City of Casey

City of Casey
DRAFT BUDGET REPORT
2023/24

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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.

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INTRODUCTION FROM THE CHAIR OF ADMINISTRATORS AND CEO

The City of Casey's *2023/24 Budget* outlines the broad range of services and investment provided by Council for our community.

Council's operational budget allows for the delivery of crucial services across the City of Casey, from kindergarten and maternal and child health services, to waste management and infrastructure maintenance. Our services must meet the needs of our large, diverse, and growing community while being delivered in a financially responsible and sustainable way.

This year's plan was developed in the setting of tight budget parameters due to the economic challenges and rising costs of goods and services being experienced across the country. These conditions are made more challenging given we operate in a rate capped environment and are subject to cost-shifting from the State Government to Council in the delivery of some key services and projects to the community which increases pressure on Council's available budget.

However, the strength of this year's budget reaffirms Council's commitment to the evolving needs of our growing community and positions us to continue to proactively deliver on their vision.

Council is committed to taking the necessary steps to mitigate the impact of the financial pressures being experienced by our community and the organisation to support us to be future-ready and financially sustainable.

This year we will remain focused on re-aligning our operations to be more efficient while continuing to meet the needs and expectations of our community and ensuring our operating budget is directed towards priority services for the community being delivered in a sustainable manner.

This year's budget was developed to align with the priorities of our community and is inclusive of annual average rate increases in line with the state rate cap of 3.5 per cent in 2023/24. Hardship options are available for ratepayers who are unable to meet these increases, including payment arrangements and waivers of interest and charges. We understand the financial pressures and mortgage stress many in the community are facing and so we've also funded a hardship relief package to help absorb some of the impact where possible.

Council will continue to deliver much-need infrastructure and upgrades with a commitment of almost $75 million through our Capital Works Program (CWP) in 2023/24. The focus this year will be on consolidation; ensuring we complete projects already underway, focusing on renewal of existing infrastructure and assets and undertaking the necessary detailed design and feasibility work for future capital projects to mitigate escalating costs.

The CWP includes approximately $20 million towards road projects, $19 million towards recreational, leisure and community facilities, $6 million towards parks, open space and streetscapes and $3.4 million to improve footpaths and cycleways.

Some of our key projects for 2023/24 are:

- $3.89 million for upgrades to Ballarto Road to South Gippsland Highway Intersection
- $3.60 million for the road construction of part of Tooradin Station Road
- $2.30 million for conversion of Mercury Vapour streetlights to LED
- $2.28 million for the Ray Bastin Reserve redevelopment
- $1.65 million for playground improvements
- $1.62 million for completion of Robert Booth pavilion construction
- $1.23 million for renewal works at Casey Fields Athletic Track

These projects are just a snapshot of what we are delivering in 2023/24 and we encourage you to view our full CWP to find out what local projects are happening near you.

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Council's budget brings to life our L*ong-Term Community Vision 2031,Council Plan 2021-25* and *10-Year Financial Plan*, which have all been informed by extensive consultation and deliberative engagement with our community, via the Shape Your City engagement program.

From key pillars such as open space and recreation, climate change and our environment, transport and infrastructure and safety, we believe that our 2023/24 annual budget will help achieve the outcomes that are important to our community.

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

Thank you,

Noelene Duff PSM
Chair of Administrators

Glenn Patterson
Chief Executive Officer

Financial Snapshot

Key Statistics	Forecast 2022/23	Budget 2023/24
	$'000	$'000
Total Revenue	581,341	584,735
Total Expenditure	458,677	467,436
Operating Surplus	**122,664**	**117,299**
Underlying Operating Surplus/ (Deficit)	**(8,473)**	**(14,481)**
Cash result	676	963
Capital Works Program	**102,600**	**74,823**
Funding the Capital Works Program		
Council cash	63,823	59,644
Reserves	27,898	6,765
Borrowings	0	0
Contributions	1,450	0
Grants	9,429	8,414

Budgeted expenditure by Strategic Objective	Budget $'000	Budget %
Strategic Objective 1	99,552	40.3%
Strategic Objective 2	6,041	2.4%
Strategic Objective 3	64,423	26.1%
Strategic Objective 4	2,745	1.1%
Strategic Objective 5	20,884	8.4%
Strategic Objective 6	11,431	4.6%
Strategic Objective 7	42,278	17.1%
	247,354	**100.0%**

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OVERVIEW

The City of Casey is one of the fastest growing municipality in Victoria. The population has grown from 313,800 people (2016) and is forecasted to total 392,200 in 2023 (Forecast .id), which is an increase of 11,300 people from the previous year. Casey is expected to experience continued growth with a total population of 403,900 in 2024 to 551,400 people by 2041 (Forecast .id).

Year	Estimated Population
2023	392,200
2024	403,900
2025	415,600
2026	427,400
2033	496,200
2041	551,400

(Source – Forecast.id, reviewed March 2023)

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

Financial Plan

This Financial Plan is a component of the City of Casey Council Plan and has been prepared in accordance with Section 91 of the *Local Government Act* to cover 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 (as required by section 91 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 Financial Plan adopted in 2022/23 remains in force as the financial policies and targets remain relevant.

The following financial statements forming part of this budget are in Section 3 of this document:

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

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Financial Resources

This component of the adopted 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.

1. Rate Revenue Strategy

The purpose of the *Revenue and Rating Plan 2021 to 2025* establishes the revenue raising framework within which the Council proposes to work. The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenued rating approach for the City of Casey which in conjunction with other income sources will adequately finance the objectives in the Council Plan.

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 will ensure that rating structures are fair and equitable for all residents and rate payers. As part of the Plan, the valuation system used for rating purposes will be Capital Improved Value and a single uniform general rate in the dollar will apply across the whole City. There will be no separate municipal charge that will apply. Further, waste management costs are recovered via a garbage charge. Rates will increase by an amount sufficient to provide resources required to fund the infrastructure and services required by the rapidly growing Casey Community.

Council has prepared a Revenue and Rating Plan in line with Section 93 of the *Local Government Act 2020* that was subject to community engagement in 2021. The Revenue and Rating Plan can be accessed on Council's website.

In 2023/24, Rate Revenue has been impacted by the Fair Go Rates System (FGRS), which is a framework established by the Victorian Government during 2015. This limits the amount Councils may increase general rates by to a rate cap. In 2023/24 the rate cap is 3.5 per cent. Council will comply with the rate cap in the 2023/24 budget. An increase above this would require additional approval 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
- impact of changing State Government policy settings, including with respect to waste management and landfill arrangements (discussed below).

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

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2. Sustainability and Waste Management

Council's waste management costs are recovered via a garbage charge. In 2023/24, the City of Casey's waste management costs are budgeted at $57.1 million which represents a 7.0 per cent ($3.7million) increase on the forecast levels for 2022/23 ($53.7 million). The significant drivers underpinning this increase, and with a resulting impact on the garbage charge are:

- Service Growth – we have projected an additional 4000 residential services
- Consumer Price Index – All collection and disposal contracts are affected by increases in the consumer price index
- State Government Landfill Levy – Domestic and Hard Waste costs are affected by the Landfill Levy. The 2023/24 budget includes $9.6 million allocation for Landfill Levy paid to the State Government for City of Casey domestic waste disposal.
- Recycling Cost – In 2023/24, the increase in CPI on collection is expected to be offset from processing savings due to a new contract and the statewide introduction of the Container Deposit Scheme. This will result in a reduction of $0.3 million in recycling costs compared to the previous forecast.
- Green waste costs are expected to increase by $0.8 million due to higher processing costs.

Beyond 2023/24, future waste management costs are expected to be affected by the implementation of the Victorian government Kerbside reforms including implementation of a dedicated glass recycling service in 2027 and bin lid standardisation. Councils in the south east of Melbourne will also be faced with increased waste disposal costs as they are faced with closing landfills and the need to transport waste to northern and western Melbourne or seek alternative waste disposal options.

3. Capital Works Program

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

Capital works programming will be consistent with Council's strategic objectives, adopted services and asset plan priorities. Community consultation has been completed which informed the development of council objectives, services and priorities. Existing and new assets will be evaluated for their whole-of-life costs and contribution towards Council's defined levels of service.

For the FY 2023/24 capital program, completing previously adopted works that commenced during 2022/23 or previous financial years is a priority, whilst continuing to address renewal of assets in transport, water and drainage. The 2023/24 capital program takes into consideration the prevailing conditions affecting delivery of works across the municipality. Capital projects that were funded in prior years and could not be completed as originally planned during 2022/23 may be rephased to future years.

4. Operating Budget

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

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

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

- Requirement to maintain and improve assets and services to expected community standards and to minimise risk of exposure
- Development of more innovative and cost-effective ways 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.

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5. 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.

6. 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 so that the ratepayers who gain the benefit of the asset created pay for it.

Conversely, borrowings create a fixed and ongoing financial servicing obligation on future ratepayers who may have had no capacity to influence the capital project expenditures decision in the first instance. In a large and growing Council like Casey, a significant proportion of capital expenditures will be undertaken from current year revenues.

A growing rate base provides an opportunity to devote a substantial part of current year revenues to capital works. It also gives capacity to service, at a reducing cost per assessment year to year, loan borrowings to pay for important and significant infrastructure required now by a growing community. A funding plan is in place to service the resulting loan repayments.

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 10 Year 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 per cent of total revenue (excluding capital revenue)

7. 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

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- 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 full-time equivalent (FTE) staffing level in 2023/24 will be 1,341.2 positions. Listed below is a four-year projection of FTE staff requirements. Further information is provided in the statement of human resources.

Projected staff	2023-24	2024-25	2025-26	2026-27	2027-28
Full-Time Equivalent	1,341.2	1,317.2	1,317.2	1,317.2	1,317.2

Council FTEs are budgeted to reduce in the future due to limited tenure positions that are included in the 2023/24 budget.

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

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- 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.

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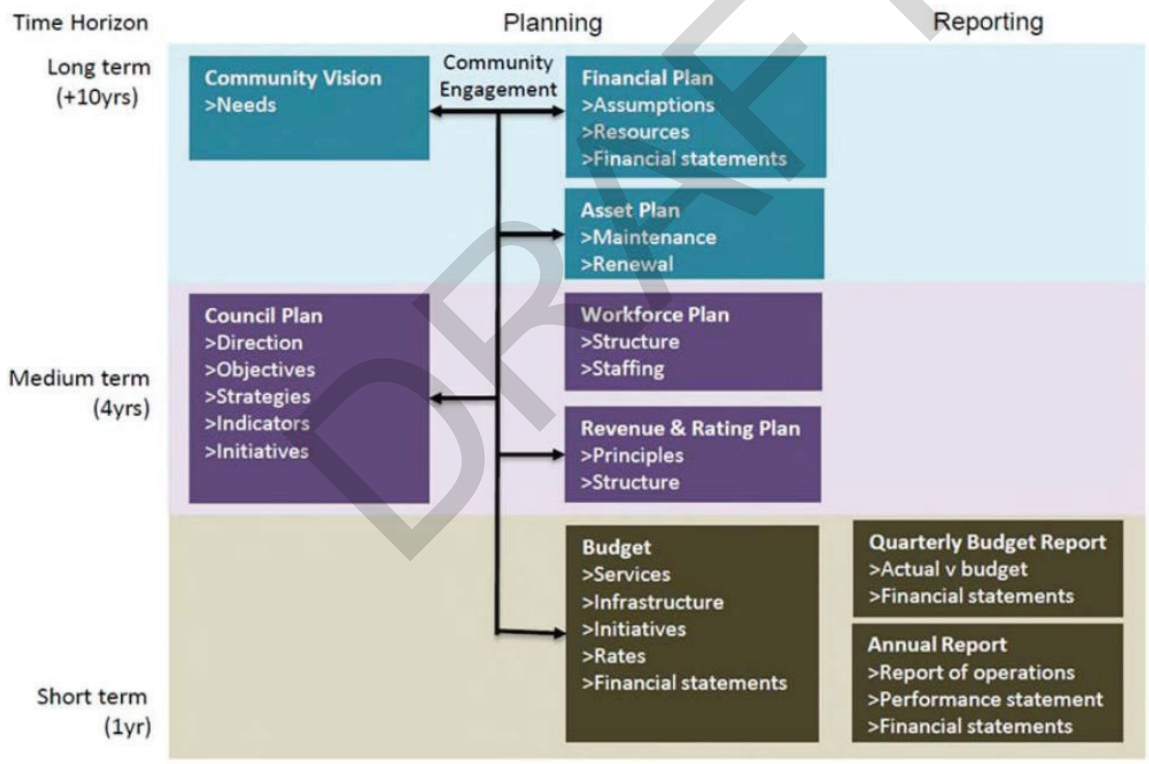
SECTION 1: LINK TO THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

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).

1.1 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: Financial Professional Solutions

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

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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 service 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.

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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 which ensure we remain a destination for arts, culture, sport and leisure. We will design, build and cultivate places which create a sense of belonging, connection and pride and this includes maintaining safe and clean open spaces and places.

2. Grow Casey's current and emerging sectors

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.

