53%	68.36%	77.29%	76.09%	83.33%	86.59%	100.97%	
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital Outlays as a % of Own Source Revenue to remain above 30%	30%	72.78%	39.36%	24.20%	27.17%	22.87%	26.13%	28.47%	28.64%	22.40%	22.47%	23.99%	

## 2.3 Financial Policy Statements

This section presents information in regard to the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31.

Description and table of annual escalations, for the 10 year period, for each income and expenditure line item contained in the Comprehensive Income Statement.

Escalation factors % movement	Budget 2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
CPI	2.00%	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Growth	3.0%	3.0%	2.5%	2.5%	2.5%	2.0%	2.0%	2.0%	2.0%	200.0%
Rates and charges (incl.Waste Charge)	5%	7%	5%	4%	5%	7%	4%	5%	5%	4%
Statutory fees and fines	15%	12%	1%	5%	5%	8%	1%	4%	5%	7%
User fees	1%	6%	5%	5%	5%	5%	4%	5%	4%	4%
Grants - Operating (recurrent)	9%	7%	5%	5%	5%	4%	4%	4%	4%	4%
Grants - Operating (non-recurrent)	71%	2%	2%	2%	2%	2%	2%	2%	2%	2%
Grants - Capital (recurrent)	2%	5%	3%	3%	3%	3%	3%	3%	3%	3%
Grants - Capital (non recurrent)	29%	-76%	244%	-85%	53%	-38%	0%	0%	0%	0%
Contributions - Cash	16%	57%	10%	-57%	77%	4%	-4%	-26%	0%	0%
Contributions - Non Monetary	43%	0%	-33%	0%	0%	0%	0%	0%	0%	0%
Employee Costs	8%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Materials and Consumables	-4%	-24%	3%	3%	-2%	3%	3%	3%	3%	3%
External Contracts	7%	9%	5%	2%	6%	13%	2%	6%	6%	4%
Utilities	1%	3%	4%	4%	4%	4%	4%	4%	4%	4%
Depreciation	9%	9%	8%	8%	8%	4%	5%	5%	5%	5%

### **3. Financial Plan Statements**

This section presents information in regard to the Financial Plan Statements for the 10 years from 2021/22 to 2030/31

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

**3.1 Comprehensive Income Statement**  
**For the years ending 30 June 2021 to 2031**

	Forecast/ Actual	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>												
Rates & Charges	254,616	267,566	286,170	300,376	313,412	329,755	353,069	365,789	383,593	402,301	420,106	
Statutory Fees and fines	10,820	12,236	13,717	13,903	14,598	15,328	16,568	16,763	17,517	18,306	19,630	
User Charges	14,537	17,555	18,589	19,519	20,495	21,519	22,488	23,500	24,557	25,662	26,817	
Grants - Operating (recurrent)	52,782	66,443	70,917	74,320	77,886	81,623	84,889	88,293	91,839	95,534	99,384	
Grants - Operating (non-recurrent)	10,062	1,582	1,614	1,646	1,679	1,713	1,747	1,782	1,818	1,854	1,891	
Grants - Capital (recurrent)	1,352	2,751	2,900	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	
Grants - Capital (non recurrent)	13,273	14,036	3,334	11,467	1,700	2,600	1,600	-	-	-	-	
Contributions - monetary	50,979	43,716	68,619	75,534	32,785	57,875	60,459	58,047	43,139	43,236	43,336	
Contributions - Non Monetary	108,000	120,000	120,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	
Interest	2,499	752	1,397	985	869	869	869	869	869	869	869	
Net Gain/(Loss) on Disposal of Property, Infrastructure Plant & Equipment	45	50	50	50	50	50	50	50	50	50	50	
Other Income	860	970	1,017	1,067	1,121	1,177	1,230	1,285	1,343	1,403	1,466	
<b>Total income</b>	<b>519,825</b>	<b>547,659</b>	<b>588,324</b>	<b>581,867</b>	<b>547,694</b>	<b>595,708</b>	<b>626,268</b>	<b>639,777</b>	<b>648,224</b>	<b>672,814</b>	<b>697,249</b>	

**3.1 Comprehensive Income Statement (continued)**  
**For the years ending 30 June 2021 to 2031**

	Forecast/ Actual	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Expenses</b>												
Employee costs	141,617	143,802	151,669	158,873	166,420	174,325	182,518	191,096	191,096	200,078	209,481	219,327
Materials and services	97,952	119,202	90,035	92,594	95,219	93,098	96,082	99,175	99,175	102,382	105,708	109,156
External Contracts	76,137	77,315	84,533	88,393	90,551	95,548	108,270	109,915	109,915	116,139	122,891	127,957
Utilities	8,766	8,971	9,285	9,634	9,995	10,395	10,811	11,243	11,243	11,693	12,160	12,647
Depreciation	55,652	60,906	66,280	71,424	77,307	83,122	86,381	91,059	91,059	95,781	100,498	105,067
Amortisation - right of use assets	1,575	1,645	1,580	1,634	1,630	1,630	1,630	1,634	1,634	1,630	1,630	1,630
Bad and doubtful debts	44	45	47	48	50	52	54	56	56	59	61	63
Borrowing costs	1,838	1,705	1,774	1,522	1,175	826	481	326	326	235	176	116
Finance Costs - leases	865	853	758	696	585	466	344	219	219	121	862	830
Other expenses	6,708	6,722	6,953	6,977	7,255	7,514	7,787	7,864	7,864	8,125	8,461	8,777
<b>Total Expenses</b>	<b>391,153</b>	<b>421,165</b>	<b>412,913</b>	<b>431,795</b>	<b>450,187</b>	<b>466,977</b>	<b>494,358</b>	<b>512,589</b>	<b>512,589</b>	<b>536,242</b>	<b>561,928</b>	<b>585,570</b>
Surplus/(deficit) for the year	<b>128,672</b>	<b>126,495</b>	<b>175,411</b>	<b>150,072</b>	<b>97,507</b>	<b>128,731</b>	<b>131,910</b>	<b>127,188</b>	<b>127,188</b>	<b>111,982</b>	<b>110,885</b>	<b>111,678</b>
<b>Other comprehensive income</b>												
<b>Items that will not be reclassified to surplus or deficit in future periods</b>												
Share of other comprehensive income of associates and joint ventures	(60)	30	30	30	30	30	30	30	30	30	30	30
<b>Total comprehensive income</b>	<b>128,612</b>	<b>126,525</b>	<b>175,441</b>	<b>150,102</b>	<b>97,537</b>	<b>128,761</b>	<b>131,940</b>	<b>127,218</b>	<b>127,218</b>	<b>112,012</b>	<b>110,915</b>	<b>111,708</b>

### 3.2 Balance Sheet

For the years ending 30 June 2021 to 2031

	Forecast/ Actual	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Current Assets</b>												
Cash Assets	23,851	18,252	16,608	18,511	20,039	17,894	18,223	19,695	20,931	19,404	16,262	
Financial Assets	106,154	79,154	97,154	116,154	108,154	126,154	129,154	124,154	137,154	153,154	168,154	
Receivables	52,624	49,866	51,387	54,684	56,414	55,962	56,112	56,954	58,349	60,511	60,307	
Other	<b>1,872</b>	<b>989</b>	<b>1,115</b>	<b>1,093</b>	<b>1,094</b>	<b>1,105</b>	<b>1,116</b>	<b>1,127</b>	<b>1,138</b>	<b>1,150</b>	<b>1,161</b>	
<b>Total Current Assets</b>	<b>184,500</b>	<b>148,260</b>	<b>166,264</b>	<b>190,441</b>	<b>185,700</b>	<b>201,114</b>	<b>204,604</b>	<b>201,930</b>	<b>217,571</b>	<b>234,217</b>	<b>245,883</b>	
<b>Non Current Assets</b>												
Investments -Equities	4,306	4,336	4,366	4,396	4,426	4,456	4,486	4,516	4,546	4,576	4,606	
Financial Assets	14,000	15,000	17,000	19,000	21,000	23,000	25,000	27,000	29,000	31,000	33,000	
Property Plant & Equipment	5,739,520	5,972,486	6,236,753	6,479,771	6,698,374	6,936,505	7,195,662	7,460,758	7,698,363	7,941,011	8,196,352	
Right of use of assets	12,406	10,762	9,181	8,267	6,637	5,006	3,376	1,742	862	12,832	11,201	
<b>Total Non-Current Assets</b>	<b>5,770,233</b>	<b>6,002,584</b>	<b>6,267,300</b>	<b>6,511,434</b>	<b>6,730,437</b>	<b>6,968,967</b>	<b>7,228,525</b>	<b>7,494,016</b>	<b>7,732,771</b>	<b>7,989,419</b>	<b>8,245,160</b>	
<b>Total Assets</b>	<b>5,954,733</b>	<b>6,150,844</b>	<b>6,433,565</b>	<b>6,701,874</b>	<b>6,916,137</b>	<b>7,170,082</b>	<b>7,433,129</b>	<b>7,695,946</b>	<b>7,950,342</b>	<b>8,223,636</b>	<b>8,491,043</b>	
<b>Liabilities</b>												
<b>Current Liabilities</b>												
Payables	50,924	48,568	48,236	51,898	50,179	52,711	53,336	48,472	42,523	39,879	39,593	
Trusts	33,026	32,125	32,925	33,757	34,555	35,596	36,483	37,552	38,452	39,567	40,498	
Interest - bearing Liabilities	7,631	13,908	10,088	10,395	10,704	7,347	2,765	2,423	2,374	2,434	3,021	
Lease Liability	1,338	1,338	1,379	1,729	1,853	1,987	1,954	308	1,487	1,533	1,050	
Provisions	26,958	27,618	28,925	29,350	30,225	31,125	32,025	32,925	33,825	34,725	35,625	
<b>Total current liabilities</b>	<b>119,877</b>	<b>123,557</b>	<b>121,553</b>	<b>127,129</b>	<b>127,516</b>	<b>128,767</b>	<b>126,564</b>	<b>121,681</b>	<b>118,660</b>	<b>118,138</b>	<b>119,788</b>	

**3.2 Balance Sheet (continued)**  
**For the years ending 30 June 2021 to 2031**

	2019/2020 Forecast	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	2029/2030 Budget
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Non current liabilities</b>											
Interest-bearing liabilities	38,358	49,449	41,462	31,067	20,363	13,016	10,251	7,828	5,455	3,021	(0)
Lease liabilities	11,460	10,122	8,744	7,735	5,882	3,895	1,940	1,632	895	12,963	11,913
Provisions	13,938	13,328	12,528	11,828	11,128	10,428	9,728	9,028	8,328	7,628	6,928
<b>Total non-current liabilities</b>	<b>63,755</b>	<b>72,899</b>	<b>62,733</b>	<b>50,630</b>	<b>37,373</b>	<b>27,339</b>	<b>21,919</b>	<b>18,488</b>	<b>14,678</b>	<b>23,611</b>	<b>18,840</b>
<b>Total liabilities</b>	<b>183,632</b>	<b>196,457</b>	<b>184,286</b>	<b>177,759</b>	<b>164,889</b>	<b>156,106</b>	<b>148,483</b>	<b>140,169</b>	<b>133,338</b>	<b>141,749</b>	<b>138,628</b>
<b>Net assets</b>	<b>5,771,101</b>	<b>5,954,388</b>	<b>6,249,279</b>	<b>6,524,115</b>	<b>6,751,247</b>	<b>7,013,976</b>	<b>7,284,646</b>	<b>7,555,777</b>	<b>7,817,004</b>	<b>8,081,887</b>	<b>8,352,415</b>
<b>Equity</b>											
Accumulated Surplus	2,680,334	2,839,092	2,995,544	3,123,906	3,223,360	3,338,377	3,466,361	3,590,851	3,682,235	3,772,824	3,871,478
Asset Revaluation Reserve	2,993,805	3,050,567	3,170,017	3,294,752	3,424,347	3,558,314	3,697,045	3,840,958	3,990,173	4,144,140	4,302,960
Other Reserves	96,962	64,729	83,718	105,458	103,540	117,285	121,241	123,969	144,596	164,923	177,977
<b>Total Equity</b>	<b>5,771,101</b>	<b>5,954,388</b>	<b>6,249,279</b>	<b>6,524,115</b>	<b>6,751,247</b>	<b>7,013,976</b>	<b>7,284,646</b>	<b>7,555,777</b>	<b>7,817,004</b>	<b>8,081,887</b>	<b>8,352,415</b>