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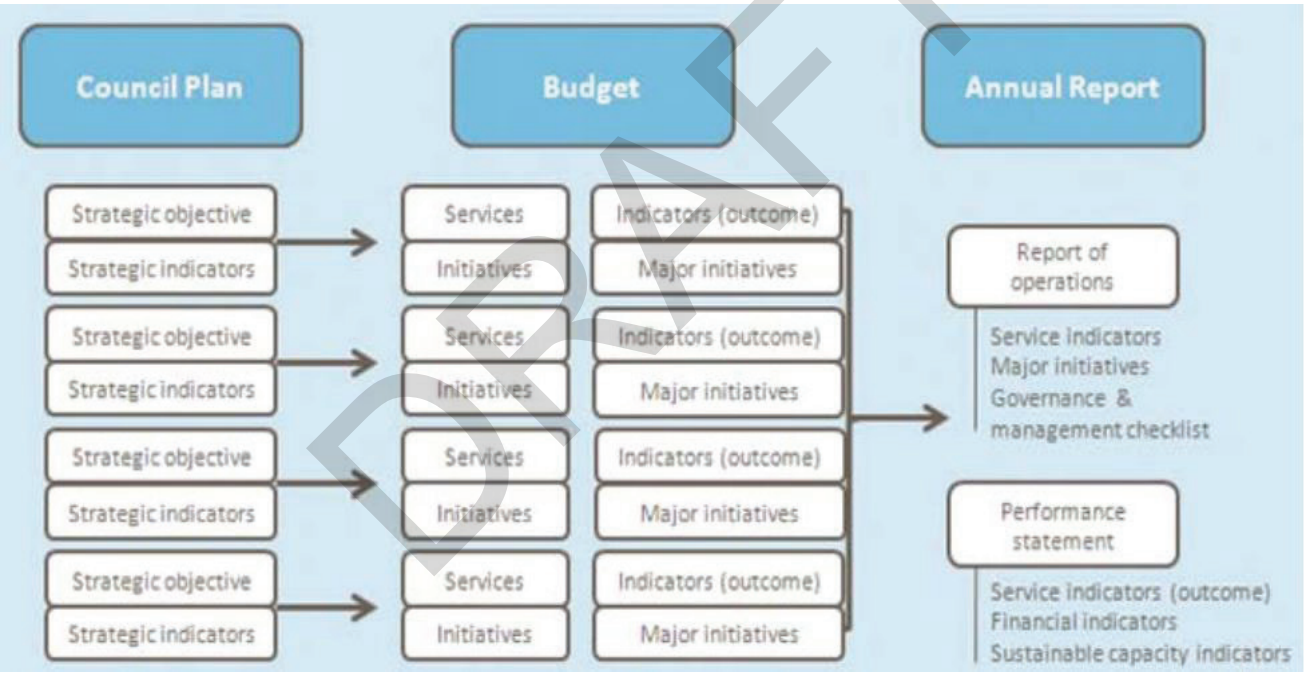
SECTION 2: SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS

Introduction

This section provides a description of the services and initiatives to be funded in the Budget for the 2023/24 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 its 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.



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Strategic Objective 1: Deliver sustainable infrastructure and activate places

Strategies:

1.1 Advocate and build an accessible and well-connected local transport network
1.2 Foster partnerships that ensure Casey remains a destination for arts, culture, sport and leisure
1.3 Design, build and cultivate places that create a sense of belonging, connection, and pride
1.4 Manage urban growth and deliver future focused infrastructure that is innovative, sustainable and adaptable
1.5 Prioritise investment that revitalises our existing infrastructure and services to meet changing needs
1.6 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:

- Ensure high level of input from Council is provided on all major rail and road upgrades across the City of Casey
- 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
- All new Council facilities will be designed to improve community safety outcomes
- Increased digital infrastructure within the public realm
- Decrease the renewal gap
- Increase Customer Satisfaction for appearance of Public Areas

Major Initiatives in 2023/24:

Strategy 1.1 Advocate and build an accessible and well-connected local transport network
Major Initiatives
• Influence State and Federal Government priorities for infrastructure investment, grants and partnerships to improve and deliver infrastructure for the growing Casey community.
Strategy 1.2 Foster partnerships that ensure Casey remains a destination for arts, culture, sport and leisure
Major Initiatives
• Leverage sporting partnerships and events of significance to provide residents opportunities to watch, and pathways to participate in higher levels of sporting competition within the City of Casey.

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Strategy 1.3 Design, build and cultivate places that create a sense of belonging, connection, and pride
Major Initiatives
• Finalise the detailed design for a new Cranbourne Community Hub where the community can access services, connect and learn. • Finalise the construction of major infrastructure projects including Casey Fields Soccer Stage 2, Max Pawsey Stormwater harvesting and wetland, Pearcedale Recreation Reserve Pavilion, Robert Booth Recreation Reserve Pavilion and Clyde Township Family and Community Centre. • Build strong relationships and deliver gender equality initiatives that are inclusive and reject violence against women in Casey communities.
Strategy 1.4 Manage urban growth and deliver future focused infrastructure that is innovative, sustainable and adaptable
Major Initiatives
• Undertake a strategic review of Council's property portfolio to ensure Council's landholdings are appropriate for current or future service need. • Continue to work with the Victorian Planning Authority to finalise and implement precinct structure plans to create vibrant new communities in Casey's growth areas around Clyde and Cranbourne.
Strategy 1.5 Prioritise investment that revitalises our existing infrastructure and services to meet changing needs
Major Initiatives
• Implement a contemporary library service model that meets the needs of the community with Casey's library partner.
Strategy 1.6 Create and maintain safe and clean open spaces and places
Major Initiatives
• Work with local agencies to reduce anti-social behaviour and prevent crime so that all residents and visitors can work, travel, live and play in a safe and secure environment. • Renew playgrounds and parks to ensure the community is provided with safe and fit for purpose public open spaces.

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Strategic Services and Descriptions:

Service Area		Actual 2021/22	Forecast 2022/23	Budget 2023/24
		$'000	$'000	$'000
Arts and Culture Supports, encourages, and delivers arts and cultural activities across Casey, including encouraging local people and groups to design and deliver their own arts and cultural programs. Provides libraries and arts facilities to promote literacy, encourage lifelong learning, inspire arts and culture, and oversee the ongoing maintenance of public art and the commissioning of public arts projects.	Exp	7,885	8,162	8,418
	Rev	(82)	(204)	(170)
	NET	7,803	7,958	8,248
Assets Provides and coordinates services to design, deliver, procure, and maintain Council's assets, including property, and fleet and plant assets. Ensures that asset requirements are aligned to documented levels of service and can provide the service at the lowest long-term cost. Ensures capital works are planned and delivered in accordance with current standards and specifications and meet future community needs. Provides the strategy and advice on property matters and manages the acquisition, leasing, use, leased property maintenance, naming and disposal of Council's property assets. Supports a fit for purpose fleet and plant, which is maintained, safe and efficient to use.	Exp	8,229	7,531	8,114
	Rev	(1,071)	(641)	(314)
	NET	7,158	6,890	7,800
Ageing and All Abilities Provides a broad range of support to assist older people aged 65 years and over (50 years and over for Aboriginal and Torres Strait Islander peoples) who have functional limitations as well as people with a disability who are under the age 65 (50 years for Aboriginal and Torres Strait Islander peoples) to live independently at home and within their community. This includes a range of care services as well as, mental health support, capacity building and improving social and community connections.	Exp	18,798	9,826	6,771
	Rev	(13,078)	(4,319)	(2,769)
	NET	5,720	5,507	4,002
Child, Youth and Family Provides support to children, young people and families to improve health and wellbeing, safety, education, and connectedness. This includes the provision of programs to support early learning, young person participation, and parenting; the provision of high quality, flexible and affordable childcare and kindergarten services; and delivery of a universal Maternal Child Health service.	Exp	41,202	43,171	45,136
	Rev	(31,633)	(33,814)	(34,946)
	NET	9,569	9,357	10,190

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Service Area		Actual 2021/22	Forecast 2022/23	Budget 2023/24
		$'000	$'000	$'000
Community Safety Provides a range of services and programs to contribute to the safety, health and wellbeing of community, with a focus on public health and disease prevention, local law enforcement, amenity protection, crime and anti-social behaviour reduction, school crossing and road safety, and 24-hour, seven day a week relief and recovery activities following emergencies in the City of Casey.	Exp	8,500	8,556	8,355
	Rev	(3,399)	(3,882)	(3,825)
	NET	5,101	4,674	4,530
Tourism Destinations and Events Supports visitation and tourism through the development and delivery of a suite of large and small-scale community and mayoral events. Provides local attractions such as the programming and management of Bunjil Place Theatre, Gallery, Plaza and Studio, Myuna Farm, and the Old Cheese Factory. Includes the provision of advice, support and training to community groups in the delivery of community events, as well as management of event approvals	Exp	14,661	17,757	17,708
	Rev	(2,668)	(5,452)	(5,048)
	NET	11,993	12,305	12,660
Parking Determines, enforces, and manages parking in the community, including the design and delivery of Council's carparks. Educates to achieve compliance, and engages with the local school community and businesses to ensure adequate parking provisions are in place to ensuring safe and accessible parking for all.	Exp	1,955	1,909	1,786
	Rev	(1,503)	(1,540)	(1,540)
	NET	452	369	246
Paths and Trails Ensures footpaths, bike paths and trails are provided to support resident's health and wellbeing (through walking, running, cycling, equestrian, non-vehicle modes) and active transport opportunities. Advocates to other authorities for the connection, enhancement and linkages of the Path and Trail Network across the City.	Exp	3,173	3,697	3,877
	Rev	(2,111)	(2,076)	(2,150)
	NET	1,062	1,621	1,727
Pets and Animals Coordinates pet and animal registrations to support responsible pet ownership, reunite lost pets with owners, remove pets from harm, and provide a safe community free from dangerous animals.	Exp	3,217	3,318	3,658
	Rev	(2,537)	(2,834)	(3,064)
	NET	680	484	594
Parks and Open Spaces Designs, delivers, maintains and renews neighbourhood parks, parks infrastructure, playgrounds and open space, by managing the collections planning, plant sourcing and capital works projects in parks.	Exp	12,860	15,300	18,596
	Rev	(44)	-	-
	NET	12,816	15,300	18,596

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Service Area		Actual 2021/22	Forecast 2022/23	Budget 2023/24
		$'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	17,223	20,195	22,168
	Rev	(416)	(1,050)	(551)
	NET	16,807	19,145	21,617
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	12,158	11,919	11,147
	Rev	(1,452)	(1,697)	(1,805)
	NET	10,706	10,222	9,342

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Service Performance Outcome Indicators:

Service: Animal Management		
Strategic Service: Pets and Animals		
Indicator	**Performance Measure**	**Computation**
Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Service: Food Safety		
Strategic Service: Community Safety		
Indicator	**Performance Measure**	**Computation**
Health and safety	Critical and major non-compliance outcome notifications. (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x 100
Service: Maternal and Child Health		
Strategic Service: Child, Youth and Family		
Indicator	**Performance Measure**	**Computation**
Participation	Participation in the MCH service. (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the financial year) / Number of children enrolled in the MCH service] x 100
Participation	Participation in the MCH service by Aboriginal children. (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in thefinancial year) / Number of Aboriginal children enrolled in the MCH service] x 100
Service: Roads		
Strategic Service: Roads		
Indicator	**Performance Measure**	**Computation**
Condition	Sealed local roads below the intervention level (Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x 100
Service: Aquatic Facilities		
Strategic Service: Sport and Leisure		
Indicator	**Performance Measure**	**Computation**
Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Service: Libraries		
Strategic Service: Libraries		
Indicator	**Performance Measure**	**Computation**
Participation	Library membership (Percentage of the population that are registered library members)	[Number of registered library members / Population] x 100

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

Strategies:

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

2.2 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 employment in Casey's top four strategic sectors (healthcare & social assistance, retail, construction, and Education & training)
- Number of businesses supported to open in Casey through dedicated assistance program
- Increase in awareness of Casey's investment support services and business development services

Major Initiatives in 2023/24:

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
• Review and amend Council's regulatory process for local businesses to make it easier to do business in Casey and increase economic activity. • Deliver a targeted investment and attraction campaign aimed at priority industry sectors to bring in new business and create jobs.
Strategy 2.2 Build and leverage partnerships that enhance service provision, infrastructure delivery and funding opportunities
Major Initiatives
• Progress the revitalisation of Council owned land in the Bunjil Place Precinct and Narre Warren Village to create opportunities for new civic, community and commercial outcomes.

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Strategic Services and Descriptions:

Service Area		Actual 2021/22	Forecast 2022/23	Budget 2023/24
		$'000	$'000	$'000
Business support Delivers and supports a range of activities, services and programs that support the sustainability, development and growth of local businesses. Coordinates the registration, education, and enforcement of businesses who are required to be licensed and/or registered under various Acts.	Exp	28	141	145
	Rev	(9)	-	-
	NET	19	141	145
Economic development and investment Provides a conduit between the local business community, investors and Council. Engaging directly with business, education and industry, this service is designed to build resilience in the local economy through diversifying industry sectors, increasing capabilities in local businesses, facilitating employment generating investment outcomes and providing sustainable employment pathways for Casey residents.	Exp	3,226	2,663	1,808
	Rev	(1,181)	(868)	-
	NET	2,045	1,795	1,808
Land use strategy Establishes the land use planning framework for Casey to create a liveable, sustainable and resilient city. Facilitates the collection of developer contributions that fund the delivery of local infrastructure to support new communities	Exp	3,022	4,989	4,243
	Rev	(216)	(320)	(155)
	NET	2,806	4,669	4,088

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

Strategies:

3.1 Conserve, enhance and restore the natural environment
3.2 Contribute towards a circular economy through waste management and resource recovery
3.3 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 to address fragmentation and biodiversity decline
- Decrease the kerbside contamination rate
- Enhance community participation in environmental education and events
- Increase the energy sourced from renewable sources for all council buildings, facilities and public lighting

Major Initiatives in 2023/24:

Strategy 3.1 Conserve, enhance and restore the natural environment
Major Initiatives
• Implement initiatives that will increase biodiversity and tree canopy cover to work towards achieving climate resilience.
Strategy 3.2 Contribute towards a circular economy through waste management and resource recovery
Major Initiatives
• Progress the procurement of an Advanced Waste Processing solution to replace landfill as the preferred method of residual waste disposal and secure the long-term waste needs of South East Melbourne. • Continue rollout of the first stages of the Victorian Government Waste Kerbside Reform Program to ensure consistency across Victoria and enable the increased recovery of recyclable materials.
Strategy 3.2 Support a climate ready city through climate change mitigation and adaptation
Major Initiatives
• Support and empower the community to reduce their energy usage by providing access to climate mitigation information. • Implement emission reduction initiatives with a focus on sourcing green energy, improving building efficiencies and expanding roof top solar on council facilities.

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Strategic Services and Descriptions:

Services		Actual 2021/22	Forecast 2022/23	Budget 2023/24
		$'000	$'000	$'000
Sustainability and Environment				
Provides a broad range of services to protect and enhance the natural environment and support sustainability. Includes coordination of Council's climate change mitigation and adaptation, as well as protection and enhancement of biodiversity and natural resource management. Identifies, manages and remediates potentially contaminated Council land. Raises community awareness for environmental values through education which creates behaviour change and reduces environmental impact.	Exp	4,036	6,306	6,787
	Rev	(208)	(317)	(339)
	NET	3,828	5,989	6,448
Water				
Manages and maintains Council's stormwater assets to protect waterways and bays as well as protect community in regular and extreme rainfall events. Includes urban and rural drainage, flood plain management, stormwater environmental management and stormwater reuse.	Exp	2,757	3,186	3,254
	Rev	(831)	(722)	(750)
	NET	1,926	2,464	2,504
Waste				
Provides all waste collection services including residential garbage, recycling, green waste, commercial waste and hard waste. Includes provision of bins, collection, transport, sorting and/or disposal, and customer interface. Maintains the environment through the collection of dumped rubbish and minimised impact of litter.	Exp	47,289	52,125	55,491
	Rev	(466)	(22)	(20)
	NET	46,823	52,103	55,471

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Service Performance Outcome Indicators:

Service: Waste Management		
Strategic Service: Waste		
Indicator	**Performance Measure**	**Computation**
Waste diversion	Kerbside collection waste diverted from landfill. (Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100

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

Strategies:

4.1 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 infrastructure and services align with Council's advocacy on priorities

Major Initiatives in 2023/24:

Strategy 4.1 Secure funding through Council's advocacy campaign, Connecting Casey, to provide transport, infrastructure and community services
Major Initiatives
• Identify and progress City of Casey and Greater South East Melbourne region industry development and investment opportunities to support economic growth.
• Deliver campaigns for priority advocacy projects, including Thompsons Road extension and Casey Fields Soccer Stage 3.

Strategic Services and Descriptions:

Services		Actual 2021/22	Forecast 2022/23	Budget 2023/24
		$'000	$'000	$'000
Communications and Marketing Advocates on behalf of the community for state and federal funding for services and improvements. Manages all Council's communication channels to share updates, promote Council's programs and services and engage with the community to ensure their views are reflected in Council's decision making, organisational planning, and resource allocation.	Exp	2,112	2,557	2,745
	Rev	-	-	-
	NET	2,112	2,557	2,745

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

Strategies:

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

5.2 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 and sense of belonging to reduce reliance on community services
- Increase opportunities for community participation in community events and social groups to reduce social isolation
- Improve community led preparedness to plan for and mitigate local emergency risk
- 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

Major Initiatives in 2023/24:

Strategy 5.1 Address key health and wellbeing needs within the community, by connecting people to community and services
Major Initiatives
• Strengthen age friendly planning, support ageing in place and positively influence Council's services and programs for older people through the delivery of the Living and Ageing Well Action Plan. • Advocate and partner to enable greater access to safe, affordable and appropriate housing options into the future.
Strategy 5.2 Improve Council decision-making to reflect community needs and priorities
Major Initiatives
• Integrate principles of access and inclusion into Council policy and programs, partners and community organisations through the development and implementation of the Reconciliation Action Plan and LGBTIQA+ Action Plan.

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Strategic Services and Descriptions:

Services		Actual 2021/22	Forecast 2022/23	Budget 2023/24
		$'000	$'000	$'000
Community connection, health and wellbeing Provides a broad range of programs, engagement and partnerships to enhance community connection and wellbeing. This includes community development and empowerment to support Casey's multicultural and inclusive communities; enhancing the economic, social and cultural wellbeing of the Aboriginal and Torres Strait Islander communities; supporting child safety and the prevention of family violence; social policy and planning to create healthy and resilient communities; capacity building of not-for-profit groups and community service organisations; promoting and facilitating community volunteering; networking events for the community sector, and civic awards.	Exp	19,877	22,408	22,568
	Rev	(2,159)	(2,511)	(1,684)
	NET	17,718	19,897	20,884

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Strategic Objective 6: Ensure good governance and transparent decision making

Strategies:

6.1 Grow the capacity of community leadership through dedicated leadership programs and pathways
6.2 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
- Opportunities provided for people who are impacted by Council's initiatives to provide feedback or to have input into the decision-making processes through engagement
- Increase community trust in Council

Major Initiatives in 2023/24:

Strategy 6.1 Grow the capacity of community leadership through dedicated leadership programs and pathways
Major Initiatives
• Deliver year three of the Community Leadership Program to increase leadership skills in the community, build capacity, and enhance reputation and trust in civic democracy in Casey.
Strategy 6.2 Continue to identify opportunities to improve better Council decision making through governance practices and community engagement
Major Initiatives
• Prepare the organisation and community for the return to elected Councillors, enhancing good governance and ethical decision making. • Respond to recommendations provided through the Independent Broad-based Anti-corruption Commission (IBAC) Operation Sandon investigation to address their report findings. • Respond and advocate to the Local Government Electoral Representation Review to ensure the electoral structure reflects the diversity of Casey's communities and is compliant with the legislative requirements. • Deliver candidate information sessions to inform the 2024 Election cycle to ensure there is clear understanding of the role and responsibilities of being a councillor.

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Strategic Services and Descriptions:

Services		Actual 2021/22	Forecast 2022/23	Budget 2023/24
		$'000	$'000	$'000
Building and Planning Administers and applies relevant legislation and the Casey Planning Scheme. Processes subdivisions including engineering approvals, landscape approvals, street naming and numbering, certification and statement of compliance for plans of subdivision. Provides technical advice to the public, investigates and responds to breaches and dangerous structures, and assesses building works and Report and Consent Applications.	Exp	10,075	11,622	11,046
	Rev	(10,144)	(10,114)	(8,410)
	NET	(69)	1,508	2,636
Governance and Risk Coordinates and delivers activities to govern the Council and mitigate risk, including the coordination of Council Meetings, the internal audit program, as well as business continuity, legal issue management, prevention of fraud and corruption, infringement reviews and management of organisational insurances.	Exp	6,626	7,010	7,035
	Rev	(45)	(43)	-
	NET	6,581	6,967	7,035
Organisational Planning and Performance Coordinates and delivers all levels of Council's planning, including the development, engagement and monitoring of the Council Plan and Annual Action Plan, as well as the operationalisation of this plan through all services and departments, and the annual reporting of achievements. This service ensures that all Council's activities and service delivery is planned and delivered in line with the community's expectations and priorities.	Exp	1,608	2,002	1,760
	Rev	-	-	-
	NET	1,608	2,002	1,760

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Service Performance Outcome Indicators:

Service: Statutory Planning		
Strategic Service: Building and Planning		
Indicator	**Performance Measure**	**Computation**
Service standard	Planning applications decided within required timeframes (percentage of regular and VicSmart planning application decisions made within legislated timeframes)	[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x 100
Service: Governance		
Strategic Service: Governance and Risk		
Indicator	**Performance Measure**	**Computation**
Consultation and engagement	Satisfaction with community consultation and engagement. (Community satisfaction rating out of 100 with the consultation and engagement efforts of council)	Community satisfaction rating out of 100 with how council has performed on community consultation and engagement

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

Strategies:

7.1 Enhance our services with a focus on innovation and partnerships, to ensure positive outcomes are delivered to the community
7.2 Identify and implement a sustainable operating model which enhances Casey's future-readiness
7.3 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
- Number of public / private partnerships that directly supports and facilitates pathways into employment for Casey residents
- Ensure customers' expectations are managed from first point of contact, to reduce duplication and delay in the system
- Improve the shareability of data between agencies and partners for more innovative solutions to meet community needs

Major Initiatives in 2023/24:

Strategy 7.1 Enhance our services with a focus on innovation and partnerships, to ensure positive outcomes are delivered to the community
Major Initiatives
• Develop strategic plans for key services to ensure they are innovative, partnership driven and deliver maximum value to the community. • Implement a range of automated and digital solutions to make it easier and faster for customers to make requests online.
Strategy 7.2 Identify and implement a sustainable operating model which enhances Casey's future-readiness
Major Initiatives
• Implement new prioritisation and performance measurement for the organisation that focuses on community outcomes and ensures Casey is adaptable and sustainable into the future. • Implement the first stage of technology upgrades across Council's systems to support the future readiness of community service delivery.
Strategy 7.3 Build Council's ability to pursue innovative partnerships for greater community outcomes
Major Initiatives
• Implement key Smart Casey Launchpad projects to improve the uptake of technology, innovation and data to create a connected, sustainable, inclusive and innovative future for our growing City. • Commence a targeted program to attract new community service organisations that will fill service gaps and enhance the health, wellbeing and safety of residents.

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Strategic Services and Descriptions:

Services		Actual 2021/22	Forecast 2022/23	Budget 2023/24
		$'000	$'000	$'000
Customer Coordinates and manages all Council's customer channels, as well as capturing customer feedback on Council's services and improving customer experience of services.	Exp	5,961	6,260	6,428
	Rev	-	(2)	(2)
	NET	5,961	6,258	6,426
Finance Provides all elements of financial management associated with the delivery of services and the management of Council. Leads the development and implementation of the long-term financial plan and strategy. Includes budgeting, cashflow management, financial reporting to the community, budget engagement, and property rating services.	Exp	6,461	7,069	6,917
	Rev	(3,303)	(4,180)	(3,301)
	NET	3,158	2,889	3,616
Information Technology Provides all the technology hardware, software, and data and information management to enable Council's service delivery, and to keep all data and information safe and secure. Manages corporate records from creation to disposal to meet statutory requirements and coordinate freedom of information.	Exp	15,807	18,109	19,488
	Rev	(9)	-	-
	NET	15,798	18,109	19,488
Innovation and Change Coordinates and delivers innovation and change activities to improve Council services. Includes Casey's Smart City Launchpad which uses sensors and technology to inform Council's service delivery, process improvement to streamline Council's operations, and change management to ensure improvements are embedded and taken up in the way that best meets community need.	Exp	2,314	2,617	2,885
	Rev	-	-	-
	NET	2,314	2,617	2,885
Partnerships and Procurement Drives and coordinates Council's partnerships with other agencies, local businesses, community groups, and contractors. Provides the strategy and advice on property matters and manages the acquisition, leasing, use, and leased property maintenance. Includes tendering, procurement and contract management, and partnership management.	Exp	2,574	2,586	2,580
	Rev	(741)	(800)	(1,041)
	NET	1,833	1,786	1,539
People Provides employment advice and support, recruitment, learning and development, health and safety, and industrial/employee relations for Council. Ensures Council have the right people in the right roles to deliver services for the community.	Exp	6,867	9,978	8,324
	Rev	(69)	-	-
	NET	6,798	9,978	8,324

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Service Performance Outcome Indicators:

Service: Sustainable Capacity		
Strategic Service: People		
Indicator	**Performance Measure**	**Computation**
Workforce Turnover	Percentage of staff turnover (Number of permanent staff resignations and terminations as a percentage of the average number of permanent staff)	[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year]
Service: Stability		
Strategic Service: Finance		
Indicator	**Performance Measure**	**Computation**
Rates effort	Rates compared to property values (Rate revenue as a percentage of the capital improved value of rateable properties in the municipality)	[Rate Revenue / Capital improved value of rateable properties in the municipality] x 100

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Reconciliation with Budgeted Operating Result

	Net Cost (Revenue)	Expenditure	Revenue
	$'000	$'000	$'000
Strategic Objective 1	99,552	155,734	56,182
Strategic Objective 2	6,041	6,196	155
Strategic Objective 3	64,423	65,532	1,109
Strategic Objective 4	2,745	2,745	-
Strategic Objective 5	20,884	22,568	1,684
Strategic Objective 6	11,431	19,841	8,410
Strategic Objective 7	42,278	46,622	4,344
Total	**247,354**	**319,238**	**71,884**

Other Non Attributable Expenses:	
Depreciation & Amortisation	81,122
Borrowing Cost	1,016
Finance Cost Leases	669
Other Expenses	1,869
Material & Services & External Contract Payments - Developer & Other Reimbursements/ write offs	63,521
Deficit before funding sources	**395,551**
Funding sources added in:	
Rate and charges (excl interest on unpaid rates)	(298,876)
Victorian Grants Commission	(12,994)
Capital Grants	(8,414)
Contribution Monetary (DCP/ POS)	(53,019)
Contribution Non Monetary	(128,000)
Interest Income	(11,447)
Net Gain/ (Loss) on Disposal of Property, Infrastructure, Plant & Equipment	(100)
Total funding sources	**(512,850)**
Operating (surplus)/ deficit for the year	**(117,299)**

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SECTION 3: FINANCIAL STATEMENTS

This section presents information in regards to the Financial Statements and Statements of Human Resources. The budget information for the year 2023/24 has been supplemented with projections to 2026/27.