### 3.3 Statement of Changes in Equity

For the years ending 30 June 2021 to 2031

	Note	Total	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves
		\$'000	\$'000	\$'000	\$'000
<b>2021 Forecast Actual</b>					
Balance at the beginning of Financial Year		<b>5,499,928</b>	<b>2,391,102</b>	<b>2,851,243</b>	<b>257,582</b>
Comprehensive result		128,612	128,612	-	-
Revaluation of assets		142,562	-	142,562	-
Transfers to reserves		-	(63,177)	-	63,177
Transfers from reserves		-	223,798	-	(223,798)
<b>Balance at end of the financial year</b>		<b>5,771,102</b>	<b>2,680,335</b>	<b>2,993,805</b>	<b>96,962</b>
<b>2022</b>					
Balance at the beginning of Financial Year		<b>5,771,102</b>	<b>2,680,335</b>	<b>2,993,805</b>	<b>96,962</b>
Comprehensive result		126,525	126,525	-	-
Revaluation of assets		56,762	-	56,762	-
Transfers to reserves		-	(62,287)	-	62,287
Transfers from reserves		-	94,520	-	(94,520)
<b>Balance at end of the financial year</b>		<b>5,954,388</b>	<b>2,839,093</b>	<b>3,050,567</b>	<b>64,729</b>
<b>2023</b>					
Balance at the beginning of Financial Year		<b>5,954,388</b>	<b>2,839,093</b>	<b>3,050,567</b>	<b>64,729</b>
Comprehensive result		175,441	175,441	-	-
Revaluation of assets		119,450	-	119,450	-
Transfers to reserves		-	(85,748)	-	85,748
Transfers from reserves		-	66,758	-	(66,758)
<b>Balance at end of the financial year</b>		<b>6,249,279</b>	<b>2,995,545</b>	<b>3,170,017</b>	<b>83,718</b>
<b>2024</b>					
Balance at the beginning of Financial Year		<b>6,249,279</b>	<b>2,995,545</b>	<b>3,170,017</b>	<b>83,718</b>
Comprehensive result		150,102	150,102	-	-
Revaluation of assets		124,735	-	124,735	-
Transfers to reserves		-	(89,707)	-	89,707
Transfers from reserves		-	67,967	-	(67,967)
<b>Balance at end of the financial year</b>		<b>6,524,116</b>	<b>3,123,906</b>	<b>3,294,752</b>	<b>105,458</b>
<b>2025</b>					
Balance at the beginning of Financial Year		<b>6,524,116</b>	<b>3,123,906</b>	<b>3,294,752</b>	<b>105,458</b>
Comprehensive result		97,537	97,537	-	-
Revaluation of assets		129,595	-	129,595	-
Transfers to reserves		-	(55,304)	-	55,304
Transfers from reserves		-	57,222	-	(57,222)
<b>Balance at end of the financial year</b>		<b>6,751,248</b>	<b>3,223,361</b>	<b>3,424,347</b>	<b>103,540</b>

### 3.3. Statement of Changes in Equity (continued)

For the years ending 30 June 2021 to 2031

	Note	Total	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves
		\$'000	\$'000	\$'000	\$'000
<b>2026</b>					
Balance at the beginning of Financial Year		<b>6,751,248</b>	<b>3,223,361</b>	<b>3,424,347</b>	<b>103,540</b>
Comprehensive result		128,761	128,761	-	-
Revaluation of assets		133,967	-	133,967	-
Transfers to reserves		-	(83,344)	-	83,344
Transfers from reserves		-	69,599	-	(69,599)
<b>Balance at end of the financial year</b>		<b>7,013,977</b>	<b>3,338,378</b>	<b>3,558,314</b>	<b>117,285</b>
<b>2027</b>					
Balance at the beginning of Financial Year		7,013,977	3,338,378	3,558,314	117,285
Comprehensive result		131,940	131,940	-	-
Revaluation of assets		138,730	-	138,730	-
Transfers to reserves		-	74,258	-	78,215
Transfers from reserves		-	(121,240)	-	(74,258)
<b>Balance at end of the financial year</b>		<b>7,284,647</b>	<b>3,423,336</b>	<b>3,697,045</b>	<b>121,240</b>
<b>2028</b>					
Balance at the beginning of Financial Year		<b>7,284,647</b>	<b>3,423,336</b>	<b>3,697,045</b>	<b>121,240</b>
Comprehensive result		127,218	127,218	-	-
Revaluation of assets		143,913	-	143,913	-
Transfers to reserves		-	(78,954)	-	78,954
Transfers from reserves		-	76,225	-	(76,225)
<b>Balance at end of the financial year</b>		<b>7,555,778</b>	<b>3,547,826</b>	<b>3,840,958</b>	<b>123,969</b>
<b>2029</b>					
Balance at the beginning of Financial Year		<b>7,555,778</b>	<b>3,547,826</b>	<b>3,840,958</b>	<b>123,969</b>
Comprehensive result		112,012	112,012	-	-
Revaluation of assets		143,913	-	143,913	-
Transfers to reserves		-	(66,480)	-	66,480
Transfers from reserves		-	45,851	-	(45,851)
<b>Balance at end of the financial year</b>		<b>7,811,703</b>	<b>3,639,211</b>	<b>3,984,871</b>	<b>144,596</b>
<b>2030</b>					
Balance at the beginning of Financial Year		<b>7,811,703</b>	<b>3,639,211</b>	<b>3,984,871</b>	<b>144,596</b>
Comprehensive result		110,915	110,915	-	-
Revaluation of assets		-	-	-	-
Transfers to reserves		-	(69,287)	-	69,287
Transfers from reserves		-	48,961	-	(48,961)
<b>Balance at end of the financial year</b>		<b>7,922,618</b>	<b>3,729,799</b>	<b>3,984,871</b>	<b>164,923</b>
<b>2031</b>					
Balance at the beginning of Financial Year		<b>7,922,618</b>	<b>3,729,799</b>	<b>3,984,871</b>	<b>164,923</b>
Comprehensive result		111,708	111,708	-	-
Revaluation of assets		-	-	-	-
Transfers to reserves		-	(72,651)	-	72,651
Transfers from reserves		-	59,597	-	(59,597)
<b>Balance at end of the financial year</b>		<b>8,034,327</b>	<b>3,828,454</b>	<b>3,984,871</b>	<b>177,978</b>

### 3.4 Statement of Cash Flows For the years ending 30 June 2021 to 2031

	Forecast/ Actual	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>											
Rates and Charges	234,437	263,765	282,192	296,200	309,055	325,172	348,161	360,704	378,261	396,709	422,988
Statutory Fees and Fines	10,565	11,061	14,206	12,719	15,052	14,107	16,960	15,533	17,872	17,036	19,918
User Fees	18,330	17,609	19,765	20,751	21,795	26,886	25,924	28,001	27,126	29,302	31,531
Contributions and Donations	44,455	43,716	68,619	75,534	32,785	57,875	60,459	58,047	43,139	43,236	43,336
Grants - Operating	65,950	50,326	73,276	76,748	80,386	84,172	87,511	90,989	94,612	98,386	93,530
Grants - Capital	15,330	16,788	6,234	14,467	4,800	5,800	4,900	3,400	3,500	3,600	3,700
Interest Received	2,661	990	1,281	1,019	878	869	869	869	869	869	869
Other Income	987	970	1,017	1,067	1,121	1,177	1,230	1,285	1,343	1,403	1,466
GST Recoveries	28,324	17,287	9,404	11,104	8,767	11,146	12,876	13,357	10,550	11,051	12,292
Employee costs	(140,161)	(142,002)	(151,213)	(159,315)	(166,528)	(174,533)	(182,860)	(191,511)	(200,568)	(210,051)	(219,980)
Material and Services	(210,080)	(207,422)	(200,501)	(204,884)	(213,235)	(214,773)	(234,669)	(245,815)	(254,160)	(262,156)	(270,273)
<b>Net cash provided by operating activities</b>	<b>70,797</b>	<b>73,088</b>	<b>124,280</b>	<b>145,411</b>	<b>94,878</b>	<b>137,898</b>	<b>141,360</b>	<b>134,860</b>	<b>122,543</b>	<b>129,385</b>	<b>139,377</b>
<b>Cash flows from investing activities</b>											
Payments for Property, Plant, Equipment and Infrastructure	(242,353)	(132,500)	(94,041)	(111,036)	(87,671)	(111,462)	(128,758)	(133,572)	(105,501)	(110,509)	(122,918)
Investments in Financial assets	180,966	26,000	(20,000)	(21,000)	6,000	(20,000)	(5,000)	3,000	(15,000)	(18,000)	(17,000)
Proceeds from Sales of Property, Plant and Equipment	3,507	15,240	2,995	1,380	1,406	4,227	2,000	1,380	1,380	1,380	1,380
Trust Receipts (Payments)	1,934	(901)	800	832	798	1,041	887	1,069	900	1,116	931
<b>Net cash (used in) investing activities</b>	<b>(55,947)</b>	<b>(92,161)</b>	<b>(110,246)</b>	<b>(129,824)</b>	<b>(79,467)</b>	<b>(126,194)</b>	<b>(130,871)</b>	<b>(128,123)</b>	<b>(118,221)</b>	<b>(126,013)</b>	<b>(137,607)</b>

**3.4 Statement of Cash Flows (continued)**  
**For the years ending 30 June 2021 to 2031**

	Forecast/ Actual	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from financial activities</b>												
Finance costs	(1,716)	(1,705)	(1,774)	(1,522)	(1,175)	(826)	(481)	(326)	(235)	(176)	(116)	(116)
Proceeds from Interest bearing Liabilities	-	25,000	2,100	-	-	-	-	-	-	-	-	-
Repayment of Interest bearing Liabilities	(7,571)	(7,631)	(13,908)	(10,088)	(10,395)	(10,704)	(7,347)	(2,765)	(2,423)	(2,374)	(2,434)	(2,434)
Interest paid - lease liability	(865)	(853)	(758)	(696)	(585)	(466)	(344)	(219)	(121)	(862)	(830)	(830)
Repayments of lease liability	(1,197)	(1,338)	(1,338)	(1,379)	(1,728)	(1,853)	(1,987)	(1,954)	(308)	(1,487)	(1,533)	(1,533)
<b>Net Cash (used in)/ provided by financial activities</b>	<b>(11,350)</b>	<b>13,473</b>	<b>(15,677)</b>	<b>(13,684)</b>	<b>(13,883)</b>	<b>(13,849)</b>	<b>(10,160)</b>	<b>(5,265)</b>	<b>(3,086)</b>	<b>(4,899)</b>	<b>(4,913)</b>	<b>(4,913)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	3,500	(5,599)	(1,643)	1,903	1,528	(2,145)	329	1,472	1,236	(1,527)	(3,142)	(3,142)
<b>Cash and cash equivalents at the beginning of the financial year</b>	20,351	23,851	18,252	16,608	18,511	20,039	17,894	18,223	19,695	20,931	19,404	19,404
<b>Cash and cash equivalents at the end of the financial year</b>	23,851	18,252	16,608	18,511	20,039	17,894	18,223	19,695	20,931	19,404	16,262	16,262