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

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Comprehensive Income Statement
For the four years ending 30 June 2027

	Note	Forecast Actual 2022/23	Budget 2023/24	Projections 2024/25	2025/26	2026/27
		$'000	$'000	$'000	$'000	$'000
Incomes						
Rates and charges	4.1.1	283,046	**300,199**	314,626	330,479	347,696
Statutory fees and fines	4.1.2	12,647	**12,474**	13,097	13,752	14,440
User fees	4.1.3	16,930	**14,927**	15,674	16,457	17,280
Grants - operating	4.1.4	52,432	**53,800**	57,019	59,961	63,046
Grants - capital	4.1.4	9,429	**8,414**	8,100	8,200	8,300
Contributions - monetary	4.1.5	73,516	**53,987**	62,372	66,430	65,094
Contributions - non-monetary	4.1.5	122,850	**128,000**	136,000	126,000	126,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		428	**100**	50	50	50
Other income	4.1.6	10,063	**12,834**	12,536	12,346	12,334
Total income/ revenue		**581,341**	**584,735**	**619,474**	**633,675**	**654,240**
Expenses						
Employee costs	4.1.7	142,403	**143,465**	148,128	152,942	157,913
Materials and services	4.1.8	135,900	**127,311**	108,544	94,252	86,513
External contracts	4.1.9	87,081	**96,469**	100,338	105,177	110,809
Utilities		9,744	**10,076**	10,253	10,645	11,079
Depreciation	4.1.10	72,661	**79,273**	89,342	96,737	104,596
Amortisation - right of use assets	4.1.11	1,711	**1,849**	1,628	1,510	1,510
Bad and doubtful debts - allowance for impairment losses		97	**97**	101	104	109
Borrowing costs		1,289	**1,016**	720	425	134
Finance costs - leases		769	**669**	565	456	341
Other expenses	4.1.12	7,022	**7,211**	7,413	7,628	7,858
Total expenses		**458,677**	**467,436**	**467,032**	**469,876**	**480,862**
Surplus/ (deficit) for the year		**122,664**	**117,299**	**152,442**	**163,799**	**173,378**
Other comprehensive income						
Net asset revaluation increment/ (decrement)		30,000	**300,000**	35,000	325,000	40,000
Total other comprehensive result		**30,000**	**300,000**	**35,000**	**325,000**	**40,000**
Total comprehensive result		**152,664**	**417,299**	**187,442**	**488,799**	**213,378**

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Balance Sheet
For the four years ending 30 June 2027

	Note	Forecast Actual 2022/23	Budget 2023/24	Projections 2024/25	2025/26	2026/27
		$'000	$'000	$'000	$'000	$'000
Assets						
Current assets						
Cash and cash equivalents		24,865	**24,934**	25,685	25,639	28,874
Trade and other receivables		30,474	**30,812**	32,128	33,659	35,342
Other financial assets		314,574	**316,921**	322,205	312,205	323,205
Non-current assets classified as held for sale		1,677	**-**	-	-	-
Total current assets		**371,590**	**372,667**	**380,018**	**371,503**	**387,421**
Non-current assets						
Other financial assets		5,000	**5,000**	5,000	12,000	11,000
Investments in associates, joint arrangement and subsidiaries		4,403	**4,403**	4,403	4,403	4,403
Property, infrastructure, plant & equipment		6,265,250	**6,672,401**	6,845,898	7,328,199	7,523,857
Right-of-use assets	4.2.4	9,428	**7,784**	6,156	4,646	3,136
Total non-current assets		**6,284,081**	**6,689,588**	**6,861,457**	**7,349,248**	**7,542,396**
Total assets	4.2.1	**6,655,671**	**7,062,255**	**7,241,475**	**7,720,751**	**7,929,817**
Liabilities						
Current liabilities						
Trade and other payables		30,037	**25,461**	23,963	23,195	23,113
Trust funds and deposits		39,519	**39,019**	39,519	38,919	39,419
Unearned income/revenue		27,520	**26,020**	25,120	23,420	21,720
Provisions		32,325	**37,225**	40,725	44,225	47,725
Interest-bearing liabilities	4.2.3	8,044	**8,300**	8,556	5,145	507
Lease liabilities	4.2.4	1,401	**1,725**	1,600	1,585	1,610
Total current liabilities		**138,846**	**137,750**	**139,483**	**136,489**	**134,094**
Non-current liabilities						
Provisions		11,485	**11,685**	11,885	12,085	12,285
Interest-bearing liabilities	4.2.3	22,506	**14,206**	5,651	507	-
Lease liabilities	4.2.4	8,847	**7,328**	5,728	4,143	2,533
Total non-current liabilities		**42,838**	**33,219**	**23,264**	**16,735**	**14,818**
Total liabilities	4.2.2	**181,684**	**170,969**	**162,747**	**153,224**	**148,912**
Net assets		**6,473,987**	**6,891,286**	**7,078,728**	**7,567,527**	**7,780,905**
Equity						
Accumulated surplus		2,936,150	**3,042,539**	3,181,394	3,339,636	3,493,076
Reserves		3,537,837	**3,848,747**	3,897,334	4,227,891	4,287,829
Total equity		**6,473,987**	**6,891,286**	**7,078,728**	**7,567,527**	**7,780,905**

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Statement of Changes in Equity
For the four years ending 30 June 2027

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
		$'000	$'000	$'000	$'000
2023 Forecast Actual					
Balance at beginning of the financial year		**6,321,323**	**2,825,709**	**3,256,746**	**238,868**
Surplus/(deficit) for the year		122,664	122,664	-	-
Net asset revaluation increment/(decrement)		30,000	-	30,000	-
Transfers to other reserves		-	(128,863)	-	128,863
Transfers from other reserves		-	116,640	-	(116,640)
Balance at end of the financial year		**6,473,987**	**2,936,150**	**3,286,746**	**251,091**
2024 Budget					
Balance at beginning of the financial year		6,473,987	2,936,150	3,286,746	251,091
Surplus/(deficit) for the year		117,299	117,299	-	-
Net asset revaluation increment/(decrement)		300,000	-	300,000	-
Transfers to other reserves		-	(103,580)	-	103,580
Transfers from other reserves		-	92,670	-	(92,670)
Balance at end of the financial year		**6,891,286**	**3,042,539**	**3,586,746**	**262,001**
2025					
Balance at beginning of the financial year		**6,891,286**	**3,042,539**	**3,586,746**	**262,001**
Surplus/(deficit) for the year		152,442	152,442	-	-
Net asset revaluation increment/(decrement)		35,000	-	35,000	-
Transfers to other reserves		-	(87,158)	-	87,158
Transfers from other reserves		-	73,571	-	(73,571)
Balance at end of the financial year		**7,078,728**	**3,181,394**	**3,621,746**	**275,588**
2026					
Balance at beginning of the financial year		**7,078,728**	**3,181,394**	**3,621,746**	**275,588**
Surplus/(deficit) for the year		163,799	163,799	-	-
Net asset revaluation increment/(decrement)		325,000	-	325,000	-
Transfers to other reserves		-	(92,622)	-	92,622
Transfers from other reserves		-	87,065	-	(87,065)
Balance at end of the financial year		**7,567,527**	**3,339,636**	**3,946,746**	**281,145**
2027					
Balance at beginning of the financial year		**7,567,527**	**3,339,636**	**3,946,746**	**281,145**
Surplus/(deficit) for the year		173,378	173,378	-	-
Net asset revaluation increment/(decrement)		40,000	-	40,000	-
Transfers to other reserves		-	(88,477)	-	88,477
Transfers from other reserves		-	68,539	-	(68,539)
Balance at end of the financial year		**7,780,905**	**3,493,076**	**3,986,746**	**301,083**

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Statement of Cash Flows
For the four years ending 30 June 2027

	Note	Forecast Actual 2022/23	Budget 2023/24	Projections 2024/25	2025/26	2026/27
		$'000	$'000	$'000	$'000	$'000
Cash flows from operating activities						
Rates and charges		288,777	**299,708**	313,304	328,966	346,051
Statutory fees and fines		13,014	**12,539**	13,047	13,690	14,374
User fees		17,594	**15,178**	15,628	16,384	17,201
Grants - operating		56,126	**54,300**	57,119	60,261	63,346
Grants - capital		7,234	**6,414**	7,100	6,200	6,300
Contributions - monetary		73,516	**53,987**	62,372	66,430	65,094
Interest received		8,361	**11,203**	11,087	10,836	10,734
Other receipts		1,171	**1,371**	1,449	1,522	1,598
Net GST refund / payment		9,037	**6,802**	9,835	13,149	13,737
Employee costs		(133,455)	**(134,496)**	(139,965)	(144,683)	(149,554)
Materials and services		(232,740)	**(240,314)**	(226,094)	(219,676)	(217,988)
Trust funds and deposits repaid		(500)	**(500)**	500	(600)	500
Net cash provided by operating activities	4.4.1	**108,135**	**86,192**	**125,382**	**152,479**	**171,393**
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(102,600)	**(74,823)**	(108,188)	(144,639)	(151,104)
Proceeds from sale of property, infrastructure, plant and equipment		15,260	**2,177**	150	150	150
Proceeds from sale of investments		(11,000)	**(2,347)**	(5,284)	3,000	(10,000)
Net cash provided by/ (used in) investing activities	4.4.2	**(98,340)**	**(74,993)**	**(113,322)**	**(141,489)**	**(160,954)**
Cash flows from financing activities						
Finance costs		(1,289)	**(1,016)**	(720)	(425)	(134)
Proceeds from interest bearing liabilities		(7,808)	**(8,044)**	(8,299)	(8,555)	(5,144)
Interest paid - lease liability		(769)	**(669)**	(565)	(456)	(341)
Repayment of lease liabilities		(1,597)	**(1,401)**	(1,725)	(1,600)	(1,585)
Net cash provided by/(used in) financing activities	4.4.3	**(11,463)**	**(11,130)**	**(11,309)**	**(11,036)**	**(7,204)**
Net increase/(decrease) in cash & cash equivalents		(1,668)	**69**	751	(46)	3,235
Cash and cash equivalents at the beginning of the financial year		26,533	**24,865**	24,934	25,685	25,639
Cash and cash equivalents at the end of the financial year		**24,865**	**24,934**	**25,685**	**25,639**	**28,874**

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Statement of Capital Works
For the four years ending 30 June 2027

	Note	Forecast Actual 2022/23	Budget 2023/24	Projections 2024/25	2025/26	2026/27
		$'000	$'000	$'000	$'000	$'000
Property						
Land		2,643	-	-	-	-
Total land		**2,643**	**-**	**-**	**-**	**-**
Buildings		830	-	716	741	767
Total buildings		**830**	**-**	**716**	**741**	**767**
Total property		**3,473**	**-**	**716**	**741**	**767**
Plant & equipment						
Plant, machinery and equipment		4,191	3,273	3,030	3,530	3,030
Computers and telecommunications		15,914	14,712	15,606	7,398	4,883
Total Plant & Equipment		**20,105**	**17,985**	**18,636**	**10,928**	**7,913**
Infrastructure						
Roads		19,116	20,560	34,168	45,213	57,248
Bridges		409	198	526	662	685
Footpaths and cycleways		4,513	3,411	3,725	3,856	4,050
Drainage		5,779	4,852	2,995	1,877	1,942
Recreational, leisure and community facilities		42,209	19,367	42,083	75,188	74,567
Parks, open space and streetscapes		4,636	6,199	3,282	4,688	2,394
Other infrastructure		2,360	2,251	2,057	1,486	1,538
Total infrastructure		**79,022**	**56,838**	**88,836**	**132,970**	**142,424**
Total Capital Works expenditure	4.5.1	**102,600**	**74,823**	**108,188**	**144,639**	**151,104**
Represented By						
New asset expenditure		30,562	16,652	39,550	49,255	34,500
Asset renewal expenditure		28,856	31,581	36,510	50,079	59,888
Asset expansion expenditure		1,731	1,513	5,382	17,881	23,861
Asset upgrade expenditure		41,451	25,077	26,746	27,424	32,855
Total Capital Works expenditure	4.5.1	**102,600**	**74,823**	**108,188**	**144,639**	**151,104**
Funding Sources represented by:						
Grants		9,429	8,414	8,100	8,200	8,300
Contributions		1,450	-	-	-	-
Council cash		91,721	66,409	100,088	136,439	142,804
Borrowings		-	-	-	-	-
Total Capital Works expenditure	4.5.1	**102,600**	**74,823**	**108,188**	**144,639**	**151,104**