### 3.5 Statement of Capital Works For the years ending 30 June 2021 to 2031

	Forecast/ Actual	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>												
Land	7,358	533	2,643	7,134	25	8,011	-	-	14,271	1,010	13,030	-
<b>Total land</b>	<b>7,358</b>	<b>533</b>	<b>2,643</b>	<b>7,134</b>	<b>25</b>	<b>8,011</b>	<b>-</b>	<b>-</b>	<b>14,271</b>	<b>1,010</b>	<b>13,030</b>	<b>-</b>
Buildings	4,668	-	430	692	716	741	767	794	822	850	880	880
Building improvements	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total buildings</b>	<b>4,668</b>	<b>-</b>	<b>430</b>	<b>692</b>	<b>716</b>	<b>741</b>	<b>767</b>	<b>794</b>	<b>822</b>	<b>850</b>	<b>880</b>	<b>880</b>
<b>Total property</b>	<b>12,025</b>	<b>533</b>	<b>3,073</b>	<b>7,825</b>	<b>741</b>	<b>8,752</b>	<b>767</b>	<b>15,065</b>	<b>1,832</b>	<b>13,880</b>	<b>880</b>	<b>880</b>
<b>Plant and equipment</b>												
Plant	3,030	3,030	4,030	3,030	3,030	3,530	3,030	3,030	3,030	3,030	3,030	3,030
Computers and telecommunications	8,069	10,713	9,865	10,469	11,013	11,416	11,032	12,175	15,484	12,441	13,028	13,028
<b>Total plant and equipment</b>	<b>11,099</b>	<b>13,743</b>	<b>13,895</b>	<b>13,499</b>	<b>14,043</b>	<b>14,946</b>	<b>14,062</b>	<b>15,205</b>	<b>18,514</b>	<b>15,471</b>	<b>16,058</b>	<b>16,058</b>
<b>Infrastructure</b>												
Roads	39,966	42,117	34,784	38,655	25,978	29,350	25,358	12,680	16,430	11,734	35,311	35,311
Bridges	233	212	929	16,767	639	662	3,185	709	734	759	786	786
Footpaths and cycleways	4,399	4,159	3,807	3,918	3,996	4,136	4,347	4,499	4,656	4,819	4,988	4,988
Drainage	4,295	6,715	8,083	5,685	3,181	3,818	4,314	2,321	5,001	2,153	2,229	2,229
Recreational, leisure and community facilities	47,722	74,760	37,143	30,322	36,214	55,597	85,080	95,345	70,647	74,308	75,308	75,308
Parks, open space and streetscapes	11,762	3,310	6,738	5,300	14,186	3,935	3,079	3,186	3,312	3,428	3,593	3,593
Off street car parks	54	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	54	2,951	1,590	5,314	5,194	7,017	5,567	1,812	1,875	1,705	1,765	1,765
<b>Total infrastructure</b>	<b>108,485</b>	<b>134,224</b>	<b>93,074</b>	<b>105,962</b>	<b>89,387</b>	<b>104,514</b>	<b>130,929</b>	<b>120,552</b>	<b>102,656</b>	<b>98,907</b>	<b>123,980</b>	<b>123,980</b>
<b>Total capital works expenditure</b>	<b>131,610</b>	<b>148,500</b>	<b>110,041</b>	<b>127,286</b>	<b>104,171</b>	<b>128,212</b>	<b>145,758</b>	<b>150,822</b>	<b>123,001</b>	<b>128,259</b>	<b>140,918</b>	<b>140,918</b>

**3.5 Statement of Capital Works (continued)**  
**For the years ending 30 June 2021 to 2031**

	Forecast/ Actual	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Represented by:</b>												
New asset expenditure	69,587	90,526	47,252	68,488	46,934	63,545	79,452	104,617	72,618	80,314	91,548	
Asset renewal expenditure	27,506	32,576	37,868	33,636	34,253	37,727	38,339	36,949	38,181	38,780	40,224	
Asset expansion expenditure	815	2,891	1,252	829	468	726	654	535	554	573	423	
Asset upgrade expenditure	33,701	22,508	23,669	24,333	22,515	26,214	27,313	8,721	11,648	8,591	8,722	
<b>Total capital works expenditure</b>	<b>131,610</b>	<b>148,500</b>	<b>110,041</b>	<b>127,286</b>	<b>104,171</b>	<b>128,212</b>	<b>145,758</b>	<b>150,822</b>	<b>123,001</b>	<b>128,259</b>	<b>140,918</b>	
<b>Funding sources represented by:</b>												
Grants	13,580	16,788	6,234	14,467	4,800	5,800	4,900	3,400	3,500	3,600	3,700	
Contributions	200	6,170	1,000	2,834	-	-	2,500	-	-	-	-	
Council cash	57,298	60,504	63,856	66,799	67,002	72,667	83,953	91,050	93,503	95,551	97,474	
Council Reserves	60,532	40,038	36,851	43,187	32,369	49,745	54,405	56,372	25,998	29,107	39,744	
Borrowings	-	25,000	2,100	-	-	-	-	-	-	-	-	
<b>Total capital works expenditure</b>	<b>131,610</b>	<b>148,500</b>	<b>110,041</b>	<b>127,286</b>	<b>104,171</b>	<b>128,212</b>	<b>145,758</b>	<b>150,822</b>	<b>123,001</b>	<b>128,259</b>	<b>140,918</b>	