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Statement of Human Resources
For the four years ending 30 June 2027

	Note	Forecast Actual 2022/23	Budget 2023/24	Projections 2024/25	2025/26	2026/27
		$'000	$'000	$'000	$'000	$'000
Staff expenditure						
Employee costs - operating		144,113	146,574	151,330	156,249	160,985
Employee costs - capital		(1,710)	(3,109)	(3,203)	(3,307)	(3,073)
Total staff expenditure		**142,403**	**143,465**	**148,128**	**152,942**	**157,913**

	Note	Forecast Actual 2022/23	Budget 2023/24	Projections 2024/25	2025/26	2026/27
		FTE	FTE	FTE	FTE	FTE
Staff number						
Employees		1,377.0	1,341.2	1,317.2	1,317.2	1,317.2
Total staff numbers		**1,377.0**	**1,341.2**	**1,317.2**	**1,317.2**	**1,317.2**

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

Department	Budget 2023/24	Comprises Full time	Part time	Casual	Temporary
	$'000	$'000	$'000	$'000	$'000
Customer and Business Transformation	**19,775**	16,888	1,604	180	1,103
Corporate Services	**15,961**	13,536	2,090	-	335
Community Life	**68,144**	28,498	37,432	1,391	823
City Planning & Infrastructure	**42,694**	39,157	3,003	37	497
Total permanent staff expenditure	**146,574**	**98,079**	**44,129**	**1,608**	**2,758**
Capitalised labour costs	(3,109)				
Total expenditure	**143,465**				

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

Department	Budget 2023/24	Comprises Full time	Part time	Casual	Temporary
	$'000	$'000	$'000		
Customer and Business Transformation	**166.1**	141.8	13.5	1.5	9.3
Corporate Services	**123.8**	105.0	16.2	-	2.6
Community Life	**667.2**	279.0	366.5	13.6	8.1
City Planning and Infrastructure	**384.1**	352.3	27.0	0.3	4.5
Total staff	**1,341.2**	**878.1**	**423.2**	**15.5**	**24.4**

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Summary of Planned Human Resources Expenditure
For the four years ending 30 June 2027

	Note	2023/24	2024/25	2025/26	2026/27
		$'000	$'000	$'000	$'000
Customer and Business Transformation					
Permanent - Full time		**16,889**	**17,437**	**18,004**	**18,550**
Women		10,095	10,423	10,762	11,088
Men		6,794	7,014	7,242	7,462
Persons of self-described gender		0	0	0	0
Permanent - Part time		**1,784**	**1,842**	**1,901**	**1,959**
Women		1,784	1,842	1,901	1,959
Men		0	0	0	0
Persons of self-described gender		0	0	0	0
Limited Tenure		1,103	1,138	1,175	1,211
Women		684	706	729	751
Men		419	433	447	460
Persons of self-described gender		0	0	0	0
Total Customer and Business Transformation		**19,775**	**20,417**	**21,081**	**21,720**
Corporate Services					
Permanent - Full time		**13,536**	**13,975**	**14,430**	**14,867**
Women		9,611	9,923	10,245	10,556
Men		3,926	4,053	4,185	4,311
Persons of self-described gender		0	0	0	0
Permanent - Part time		**2,090**	**2,158**	**2,228**	**2,295**
Women		2,011	2,076	2,143	2,208
Men		79	82	84	87
Persons of self-described gender		0	0	0	0
Limited Tenure		335	346	357	368
Women		335	346	357	368
Men		0	0	0	0
Persons of self-described gender		0	0	0	0
Total Corporate Services		**15,961**	**16,479**	**17,015**	**17,530**
Community Life					
Permanent - Full time		**28,498**	**29,422**	**30,379**	**31,300**
Women		21,088	21,773	22,480	23,162
Men		7,409	7,650	7,898	8,138
Persons of self-described gender		0	0	0	0
Permanent - Part time		**38,823**	**40,083**	**41,386**	**42,640**
Women		37,902	39,132	40,404	41,629
Men		921	951	982	1,012
Persons of self-described gender		0	0	0	0
Limited Tenure		823	850	878	904
Women		700	722	746	769
Men		123	127	132	136
Persons of self-described gender		0	0	0	0
Total Community Life		**68,144**	**70,355**	**72,642**	**74,844**

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Summary of Planned Human Resources Expenditure (continued)
For the four years ending 30 June 2027

	Note	2023/24	2024/25	2025/26	2026/27
		$'000	$'000	$'000	$'000
City Planning & Infrastructure					
Permanent - Full time		**39,157**	**40,427**	**41,741**	**43,007**
Women		15,271	15,767	16,279	16,773
Men		23,886	24,661	25,462	26,234
Persons of self-described gender		0	0	0	0
Permanent - Part time		**3,040**	**3,138**	**3,240**	**3,339**
Women		2,858	2,951	3,047	3,139
Men		182	188	194	200
Persons of self-described gender		0	0	0	0
Limited Tenure		497	513	530	546
Women		164	169	175	180
Men		333	344	355	366
Persons of self-described gender		0	0	0	0
Total City Planning & Infrastructure		**42,693**	**44,079**	**45,511**	**46,891**
Casuals, temporary and other expenditure		0	0	0	0
Capitalised labour costs		(3,109)	(3,203)	(3,307)	(3,073)
Total staff expenditure		**143,465**	**148,128**	**152,942**	**157,913**

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Summary of Planned Human Resources FTE
For the four years ending 30 June 2027

	Note	2023/24	2024/25	2025/26	2026/27
		FTE	FTE	FTE	FTE
Customer and Business Transformation					
Permanent - Full time		**141.8**	**142.2**	**142.2**	**142.2**
Women		84.8	85.2	85.2	85.2
Men		57.0	57.0	57.0	57.0
Persons of self-described gender		0.0	0.0	0.0	0.0
Permanent - Part time		**15.0**	**15.0**	**15.0**	**15.0**
Women		15.0	15.0	15.0	15.0
Men		0.0	0.0	0.0	0.0
Persons of self-described gender		0.0	0.0	0.0	0.0
Limited Tenure		9.3	0.0	0.0	0.0
Women		5.3	0.0	0.0	0.0
Men		4.0	0.0	0.0	0.0
Persons of self-described gender		0.0	0.0	0.0	0.0
Total Customer and Business Transformation		**166.1**	**157.2**	**157.2**	**157.2**
Corporate Services					
Permanent - Full time		**105.0**	**105.0**	**105.0**	**105.0**
Women		75.0	75.0	75.0	75.0
Men		30.0	30.0	30.0	30.0
Persons of self-described gender		0.0	0.0	0.0	0.0
Permanent - Part time		**16.2**	**16.2**	**16.2**	**16.2**
Women		15.2	15.8	15.8	15.8
Men		1.0	0.4	0.4	0.4
Persons of self-described gender		0.0	0.0	0.0	0.0
Limited Tenure		2.6	0.0	0.0	0.0
Women		2.6	0.0	0.0	0.0
Men		0.0	0.0	0.0	0.0
Persons of self-described gender		0.0	0.0	0.0	0.0
Total Corporate Services		**123.8**	**121.2**	**121.2**	**121.2**

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Summary of Planned Human Resources FTE (continued)
For the four years ending 30 June 2027

	Note	2023/24	2024/25	2025/26	2026/27
		FTE	FTE	FTE	FTE
Community Life					
Permanent - Full time		**279.0**	**279.0**	**279.0**	**279.0**
Women		206.0	206.0	206.0	206.0
Men		73.0	73.0	73.0	73.0
Persons of self-described gender		0.0	0.0	0.0	0.0
Permanent - Part time		**380.1**	**380.1**	**380.1**	**380.1**
Women		371.1	371.1	371.1	371.1
Men		9.0	9.0	9.0	9.0
Persons of self-described gender		0.0	0.0	0.0	0.0
Limited Tenure		8.1	0.0	0.0	0.0
Women		7.1	0.0	0.0	0.0
Men		1.0	0.0	0.0	0.0
Persons of self-described gender		0.0	0.0	0.0	0.0
Total Community Life		**667.2**	**659.1**	**659.1**	**659.1**
City Planning & Infrastructure					
Permanent - Full time		**352.3**	**352.0**	**352.0**	**352.0**
Women		137.3	137.0	137.0	137.0
Men		215.0	215.0	215.0	215.0
Persons of self-described gender		0.0	0.0	0.0	0.0
Permanent - Part time		**27.4**	**27.7**	**27.7**	**27.7**
Women		25.6	26.0	26.0	26.0
Men		1.8	1.7	1.7	1.7
Persons of self-described gender		0.0	0.0	0.0	0.0
Limited Tenure		4.5	0.0	0.0	0.0
Women		1.5	0.0	0.0	0.0
Men		3.0	0.0	0.0	0.0
Persons of self-described gender		0.0	0.0	0.0	0.0
Total City Planning & Infrastructure		**384.2**	**379.7**	**379.7**	**379.7**
Total staff numbers		**1,341.2**	**1,317.2**	**1,317.2**	**1,317.2**

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Other Matters - Regulation 8
Local Government (Planning and Reporting) Regulations 2020

		2023/24	2022/23	% change
Reg.	Details	(3.5% rate cap)	(1.75% rate cap)	
8.4 (g)	Total proposed to be borrowed	$0	$21,000,000	
8.4 (h)	Proposed debt redemption	$8,044,000	$7,631,000	
8.4 (i)	Rate in the dollar for each type of rate to be levied			
	General rate	$0.002144982	0.002163676	
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	(0.9%)	(15.2%)	
8.5 (b)	Estimated amount to be raised by each type of rate to be levied			
	General Rate	$238,296,216	$223,946,204	
	Cultural & Recreational Lands	$281,260	$245,122	
8.5 (c)	Estimated total amount to be raised by rates	$238,577,476	$224,191,326	
8.5 (d)	Number of assessments for each type of rate to be levied compared with the previous year			
	General Rate	141,227	136,831	
8.5 (e)	Total number of assessments(start of year)	141,250	136,853	
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	$111,094,739,200	$103,502,652,001	
	Cultural & Recreational Lands	$278,945,000	$247,110,000	
8.5 (g)	Estimated total value of land rated compared with the previous year	$111,373,684,200	$103,749,762,001	
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	$434.00	$409.00	6.1%
	Garbage Charge Excluding Green Waste 120ltr	$355.00	$335.00	6.0%
	Garbage Charge Including Green Waste 80ltr	$403.00	$380.00	6.1%
	Garbage Charge Excluding Green Waste 80ltr	$324.00	$306.00	5.9%
	Garbage Charge 2nd 120 litre bin	$287.00	$271.00	5.9%
	Commercial (Excl GST)	$318.00	$300.00	6.0%
	Commercial Recycling Only (excl GST)	$187.00	$176.00	6.3%
	Green Waste 2nd bin (Excl GST)	$109.00	$103.00	5.8%
	Residential 2nd Recycle	$36.00	$34.00	5.9%
	Berwick Village H1 (Excl GST)	$4,764.00	$4,292.00	11.0%
	Berwick Village H2 (Excl GST)	$5,252.00	$4,732.00	11.0%
	Berwick Village H3 (Excl GST)	$6,017.00	$5,421.00	11.0%
	Berwick Village H4 (Excl GST)	$7,626.00	$6,871.00	11.0%
	Berwick Village M1 (Excl GST)	$981.00	$884.00	11.0%
	Berwick Village M2 (Excl GST)	$1,167.00	$1,051.00	11.0%
	Berwick Village M3 (Excl GST)	$1,393.00	$1,255.00	11.0%
	Berwick Village M4 (Excl GST)	$2,221.00	$2,001.00	11.0%

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Other Matters - Regulation 8
Local Government (Planning and Reporting) Regulations 2020

Reg.	Details	2023/24 (3.5% rate cap)	2022/23 (1.75% rate cap)	% change
	Berwick Village L1 (Excl GST)	$414.00	$373.00	11.0%
	Berwick Village L2 (Excl GST)	$450.00	$405.00	11.1%
	Berwick Village L3 (Excl GST)	$582.00	$524.00	11.1%
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	$45,309,166	$41,580,985	
	Garbage Charge Excluding Green Waste 120ltr	$3,617,450	$3,293,385	
	Garbage Charge Including Green Waste 80ltr	$3,350,542	$3,094,720	
	Garbage Charge Excluding Green Waste 80ltr	$950,616	$865,980	
	Garbage Charge 2nd 120 litre bin	$869,323	$729,803	
	Commercial (Excl GST)	$336,762	$303,300	
	Green Waste	$510,774	$449,080	
	Commercial Recycling Only	$14,399	$12,672	
	Residential 2nd Recycle	$278,640	$246,092	
	Berwick Village H1 (Excl GST)	$33,348	$30,044	
	Berwick Village H2 (Excl GST)	$52,520	$52,052	
	Berwick Village H3 (Excl GST)	$30,085	$21,684	
	Berwick Village H4 (Excl GST)	$45,756	$41,226	
	Berwick Village M1 (Excl GST)	$25,506	$22,100	
	Berwick Village M2 (Excl GST)	$46,680	$42,040	
	Berwick Village M3 (Excl GST)	$25,074	$23,845	
	Berwick Village M4 (Excl GST)	$13,326	$6,003	
	Berwick Village L1 (Excl GST)	$6,210	$5,595	
	Berwick Village L2 (Excl GST)	$16,650	$14,985	
	Berwick Village L3 (Excl GST)	$10,476	$9,432	
8.5 (n)	Estimated total amount to be raised by service rates and charges compared to previous year	$55,543,303	$50,845,023	
8.5 (o)	Estimated total amount to be raised by all rates and charges compared to previous year	$294,120,779	$275,036,349	
	Any significant changes that may affect the estimated amounts to be raised			
	- Estimated supplementary rate income	$4,755,151	$4,566,351	
	Total Rates and Charges	$298,875,930	$279,602,700	

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SECTION 4: 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 budget.

As per the *Local Government Act 2020*, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2023/24 the FGRS cap has been set at 3.50%. 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 general rate and the municipal charge will increase by 3.50% in line with the rate cap.

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

	2022/23 Forecast Actual	2023/24 Budget	Change	Percentage
	$'000	$'000	$'000	%
General rates*	223,946	**238,296**	14,350	6.4%
Waste management charge	53,360	**57,098**	3,738	7.0%
Culture and Recreation	245	**281**	36	14.7%
Supplementary rates and rate adjustments	3,290	**3,201**	(89)	(2.7%)
Penalty charges	2,205	**1,323**	(882)	(40.0%)
Total rates and charges	**283,046**	**300,199**	**17,153**	**6.06%**

*These items are subject to the rate cap established under the FGRS. Total amount to be raised in the 2023/24 base above excludes $6,291,730 of annualised Supplementary Rates income expected to be raised during 2022/23. When annualised Supplementary Rates for 2022/23 are included in the base (per the legislated State Government rate cap formula) the total % change for 2023-24 is 3.5%.

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	2022/23	2023/24	Change
	cents/ $CIV*	cents/ $CIV*	
General rate for rateable residential properties	0.002163676	**0.002144982**	(0.9%)

*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	2022/23	2023/24	Change	
	$'000	$'000	$'000	%
Residential	203,850	**211,812**	7,962	3.9%
Commercial	11,098	**12,937**	1,839	16.6%
Industrial	7,526	**11,731**	4,205	55.9%
Rural	1,472	**1,816**	344	23.4%
Cultural & Recreation*	245	**281**	36	14.7%
Total amount to be raised by general rates**	**224,191**	**238,577**	**14,386**	**6.4%**

* Culture and Recreation rates calculated at 100% are included in this figure, and is outside the rate cap framework.

** Total amount to be raised in the 2023/24 base above excludes $6,291,730 of annualised Supplementary Rates income expected to be raised during 2022/23. When annualised Supplementary Rates for 2022/23 are included in the base (per the legislated State Government rate cap formula) the total % change for 2023-24 is 3.5%

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	2022/23	2023/24	Change	
	Number	Number	Number	%
Residential	129,478	**133,643**	4,165	3.2%
Commercial	3,066	**3,153**	87	2.8%
Industrial	3,966	**4,115**	149	3.8%
Rural	320	**316**	(4)	(1.3%)
Culture and Recreation	23	**23**	-	0.0%
Total number of assessments	**136,853**	**141,250**	**4,397**	**3.2%**

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

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

Type or class of land	2022/23	2023/24	Change	
	$'000	$'000	$'000	%
Residential	94,214,972	**98,747,627**	4,532,655	4.8%
Commercial	5,129,186	**6,031,408**	902,222	17.6%
Industrial	3,478,364	**5,469,084**	1,990,720	57.2%
Rural	680,130	**846,620**	166,490	24.5%
Culture and Recreation	247,110	**278,945**	31,835	12.9%
Total value of land	**103,749,762**	**111,373,684**	**7,623,922**	**7.3%**

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 2022/23	Per Relateable Property 2023/24	Change	
	$'000	$'000	$'000	%
Municipal	**Nil**	**Nil**	**Nil**	**0.0%**

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

	2022/23	2023/24	Change	
	$'000	$'000	$'000	%
Municipal	**Nil**	**Nil**	**Nil**	**0.0%**

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 2022/23	Per Relateable Property 2023/24	Change	
	$	$	$	%
Garbage Charge Including Green Waste 120ltr	409	**434**	25	6.1%
Garbage Charge Excluding Green Waste 120ltr	335	**355**	20	6.0%
Garbage Charge Including Green Waste 80ltr	380	**403**	23	6.1%
Garbage Charge Excluding Green Waste 80ltr	306	**324**	18	5.9%
Garbage Charge 2nd 120 litre bin	271	**287**	16	5.9%
Commercial (Excl GST)	300	**318**	18	6.0%
Commercial Recycling Only (excl GST)	176	**187**	11	6.3%
Green Waste 2nd bin (Excl GST)	103	**109**	6	5.8%
Residential 2nd Recycle	34	**36**	2	5.9%
Berwick Village H1 (Excl GST)	4,292	**4,764**	472	11.0%
Berwick Village H2 (Excl GST)	4,732	**5,252**	520	11.0%
Berwick Village H3 (Excl GST)	5,421	**6,017**	596	11.0%
Berwick Village H4 (Excl GST)	6,871	**7,626**	755	11.0%
Berwick Village M1 (Excl GST)	884	**981**	97	11.0%
Berwick Village M2 (Excl GST)	1,051	**1,167**	116	11.0%

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Type of charge	Per Relateable Property 2022/23	Per Relateable Property 2023/24	Change	
	$	$	$	%
Berwick Village M3 (Excl GST)	1,255	**1,393**	138	11.0%
Berwick Village M4 (Excl GST)	2,001	**2,221**	220	11.0%
Berwick Village L1 (Excl GST)	373	**414**	41	11.0%
Berwick Village L2 (Excl GST)	405	**450**	45	11.1%
Berwick Village L3 (Excl GST)	524	**582**	58	11.1%

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 2022/23	Per Relateable Property 2023/24	Change	
	$	$	$	%
Garbage Charge Including Green Waste 120ltr	41,580,985	**45,309,166**	3,728,181	9.0%
Garbage Charge Excluding Green Waste 120ltr	3,293,385	**3,617,450**	324,065	9.8%
Garbage Charge Including Green Waste 80ltr	3,094,720	**3,350,542**	255,822	8.3%
Garbage Charge Excluding Green Waste 80ltr	865,980	**950,616**	84,636	9.8%
Garbage Charge 2nd 120 litre bin	729,803	**869,323**	139,520	19.1%
Commercial (Excl GST)	303,300	**336,762**	33,462	11.0%
Green Waste	449,080	**510,774**	61,694	13.7%
Commercial Recycling Only	12,672	**14,399**	1,727	13.6%
Residential 2nd Recycle	246,092	**278,640**	32,548	13.2%
Berwick Village H1 (Excl GST)	30,044	**33,348**	3,304	11.0%
Berwick Village H2 (Excl GST)	52,052	**52,520**	468	0.9%
Berwick Village H3 (Excl GST)	21,684	**30,085**	8,401	38.7%
Berwick Village H4 (Excl GST)	41,226	**45,756**	4,530	11.0%
Berwick Village M1 (Excl GST)	22,100	**25,506**	3,406	15.4%
Berwick Village M2 (Excl GST)	42,040	**46,680**	4,640	11.0%
Berwick Village M3 (Excl GST)	23,845	**25,074**	1,229	5.2%
Berwick Village M4 (Excl GST)	6,003	**13,326**	7,323	122.0%
Berwick Village L1 (Excl GST)	5,595	**6,210**	615	11.0%
Berwick Village L2 (Excl GST)	14,985	**16,650**	1,665	11.1%
Berwick Village L3 (Excl GST)	9,432	**10,476**	1,044	11.1%
Supplementary waste charges	2,515,118	**1,555,151**	(959,967)	(38.2%)
Total	**53,360,141**	**57,098,454**	**3,738,313**	**7.0%**

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

	2022/23	2023/24	Change	
	$'000	$'000	$'000	%
Waste management charge	53,360	**57,098**	3,738	7.0%
General Rates	223,946	**238,296**	14,350	6.4%
Cultural & Recreation	245	**281**	36	14.7%
Supplementary rates and rate adjustments	3,290	**3,201**	(89)	(2.7%)
Penalty Interest	2,205	**1,323**	(882)	(40.0%)
Total rates and charges	**283,046**	**300,199**	**17,153**	**6.1%**

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	2022/23	2023/24
Total Rates (at the start of the year)	$220,094,550	$230,237,934
Number of rateable properties	136,831.00	141,227
Base Average Rate	1,608.51	1,630.27
Maximum Rate Increase (set by the State Government)	**1.75%**	**3.50%**
Capped Average Rate	1,636.66	1,687.33
Maximum General Rates and Municipal Charges Revenue	$223,946,205	$238,296,262
Budgeted General Rates and Municipal Charges Revenue	$223,946,204	$238,296,216
Budgeted Supplementary Rates	$3,323,404	$3,200,000
Penalty interest	$2,204,744	$1,322,846
Budgeted Total Rates and Municipal Charges Revenue	$229,474,352	$242,819,062

The above rates and charges and rate in the $ have been calculated based on preliminary valuations provided by the Victorian Valuer General and may change based on the final valuations. In the event there are changes it will be reflected in the adopted budget in June.

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 (2023/24: estimated $3,200,000 and 2022/23: $3,323,404)
- 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

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 2023/24 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 2023/24, 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 3.5% for 2023/24, 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.

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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 3.5% 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 (3.5%) 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 3.5% 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 3.5% (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 2022/23 year, a revaluation of all properties was carried out by the Valuer General. Overall, CIV property valuations across the City have increased by 7.3% 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.

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4.1.2 Statutory fees and fines

	Forecast Actual 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
Infringements and costs	1,804	1,870	66	3.7%
Town planning fees	1,809	1,839	30	1.7%
Building	950	1,000	50	5.3%
Land information certificates	346	326	(20)	(5.8%)
Sub-division fees	3,650	3,200	(450)	(12.3%)
Animal registration fees and fines	2,664	2,814	150	5.6%
Health registration fees and fines	1,405	1,415	10	0.7%
Elections	9	-	(9)	(100.0%)
Fire Management	10	10	-	0.0%
Total statutory fees and fines	**12,647**	**12,474**	**(173)**	**(1.4%)**

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 overall by 1.4% or $0.2m compared to 2022/23 forecast. The statutory fees have decreased in sub-division and land information certificate fees offset by increases largely in infringements, town planning, building, animal and health registration fees. Detailed listing of Council's fees and charges is included as part of the 2023/24 Budget documents.

4.1.3 User Fees

	Forecast Actual 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
Client fees - community care	438	362	(76)	(17.4%)
Leisure centre and recreation	1,906	2,155	249	13.1%
Kindergarten fees	2,074	47	(2,027)	(97.7%)
Hire fees - Council facilities	5,380	5,054	(326)	(6.1%)
Building services	1,300	1,340	40	3.1%
Re-instatement/road opening fees	1,851	2,136	285	15.4%
Recoveries	2,113	2,236	123	5.8%
Reimbursements	1,471	1,490	19	1.3%
Other fees and charges	397	107	(290)	(73.0%)
Total user fees	**16,930**	**14,927**	**(2,003)**	**(11.8%)**

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 decrease by 11.8% or $2m compared to the 2022/23 forecast. The User fees are budgeted to decrease primarily relating to the introduction of free Kindergarten services which is offset by Government grant funding.

A detailed listing of Council's fees and charges is included as part of the 2023/24 Budget.