**Summary of Human Resource Expenditure  
For the years ending 30 June 2021 to 2031**

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Customer and Business Transformation</b>										
Permanent - Full time	14,105	14,877	15,584	16,324	17,099	17,903	18,745	19,626	20,548	21,514
Permanent - Part time	1,299	1,370	1,435	1,503	1,575	1,649	1,726	1,807	1,892	1,981
<b>Total Customer and Business Transformation</b>	<b>15,404</b>	<b>16,247</b>	<b>17,019</b>	<b>17,827</b>	<b>18,674</b>	<b>19,552</b>	<b>20,471</b>	<b>21,433</b>	<b>22,440</b>	<b>23,495</b>
<b>Corporate Services &amp; Executive</b>										
Permanent - Full time	11,363	11,986	12,555	13,151	13,776	14,424	15,101	15,811	16,554	17,332
Permanent - Part time	1,748	1,844	1,931	2,023	2,119	2,218	2,323	2,432	2,546	2,666
<b>Total Corporate Services &amp; Executive</b>	<b>13,111</b>	<b>13,829</b>	<b>14,486</b>	<b>15,174</b>	<b>15,895</b>	<b>16,642</b>	<b>17,424</b>	<b>18,243</b>	<b>19,101</b>	<b>19,998</b>
<b>Community Life</b>										
Permanent - Full time	36,907	38,928	40,777	42,714	44,743	46,846	49,048	51,353	53,767	56,294
Permanent - Part time	37,915	39,991	41,891	43,880	45,965	48,125	50,387	52,755	55,235	57,831
<b>Total Community Life</b>	<b>74,822</b>	<b>78,919</b>	<b>82,668</b>	<b>86,595</b>	<b>90,708</b>	<b>94,971</b>	<b>99,435</b>	<b>104,108</b>	<b>109,001</b>	<b>114,124</b>
<b>City Planning &amp; Infrastructure</b>										
Permanent - Full time	35,939	37,907	39,708	41,594	43,570	45,618	47,762	50,007	52,357	54,818
Permanent - Part time	3,718	3,922	4,108	4,303	4,508	4,719	4,941	5,173	5,417	5,671
<b>Total City Planning &amp; Infrastructure</b>	<b>39,657</b>	<b>41,829</b>	<b>43,816</b>	<b>45,897</b>	<b>48,077</b>	<b>50,337</b>	<b>52,703</b>	<b>55,180</b>	<b>57,773</b>	<b>60,489</b>
<b>Total Other</b>	<b>2,050</b>	<b>2,142</b>	<b>2,244</b>	<b>2,350</b>	<b>2,462</b>	<b>2,578</b>	<b>2,699</b>	<b>2,826</b>	<b>2,958</b>	<b>3,097</b>
"Total Employee Cost Expenditure- Capital & Operating"	145,044	152,967	160,233	167,844	175,816	184,080	192,731	201,790	211,274	221,204
Capital Recharge	-1,242	-1,298	-1,360	-1,424	-1,492	-1,562	-1,635	-1,712	-1,793	-1,877
<b>Total staff expenditure</b>	<b>143,802</b>	<b>151,669</b>	<b>158,873</b>	<b>166,420</b>	<b>174,325</b>	<b>182,518</b>	<b>191,096</b>	<b>200,078</b>	<b>209,481</b>	<b>219,327</b>



**Summary of Human Resource Expenditure (continued)**  
**For the years ending 30 June 2021 to 2031**

	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
<b>Customer and Business Transformation</b>										
Permanent - Full time	126	128	130	132	134	136	138	140	142	144
Permanent - Part time	14	14	15	15	15	15	15	16	16	16
<b>Total Customer and Business Transformation</b>	<b>140</b>	<b>143</b>	<b>145</b>	<b>147</b>	<b>149</b>	<b>151</b>	<b>153</b>	<b>156</b>	<b>158</b>	<b>160</b>
<b>Corporate Services &amp; Executive</b>										
Permanent - Full time	94	96	97	99	100	101	103	104	106	107
Permanent - Part time	16	17	17	17	18	18	18	18	19	19
<b>Total Corporate Services &amp; Executive</b>	<b>110</b>	<b>113</b>	<b>114</b>	<b>116</b>	<b>118</b>	<b>119</b>	<b>121</b>	<b>123</b>	<b>124</b>	<b>126</b>
<b>Community Life</b>										
Permanent - Full time	352	359	364	369	374	380	385	391	397	402
Permanent - Part time	485	494	501	508	516	523	531	539	547	554
<b>Total Community Life</b>	<b>837</b>	<b>853</b>	<b>865</b>	<b>878</b>	<b>890</b>	<b>903</b>	<b>916</b>	<b>930</b>	<b>943</b>	<b>957</b>
<b>City Planning &amp; Infrastructure</b>										
Permanent - Full time	342	348	353	358	363	369	374	380	385	391
Permanent - Part time	37	37	38	38	39	40	40	41	41	42
<b>Total City Planning &amp; Infrastructure</b>	<b>378</b>	<b>385</b>	<b>391</b>	<b>397</b>	<b>402</b>	<b>408</b>	<b>414</b>	<b>420</b>	<b>426</b>	<b>433</b>
<b>Casuals, temporary and other expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total staff numbers</b>	<b>1,466</b>	<b>1,493</b>	<b>1,515</b>	<b>1,537</b>	<b>1,559</b>	<b>1,582</b>	<b>1,605</b>	<b>1,628</b>	<b>1,652</b>	<b>1,676</b>



## 5. Financial Performance Indicators

### For the years ending 30 June 2021 to 2031

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10 year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

indicator	Measure	Note	Forecast/ Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Trend +/-
Operating Position															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	1.52%	-3.37%	11.01%	11.44%	3.39%	8.99%	8.82%	8.43%	5.63%	5.21%	5.13%	+	
Liquidity															
Working Capital	Current assets / current liabilities	2	153.91%	119.99%	136.78%	149.80%	145.63%	156.18%	161.66%	165.95%	183.36%	198.26%	205.27%	0	
Unrestricted cash	Unrestricted cash / current liabilities	3	41.58%	43.26%	45.73%	48.96%	55.53%	68.36%	77.29%	76.09%	83.33%	86.59%	100.97%	0	
Obligations															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	18.06%	23.68%	18.01%	13.80%	9.91%	6.18%	3.69%	2.80%	2.04%	1.36%	0.72%	+	
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.65%	3.49%	5.48%	3.86%	3.69%	3.50%	2.22%	0.85%	0.69%	0.63%	0.61%	+	
Indebtedness	Non-current liabilities / own source revenue		19.15%	21.65%	16.15%	12.39%	9.75%	6.41%	4.85%	3.96%	3.12%	4.80%	3.68%	+	
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	5	109.98%	90.44%	92.84%	81.16%	73.43%	76.92%	76.00%	50.15%	52.02%	47.14%	46.59%	-	
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue	6	64.10%	65.67%	61.68%	61.61%	67.26%	64.27%	65.12%	65.35%	67.51%	67.86%	68.06%	-	
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.3202%	0.3168%	0.3289%	0.3368%	0.3429%	0.3520%	0.3695%	0.3753%	0.3858%	0.3967%	0.4061%	0	

**5. Financial Performance Indicators (continued)**  
**For the years ending 30 June 2021 to 2031**

indicator	Measure	Note	Forecast/ Actual	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Trend +/-
Efficiency															
Expenditure level	Total expenses/ no. of property assessments			\$3.22	\$3.35	\$3.28	\$3.43	\$3.58	\$3.71	\$3.93	\$4.07	\$4.26	\$4.46	\$4.65	+
Revenue level	Total rate revenue / no. of property assessments			\$4.28	\$4.35	\$4.67	\$4.62	\$4.35	\$4.73	\$4.98	\$5.08	\$5.15	\$5.35	\$5.54	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year			9.80%	9.80%	9.80%	9.80%	9.80%	9.80%	9.80%	9.80%	9.80%	9.80%	9.80%	+

**Key to Forecast Trend:**

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

## Notes to indicators

### 1. Adjusted underlying result

The City of Casey budgets on-going underlying surpluses as necessary to continue to fund capital works for the community. There will be challenges in revenue sources not keeping pace with the increased cost of service delivery.

### 2. Working Capital

The City of Casey maintains an approach to strong liquidity underpinned by active treasury and cash management. Sufficient working capital ensures that Council is able to pay bills as and when they fall due.

### 3. Unrestricted Cash

Sufficient cash is maintained in order to pay bills as and when they fall due in line with the healthy levels of liquidity.

### 4. Debt compared to rates

The City of Casey maintains modest borrowings relative to its large asset base with the largest loan associated with Bunjil Place, which is being progressively repaid over ten years. Council is able to meet its financial obligations.

### 5. Asset renewal

This percentage indicates the extent of Council's asset renewal against its depreciation charge (an indication of the decline in value of its existing capital assets). In the case of the City of Casey, this ratio needs to be considered in the context of needing to meet the growing capital requirements of the City. Council continues to actively seek out opportunities to renew and maintain its asset base.

### 6. Rates concentration

Rates revenue represents approximately 70.0% of Casey's of adjusted underlying revenue which has broad sources of grants, charges, fees, fines and contributions. Ideally, revenue should be generated from a range of sources.

## Calculation of Adjusted Underlying surplus / (deficit)

The following table shows how the adjusted underlying result has been calculated.

### Adjusted Underlying Result

	Forecast/ Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Total Income	519,825	547,659	588,324	581,867	547,694	595,708	626,268	639,777	648,224	672,814	697,249
Total expenses	391,155	421,165	412,913	431,795	450,187	466,977	494,358	512,589	536,242	561,928	585,570
<b>Surplus/(deficit) for the year</b>	128,670	126,495	175,411	150,072	97,507	128,731	131,910	127,188	111,982	110,885	111,678
<b>Less non-operating income and expenses</b>											
Grants - Capital (non-recurrent)	(13,273)	(8,988)	(3,347)	(11,467)	(1,700)	(2,600)	(1,600)	-	-	-	-
Contributions - monetary (capital)	(1,353)	(6,170)	(1,000)	(2,834)	-	-	(2,500)	-	-	-	-
Contributions - non-monetary	(108,000)	(120,000)	(120,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)	(80,000)
<b>Adjusted underlying surplus/(deficit)</b>	6,044	(8,664)	51,064	55,771	15,807	46,131	47,810	47,188	31,982	30,885	31,678

## 6. Strategies and Plans

This section describes the strategies and plans that support the 10 year financial projections included to the Financial Plan.

### 6.1 Borrowing Strategy

#### 6.1.1 Current Debt Position

The total amount borrowed as at 30 June 2021 is \$46M.

#### 6.1.2 Future Borrowing Requirements

	Forecast/ Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Opening balance</b>	53,560	45,989	63,358	51,549	41,462	31,067	20,363	13,016	10,251	7,828	5,455
Plus New loans		25,000	2,100								
Less Principal repayment	-7,571	-7,631	-13,908	-10,088	-10,395	-10,704	-7,347	-2,765	-2,423	-2,374	-2,434
Closing balance	45,989	63,358	51,549	41,462	31,067	20,363	13,016	10,251	7,828	5,455	3,021
<b>Interest payment</b>	-\$1,716	-\$1,705	-\$1,774	-\$1,522	-\$1,175	-\$826	-\$481	-\$326	-\$235	-\$176	-\$116

	Target	Forecast/ Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Performance Indicator</b>												
<b>Total borrowings / Rate revenue</b>	Below 60%	18.06%	23.68%	18.01%	13.80%	9.91%	6.18%	3.69%	2.80%	2.04%	1.36%	0.72%
Debt servicing / Rate revenue	Below 5%	0.67%	0.64%	0.62%	0.51%	0.37%	0.25%	0.14%	0.09%	0.06%	0.04%	0.03%
Debt commitment / Rate revenue	Below 10%	18.06%	23.68%	18.01%	13.80%	9.91%	6.18%	3.69%	2.80%	2.04%	1.36%	0.72%
Indebtedness / Own source revenue	Below 60%	13.81%	18.82%	13.27%	10.15%	8.10%	4.77%	2.88%	2.20%	1.66%	1.11%	0.59%

6.2 Reserves Strategy

6.2.1 Current Reserves

The City of Casey maintains various Operating and Capital reserves, funds in these reserves are expended based on usage restrictions.