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4.1.4 Grants

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

	Forecast Actual 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
Grants were received in respect to the following:				
Summary of grants				
Commonwealth funded grants	23,145	23,150	5	0.0%
State funded grants	38,716	39,064	348	0.9%
Total grants received	**61,861**	**62,214**	**353**	**0.6%**
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	11,398	12,994	1,596	14.0%
Connected Communities	2,234	1,415	(819)	(36.7%)
Immunisation	84	155	71	84.5%
Recurrent - State Government				
Connected Communities	3,214	2,915	(299)	(9.3%)
Child Youth and Family	30,615	34,305	3,690	12.1%
Total recurrent grants	**47,545**	**51,784**	**4,239**	**8.9%**
Non-recurrent - Commonwealth Government				
Environmental planning	-	172	172	100.0%
Non-recurrent - State Government				
Community health	2	-	(2)	(100.0%)
Active Communities	239	226	(13)	(5.4%)
Arts and Cultural Development	121	75	(46)	(38.0%)
Child Youth and Family	960	433	(527)	(54.9%)
City and Asset Planning	150	50	(100)	(66.7%)
City Presentation	14	14	-	0.0%
Connected Communities	1,518	421	(1,097)	(72.3%)
Finance and Rates	112	114	2	1.8%
Growth and Investment	1,315	40	(1,275)	(97.0%)
Planning and Building Services	153	191	38	24.8%
Corporate Governance	74	28	(46)	(62.2%)
Sustainability and Waste Management	229	252	23	10.0%
Total non-recurrent grants	**4,887**	**2,016**	**(2,871)**	**(58.7%)**
Total operating grants	**52,432**	**53,800**	**1,368**	**2.6%**

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4.1.4 Grants (continued)

	Forecast Actual 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	1,634	1,634	-	0.0%
Victorian Grants Commission (Local Roads)	958	3,000	2,042	213.2%
Total recurrent grants	**2,592**	**4,634**	**2,042**	**78.8%**
Non-recurrent State Government				
Infrastructure & Capital Projects	6,837	3,780	(3,057)	(44.7%)
Total non-recurrent grants	**6,837**	**3,780**	**(3,057)**	**(44.7%)**
Total capital grants	**9,429**	**8,414**	**(1,015)**	**(10.8%)**
Total Grants	**61,861**	**62,214**	**353**	**0.6%**

Grants - operating

Operating grants and subsidies include all operating monies received from State and Commonwealth 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 2.6% or $1.4m for 2023/24 Budget when compared with forecast 2022/23. The main reason for the increase is due to increase in finance assistance grant from Victorian Grant Commission and introduction of free Kindergarten services for 2023/24 which are partially offset with the reduction in grants for one off projects occurring during the current financial year.

Grants - capital

Capital grants include all monies received from State and Commonwealth sources for the purposes of funding the Capital Works Program and receipt of this income is project dependant. Council expects a decrease of 10.8% or $1.0m in capital grants for 2023/24 mainly from the Commonwealth Government.

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4.1.5 Contributions

	Forecast Actual 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
Monetary	73,516	53,987	(19,529)	(26.6%)
Non-monetary	122,850	128,000	5,150	4.2%
Total contributions	**196,366**	**181,987**	**(14,379)**	**(7.3%)**

Contributions - monetary include monies contributed by developers, sporting clubs or residents towards development of public open space, drainage, roads, recreational facilities and other assets. A $19.5m reduction in developer contributions is expected in 2023/24 due to an anticipated decrease in activity.

4.1.6 Other income

	Forecast Actual 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
Interest from investments	8,914	11,447	2,533	28.4%
Other Rent	1,149	1,387	238	20.7%
Total other income	**10,063**	**12,834**	**2,771**	**27.5%**

Interest on investments are favourable due to anticipated rate increases from the Reserve Bank of Australia. Other rent increases are largely in commercial rentals between compared to the 2023/24 forecast.

4.1.7 Employee costs

	Forecast Actual 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
Wages and salaries	127,885	126,565	(1,320)	(1.0%)
WorkCover	2,318	2,700	382	16.5%
Superannuation	11,900	13,900	2,000	16.8%
Fringe Benefits Tax	300	300	-	0.0%
Total employee costs	**142,403**	**143,465**	**1,062**	**0.7%**

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 any other benefits offered.

Employee costs in total are budgeted to increase by 0.7% or $1m compared to forecast for 2022/23 mainly due to increase budgeted salary and banding increments and anticipated increase in WorkCover insurance premium offset with the reduction in FTEs due to efficiencies through multiple restructures.

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4.1.8 Materials and services

	Forecast Actual 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
Building maintenance	164	207	43	26.2%
General maintenance	21,595	16,023	(5,572)	(25.8%)
Office administration	31,407	22,865	(8,542)	(27.2%)
Information technology	8,280	9,553	1,273	15.4%
Insurance	2,635	2,966	331	12.6%
Consultants	11,523	13,051	1,528	13.3%
Contract payments	8,790	9,231	441	5.0%
Council Developer Contributions	51,506	53,415	1,909	3.7%
Total materials and services	**135,900**	**127,311**	**(8,589)**	**(6.3%)**

Materials and services expenditure is budgeted to decrease by 6.3% or $8.6m when compared to forecast 2022/23. This is mainly due to expected reduction in general maintenance costs relating to capital work projects and reduction in office administration costs for information technology that were increased for one-off projects in 2022/23. This is partially offset with the expected increase in reimbursements associated with the provision by developers of land and construction projects that are funded through the levies collected under various Development and Infrastructure Contribution Plans.

4.1.9 External Contracts

	Forecast Actual 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
Building maintenance	6,760	7,441	681	10.1%
General maintenance	14,222	16,203	1,981	13.9%
Office administration	19,340	22,854	3,514	18.2%
Waste Management	46,759	49,971	3,212	6.9%
Total materials and services	**87,081**	**96,469**	**9,388**	**10.8%**

External contracts are budgeted to increase by 10.8% or $9.4m when compared to forecast 2022/23. External contracts mainly consists of tendered contracts, with waste management contracts increasing by 6.9% or $3.2m which include increases for domestic garbage, hard waste and green waste disposal. Contributing to this increase are anticipated increases for open space presentation and urban forest contracts which are increasing by 22.9% or $4.5m. These increases have been offset by a reduction in leisure contracts by 27.9% or $0.9m due to better contract terms and participation returning to normal levels after Covid-19.

4.1.10 Depreciation

	Forecast Actual 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
Property	21,670	23,836	2,166	10.0%
Plant and equipment	4,233	4,004	(229)	(5.4%)
Infrastructure	46,758	51,433	4,675	10.0%
Total depreciation	**72,661**	**79,273**	**6,612**	**9.1%**

Depreciation relates to the usage of Council's property, plant and equipment, and infrastructure assets

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such as roads and drains. Depreciation expense is expected to increase by 9.1% overall or $6.6m in 2023/24 to reflect increased capitalisation of assets compared with the forecast for 2022/23. This is largely based on current work-in-progress projects and historical data and the capital works schedule for 2023/24 such as roads and drains.

4.1.11 Amortisation - Right of use assets

	Forecast Actual 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
Property	129	129	-	0.0%
Vehicles	1,582	1,720	138	8.7%
Total amortisation - right of use assets	**1,711**	**1,849**	**138**	**8.1%**

4.1.12 Other expenses

	Forecast Actual 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
Auditors Remuneration	205	212	7	3.4%
Councillors' Allowances	643	649	6	0.9%
Operating Lease Rentals	76	244	168	221.1%
Grants & Contributions	6,098	6,106	8	0.1%
Total other expenses	**7,022**	**7,211**	**189**	**2.7%**

Other expenses include operating lease payments for equipment, contributions, audit fees, Councillor allowances/Administrator fees and community grants. This is expected to slightly increase by 2.7% or $0.2m.

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4.2 Balance Sheet

4.2.1 Assets

Cash and cash equivalents and other financial assets 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 increase by 0.7% or $2.4m during the year.

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 and asset revaluation.

4.2.2 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. Employee entitlements are expected to increase as a result of changes in salaries and wages in line with the enterprise bargaining agreement.

Total interest-bearing loans and borrowings held by Council is projected to be $22.5m by June 2024. Council is budgeting to repay $8.0m loan principal during 2023/24 and does not anticipate to borrow in 2023/24.

4.2.3 Borrowings

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

Council's current borrowings relate to funding major projects such as Bunjil Place.

	Forecast Actual	Budget	Projections		
	2022/23	2023/24	2024/25	2025/26	2026/27
	$'000	$'000	$'000	$'000	$'000
Amount borrowed as at 30 June of the prior year	38,357	30,549	22,505	14,206	5,651
Amount proposed to be borrowed	-	-	-	-	-
Amount projected to be redeemed	(7,808)	(8,044)	(8,299)	(8,555)	(5,144)
Amount of borrowings as at 30 June	**30,549**	**22,505**	**14,206**	**5,651**	**507**

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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 2022/23	Budget 2023/24
	$'000	$'000
Right-of-use assets		
Property	247	117
Vehicles	9,181	7,667
Total right-of-use assets	**9,428**	**7,784**
Lease liabilities		
Current lease liabilities		
Property	136	122
Vehicles	1,265	1,603
Total current lease liabilities	**1,401**	**1,725**
Non-current lease liabilities		
Property	122	-
Vehicles	8,725	7,328
Total non-current lease liabilities	**8,847**	**7,328**
Total lease liabilities	**10,248**	**9,053**

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 3.4% and for office equipment and vehicles is 7.0%

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4.3 Statement of Changes in Equity

Equity

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

- Accumulated Surplus is the value of all net assets less reserves that have accumulated over time.
- Asset Revaluation Reserve represents the difference between the previously recorded value of assets and its 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.

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 2023/24 year. The analysis is based on three main categories of cash flows:

4.4.1 Net cash flows provided by/used in operating activities

The $10.9m increase in rates and charges income reflects a 3.5% 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

The net cash used in investing activities is primarily due to projected $74.8m expenditure for property, infrastructure, plant and equipment offset by funding of $2.2m received through sale of property, plant and equipment.

4.4.3 Net cash flows provided by/used in financing activities

For 2023/24 the total of principal repayments is $8.0m and interest expenses repayment is $1m with no further borrowings anticipated.

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4.5 Capital Works

Highlights

This year's $74.82 million capital works program will see the completion of previous financial year projects, renewal of existing infrastructure and detailed design and feasibility work for future projects.

This includes:

- $16.65 million on new assets
- $31.58 million on renewal works
- $25.08 million of upgrades to existing facilities
- $1.51 million to expand existing assets

Through the 2023/24 Capital Works Program we are investing:

- $20.55 million in road works
- $19.37 million in recreational, leisure and community facilities
- $6.20 million in parks, open space and streetscapes
- $4.85 million in drainage works
- $3.41 million in footpaths and cycleways

4.5.1 Summary

	Budget 2022/23	Budget 2023/24	Change	
	$'000	$'000	$'000	%
Property	3,473	-	(3,473)	(100.0%)
Plant and equipment	20,105	17,985	(2,120)	(10.5%)
Infrastructure	79,022	56,838	(22,184)	(28.1%)
Total	**102,600**	**74,823**	**(27,777)**	**(27.1%)**

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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
Plant and equipment	**17,985**	130	5,526	12,329	-	-	-	14,955	3,030	-
Infrastructure	**56,838**	16,524	26,054	12,748	1,512	8,414	-	44,689	3,735	-
Total	**74,823**	**16,654**	**31,580**	**25,077**	**1,512**	**8,414**	**-**	**59,644**	**6,765**	**-**

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4.5.2 Statement of Capital Works 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
Plant										
Bunjil Place Elevated Work Platform Replacement	**29**	-	14	15	-	-	-	29	-	-
Old Shire Office Fire Services upgrade	**214**	-	-	214	-	-	-	214	-	-
General - Major Plant Replacement - Program - 2023-24	**1,000**	-	1,000	-	-	-	-	-	1,000	-
General - Plant - Light Vehicles - Replacement - Program - 2023-24	**2,000**	-	2,000	-	-	-	-	-	2,000	-
General - Plant - Minor - Replacement - Program - 2023-24	**30**	-	30	-	-	-	-	-	30	-
Total Plant	**3,273**	**-**	**3,044**	**229**	**-**	**-**	**-**	**243**	**3,030**	**-**
Computers										
General - IT - Corporate Facilities Audio Visual Equipment renewal - Program - 2023-24	**800**	80	720	-	-	-	-	800	-	-
General - IT - Network and Infrastructure - Program - 2023-24	**200**	50	150	-	-	-	-	200	-	-
General - IT - Personal Productivity Tools - Program - 2023-24	**1,600**	-	1,600	-	-	-	-	1,600	-	-
IT - UPS and Cooling	**12**	-	12	-	-	-	-	12	-	-
IT - Business Transformation	**12,100**	-	-	12,100	-	-	-	12,100	-	-
Total Computers	**14,712**	**130**	**2,482**	**12,100**	**-**	**-**	**-**	**14,712**	**-**	**-**
Total Plant and Equipment	**17,985**	**130**	**5,526**	**12,329**	**-**	**-**	**-**	**14,955**	**3,030**	**-**

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4.5.2 Statement of Capital Works 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
Bridges										
Bridge Renewal - Road Bridge Berwick Springs Prom BR172	**27**	27	-	-	-	-	-	27	-	-
Bridge Renewal - Pedestrian Bridge Coral Dr BR042	**171**	-	171	-	-	-	-	171	-	-
Total Bridges	**198**	**27**	**171**	**-**	**-**	**-**	**-**	**198**	**-**	**-**
Community facilities										
Lynbrook Family and Children's Centre Renewal	**482**	-	434	48	-	-	-	482	-	-
Brentwood Park Neighbourhood House Building Renewal	**52**	-	47	5	-	-	-	52	-	-
Lighting renewal programme across sealed car parks	**268**	-	268	-	-	-	-	268	-	-
Community Facilities - Minor Capital Works - Program - 2023-24	**536**	134	134	134	134	-	-	536	-	-
Various - Building Renewal - Community Centres - Public Halls - Program - 2023-24	**273**	-	273	-	-	-	-	273	-	-
Various - Building Services - Mechanical Equipment Renewal - Program - 2023-24	**226**	-	203	23	-	-	-	226	-	-
Various - Essential Safety Measures - Buildings - Program - 2023-24	**124**	62	62	-	-	-	-	124	-	-
Various - Minor Structures - Shade Structures Renewal - Program - 2023-24	**340**	-	340	-	-	-	-	340	-	-
Various - Bunjil Place Asset Management Plan Works - Program - 2023-24	**600**	-	600	-	-	-	-	-	600	-
Building N&I Alexander Bvd Comm & RecHub	**500**	500	-	-	-	-	-	500	-	-
Total Community Facilities	**3,401**	**696**	**2,361**	**210**	**134**	**-**	**-**	**2,801**	**600**	**-**