6.2.2 Reserve Usage Projections

10 Year projection of each reserve fund. Include restrictions to usage.

Reserves	Restricted/ Discretionary	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Public Open Space Reserve												
Opening balance		10,051	4,843	5,813	4,904	5,672	6,672	6,672	7,672	6,872	7,872	8,872
Transfer to reserve		4,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfer from reserve		-9,208	-5,030	-6,909	-5,232	-5,000	-6,000	-5,000	-6,800	-5,000	-5,000	-5,000
Closing balance		4,843	5,813	4,904	5,672	6,672	6,672	7,672	6,872	7,872	8,872	9,872
Development Contributions Reserve												
Opening balance		145,663	40,038	4,774	21,098	35,742	20,912	20,504	14,148	17,587	25,631	36,576
Transfer to reserve		42,628	30,324	60,868	65,604	25,504	50,496	50,489	50,480	35,471	35,462	35,453
Transfer from reserve		-148,252	-65,588	-44,545	-50,959	-40,334	-50,905	-56,845	-47,041	-27,428	-24,517	-42,184
Closing balance		40,038	4,774	21,098	35,742	20,912	20,504	14,148	17,587	25,631	36,576	29,845
Reserves Summary												
Total Restricted												
Opening balance		155,714	44,881	10,587	26,002	41,414	27,584	27,176	21,820	24,459	33,503	45,448
Transfer to reserve		46,628	36,324	66,868	71,604	31,504	56,496	56,489	56,480	41,471	41,462	41,453
Transfer from reserve		-157,460	-70,618	-51,453	-56,191	-45,334	-56,905	-61,845	-53,841	-32,428	-29,517	-47,184
Closing balance		44,881	10,587	26,002	41,414	27,584	27,176	21,820	24,459	33,503	45,448	39,717

### 6.2.2 Reserve Usage Projections (Continued)

Reserves	Restricted/ Discretionary	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Asset Reserve</b>												
	Discretionary											
<b>Opening balance</b>		67,855	34,964	38,858	44,037	50,104	62,529	77,196	87,022	87,625	99,724	108,618
Transfer to reserve		16,087	25,893	18,669	17,193	23,590	26,638	21,517	22,264	24,798	27,615	30,988
Transfer from reserve		-48,978	-21,999	-13,491	-11,126	-11,165	-11,971	-11,690	-21,661	-12,700	-18,720	-11,690
<b>Closing balance</b>		<b>34,964</b>	<b>38,858</b>	<b>44,037</b>	<b>50,104</b>	<b>62,529</b>	<b>77,196</b>	<b>87,022</b>	<b>87,625</b>	<b>99,724</b>	<b>108,618</b>	<b>127,917</b>
<b>Other Reserve</b>												
	Discretionary											
<b>Opening balance</b>		34,014	17,116	15,284	13,680	13,940	13,427	12,913	12,400	11,887	11,374	10,861
Transfer to reserve		462	70	210	910	210	210	210	210	210	210	210
Transfer from reserve		-17,360	-1,902	-1,814	-650	-723	-723	-723	-723	-723	-723	-723
<b>Closing balance</b>		<b>17,116</b>	<b>15,284</b>	<b>13,680</b>	<b>13,940</b>	<b>13,427</b>	<b>12,913</b>	<b>12,400</b>	<b>11,887</b>	<b>11,374</b>	<b>10,861</b>	<b>10,347</b>
<b>Reserves Summary</b>												
	Total Discretionary											
<b>Opening balance</b>		101,869	52,081	54,142	57,717	64,044	75,956	90,109	99,423	99,512	111,097	119,479
Transfer to reserve		16,549	25,963	18,879	18,103	23,800	26,848	21,727	22,474	25,008	27,825	31,198
Transfer from reserve		-66,337	-23,902	-15,305	-11,776	-11,888	-12,694	-12,413	-22,384	-13,423	-19,443	-12,413
<b>Closing balance</b>		<b>52,081</b>	<b>54,142</b>	<b>57,717</b>	<b>64,044</b>	<b>75,956</b>	<b>90,109</b>	<b>99,423</b>	<b>99,512</b>	<b>111,097</b>	<b>119,479</b>	<b>138,264</b>

### 6.2.2 Reserve Usage Projections (continued)

Reserves	Restricted/ Discretionary	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Reserves Summary</b>	<b>Restricted &amp; Discretionary</b>											
<b>Opening balance</b>		257,582	96,962	64,729	83,718	105,458	103,540	117,286	121,243	123,972	144,600	164,927
Transfer to reserve		63,177	62,287	85,748	89,707	55,304	83,344	78,215	78,954	66,480	69,287	72,651
Transfer from reserve		-223,798	-94,520	-66,758	-67,967	-57,222	-69,599	-74,258	-76,225	-45,851	-48,961	-59,597
<b>Closing balance</b>		<b>96,962</b>	<b>64,729</b>	<b>83,718</b>	<b>105,458</b>	<b>103,540</b>	<b>117,286</b>	<b>121,243</b>	<b>123,972</b>	<b>144,600</b>	<b>164,927</b>	<b>177,981</b>



## Glossary

Act	The Local Government Act 1989
Annual Report	A report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Australian Accounting Standards (AAS)	The accounting standards published by the Australian Accounting Standards Board
Better practice	In the absence of legislation or a relevant Australian Accounting Standard this commentary is considered by Local Government Victoria to reflect better practice reporting
Budget	A plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan
Capital Improved Value (CIV)	The value of the land plus the buildings on it and any other capital improvements
Council Plan	A plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years
Financial Statements	The financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and statement of capital works, included in the annual report
Financial Year	The period of 12 months ending on 30 June each year
Forecast	The predicted outcome for the financial year based on available information as at 29 February 2020
Initiative	An action which is one-off in nature and/or leads to improvements in service performance or service levels.
Major Initiative	A significant initiative that the Council has identified as a priority and that directly contributes to the achievement of the Council Plan 2017-2021 during the current financial year and has a major focus in the budget.
Minister	The Minister for Local Government
Performance Statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Planning and Reporting Framework	The key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Principal Accounting Officer	The person designated by a council to be responsible for the financial management of the council
Report of Operations	A report containing a description of the operations of the council during the financial year and included in the annual report
Specialised assets	Assets designed for a specific limited purpose. Specialised assets include buildings such as schools, hospitals, court houses, emergency services buildings (police, fire, ambulance and emergency services), specialised buildings to house infrastructure (pump stations, etc.), some heritage properties and most infrastructure assets
Strategic Resource Plan	A plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the Council Plan. Is also referred to as the long-term financial plan.



## Contact

For more information, contact the City of Casey.

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## National Relay Service

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