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4.5.2 Statement of Capital Works 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
Recreational Facilities										
Casey Fields - Athletics Track Renewal	**1,232**	-	1,232	-	-	-	-	1,232	-	-
Waratah Reserve Sports Lighting	**25**	25	-	-	-	25	-	-	-	-
Sweeney Softball Electronic Scoreboard Installation	**67**	67	-	-	-	-	-	67	-	-
Pearcedale Recreation Reserve - Terracing, Shelter, Seating, Path OVAL 1	**259**	259	-	-	-	-	-	259	-	-
Renewal of temporary goals at Casey Fields Soccer	**75**	-	75	-	-	-	-	75	-	-
Casey Arc - Asset Management Plan Works - Building Renewal - Program - 2023-24	**525**	-	525	-	-	-	-	-	525	-
The RACE - Asset Management Plan works - Building Renewal - Program - 2023-24	**650**	-	650	-	-	-	-	-	650	-
Various - Renewal of Minor Recreational Structures - Program - 2023-24	**237**	71	166	-	-	-	-	237	-	-
Casey Fields - Fencing Renewal - Program - 2023-24	**77**	-	69	8	-	-	-	77	-	-
Various - Recreation reserve shelters and manual scoreboards - renew and replace - Program - 2023-24	**101**	20	81	-	-	-	-	101	-	-
Various - Recreation Reserve Fencing Renewal - Program - 2023-24	**74**	-	67	7	-	-	-	74	-	-
Various - Reserve Public Lighting - Program - 2023-24	**37**	9	28	-	-	-	-	37	-	-

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4.5.2 Statement of Capital Works 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
Various - Sporting Reserve Lighting Assets - renewal and replacement - Program - 2023-24	**124**	-	99	25	-	-	-	124	-	-
Various - Sportsfield Reconstruction Program - Program - 2023-24	**1,661**	-	1,495	166	-	-	-	1,661	-	-
Various - Renewal Cricket Practice Wicket and Nets - Program - 2023-24	**249**	-	224	25	-	-	-	249	-	-
Various - Sporting Surface Renewal Program Synthetic Surfaces - Program - 2023-24	**73**	-	66	7	-	-	-	73	-	-
Casey Fields - Oval Irrigation renewal - Program - 2023-24	**107**	-	107	-	-	-	-	107	-	-
Pool In The Park - Asset Management Plan Works - Program - 2023-24	**60**	-	60	-	-	-	-	-	60	-
Various - Sporting Surface Renewal Program Turf Wickets - Program - 2023-24	**119**	-	107	12	-	-	-	119	-	-
Rec-Bells Rd Clyde Nth AOS2 AFL/C/N/T	**250**	250	-	-	-	-	-	-	250	-
Rec-Edwin Flack Bin Cage Replacement	**54**	27	27	-	-	-	-	54	-	-
Rec-Lake View Dr Res - Toilet Block	**254**	254	-	-	-	-	-	254	-	-
Playgrounds Renewal Baden Powell Res	**305**	-	305	-	-	-	-	305	-	-
Playgrounds Renewal Ashford Cl Res	**305**	-	305	-	-	-	-	305	-	-

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4.5.2 Statement of Capital Works 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
Playgrounds Renewal McDowall Rd Res	**129**	-	129	-	-	-	-	129	-	-
Playgrounds Renewal Hillgrove Cr Res	**155**	-	155	-	-	-	-	155	-	-
Playgrounds Renewal Kidds Rd Res	**104**	-	104	-	-	-	-	104	-	-
Playgrounds Renewal Bunya Ct Res	**104**	-	104	-	-	-	-	104	-	-
Playgrounds Renewal Nestle Retreat	**124**	-	124	-	-	-	-	124	-	-
Playgrounds Renewal Edwin Flack Res	**145**	-	145	-	-	-	-	145	-	-
Playgrounds N&I Max Pawsey & Net W'oval	**35**	35	-	-	-	-	-	35	-	-
Building Renewal Hallam Rec Tennis Pav	**500**	-	375	125	-	500	-	-	-	-
Playground RenewalBSprings Wetlands West	**250**	-	250	-	-	-	-	-	250	-
Rec N&I Casey Fields Fitness Trail St 2	**875**	875	-	-	-	25	-	850	-	-
Rec -Casey Fields Ovals 4&5 Pavilion Upg	**900**	585	315	-	-	-	-	900	-	-
Building Renewal Pearcedale Res Pavilion	**1,000**	-	500	250	250	-	-	1,000	-	-
Building Renewal - CILC The Factory	**57**	-	57	-	-	-	-	57	-	-
Building Renewal - Casey Stadiums 21-22	**57**	-	57	-	-	-	-	57	-	-

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4.5.2 Statement of Capital Works 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
Building Renewal - Aquatic&Leisure 21-22	**57**	-	57	-	-	-	-	57	-	-
Casey Fields - Regional Soccer Stage 2	**500**	500	-	-	-	-	-	500	-	-
Max Pawsey Reserve - Tennis Pavilion	**930**	-	465	465	-	-	-	930	-	-
Sports Fields Renewals - Max Pawsey Res	**500**	-	450	50	-	-	-	500	-	-
Rec Robert Booth Res MPlan WorksPavilion	**1,624**	1,624	-	-	-	-	-	1,624	-	-
Advanced Design for DCP Projects	**1,000**	1,000	-	-	-	-	-	-	1,000	-
Total Recreational Facilities	**15,966**	**5,601**	**8,975**	**1,140**	**250**	**550**	**-**	**12,681**	**2,735**	**-**
Total Community and Recreational Facilities	**19,367**	**6,297**	**11,336**	**1,350**	**384**	**550**	**-**	**15,482**	**3,335**	**-**
Cycle ways										
Rec Paths (MTN) B'Ridge Settlers-Botanic	**486**	486	-	-	-	-	-	486	-	-
Total Cycle ways	**486**	**486**	**-**	**-**	**-**	**-**	**-**	**486**	**-**	**-**

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4.5.2 Statement of Capital Works 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										
Drainage - 8 to 16 Bayview Road Tooradin	**121**	121	-	-	-	-	-	121	-	-
Drainage - 18 Elimatta Street Warneet	**54**	54	-	-	-	-	-	54	-	-
Casey Fields Boulevard Sediment Pond / Wetland Renewal	**60**	-	60	-	-	-	-	60	-	-
Drainage Works 140l Harold Keys Drive Narre Warren South	**52**	52	-	-	-	-	-	52	-	-
Various - Water Sensitive Urban Design Renewals - Program - 2023-24	**208**	-	208	-	-	-	-	208	-	-
Various - Drainage Works Renewal Program - Program - 2023-24	**475**	-	475	-	-	-	-	475	-	-
Rec-Max Pawsey Res Deck, seats, shelter	**36**	36	-	-	-	-	-	36	-	-
Drainage Renewal May Gibbs Swale	**222**	-	222	-	-	-	-	222	-	-
Drainage Renewal Eros & Olympus Cres Bio	**149**	-	149	-	-	-	-	149	-	-
Drainage Renewal - Various GPTrap Wks	**172**	-	172	-	-	-	-	172	-	-
Drainage N&I - Clyde Ck SWHarvesting	**900**	900	-	-	-	-	-	900	-	-
Drainage N&I - Casey Fields SWHarvesting	**1,193**	1,193	-	-	-	-	-	1,193	-	-
Drainage N&I - Betula&Myuna SWHarvesting	**1,210**	1,210	-	-	-	570	-	640	-	-
Total Drainage	**4,852**	**3,566**	**1,286**	**-**	**-**	**570**	**-**	**4,282**	**-**	**-**

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4.5.2 Statement of Capital Works 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										
Various - Reactionary Program - Minor footpath links - community demand - Program - 2023-24	**210**	210	-	-	-	-	-	210	-	-
Various - School Crossing Infrastructure - Program - 2023-24	**119**	119	-	-	-	-	-	119	-	-
Various - Kerb & Channel and Footpaths Rehabilitation Program - Program - 2023-24	**2,406**	-	2,406	-	-	-	-	2,406	-	-
Rec Paths (MTN) CardinaCrkPkMMResSt1	**190**	190	-	-	-	-	-	190	-	-
Total Footpaths	**2,925**	**519**	**2,406**	**-**	**-**	**-**	**-**	**2,925**	**-**	**-**
Open Space										
Various - Bushland Reserves Management Initiatives - Program - 2023-24	**252**	126	126	-	-	-	-	252	-	-
Rec-Max Pawsey Res - Events Stage	**29**	29	-	-	-	-	-	29	-	-
Landscape Wks - Greg Clydesdale Sq Des	**36**	-	18	18	-	36	-	-	-	-
Total Open Space	**317**	**155**	**144**	**18**	**-**	**36**	**-**	**281**	**-**	**-**

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4.5.2 Statement of Capital Works 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
Other infrastructure										
Cresthaven Boulevard flashing zebra with flat top hump	**21**	21	-	-	-	-	-	21	-	-
Pedestrian refuge on Power Road near Cumberland Way	**90**	90	-	-	-	-	-	90	-	-
Various - Corporate Signage on Buildings - Program - 2023-24	**57**	22	35	-	-	-	-	57	-	-
Various Preliminary Project Investigations - 2023-24	**100**	25	25	25	25	-	-	100	-	-
Park Landscaping - Public Art Renewal	**61**	-	61	-	-	-	-	61	-	-
IT - Smart City Innovation Project	**445**	445	-	-	-	-	-	445	-	-
IT - Technology Service & Cyber Security	**277**	-	-	-	277	-	-	277	-	-
Various - Project Management Costs	**1,200**	300	300	300	300	-	-	1,200	-	-
Total Other infrastructure	**2,251**	**903**	**421**	**325**	**602**	**-**	**-**	**2,251**	**-**	**-**
Parks and Reserves										
Various - Park and Street Furniture and Structures Renewals - Program - 2023-24	**382**	95	248	39	-	-	-	382	-	-
Various - Tennis Facility Renewal Program - Program - 2023-24	**249**	-	224	25	-	-	-	249	-	-
Various - Landscaping and Additional Tree Planting - Program - 2023-24	**334**	67	167	100	-	-	-	334	-	-
Total Parks and Reserves	**965**	**162**	**639**	**164**	**-**	**-**	**-**	**965**	**-**	**-**

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4.5.2 Statement of Capital Works 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
Roads										
Campbell Drive - Local Traffic Management Program	**126**	126	-	-	-	-	-	126	-	-
Elliot Parade - Local Traffic Management Program	**172**	172	-	-	-	-	-	172	-	-
Norfolk Drive - Local Traffic Management Program	**180**	180	-	-	-	-	-	180	-	-
Craig Road shoulder sealing - Browns Road to 58A Craig Road	**136**	136	-	-	-	-	-	136	-	-
Craig Road shoulder sealing - Sherwood Road to 42-48 Craig Road	**266**	266	-	-	-	-	-	266	-	-
Bridge Renewal - Road Bridge Beauford Av BR247	**28**	28	-	-	-	-	-	28	-	-
Manks Road - Tooradin Station Rd to Yallambee Rd - road rehabilitation and construction	**214**	-	171	43	-	-	-	214	-	-
Grove End Road, ENDEAVOUR HILLS - LTM Street Scheme	**93**	93	-	-	-	-	-	93	-	-
Various - Pedestrian Crossing Program - Program - 2023-24	**124**	124	-	-	-	-	-	124	-	-
Various - Minor Traffic Works - Program - 2023-24	**321**	257	-	64	-	-	-	321	-	-
Various - Road Rehabilitation Program - Program - 2023-24	**3,772**	-	3,772	-	-	3,000	-	772	-	-
Various - Road Resealing Program - Program - 2023-24	**3,100**	-	3,100	-	-	-	-	3,100	-	-
Road N&I Tyabb T'din Rd-S'B'dary-B'T'din	**126**	-	101	25	-	-	-	126	-	-

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4.5.2 Statement of Capital Works 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
Road N&I Fisheries Rd - North-Finsbury	**1,663**	-	1,330	333	-	-	-	1,663	-	-
Road N&I Bray Bvd Thompsons Rd I'section	**150**	75	-	75	-	-	-	-	150	-
Road N&I Casey FieldsBvd B'larto-ex seal	**-**	-	-	-	-	-	-	-	-	-
Street Lighting Convert Mercury V to LED	**2,295**	-	-	2,295	-	-	-	2,295	-	-
Road Const Unsld T'Station Bal-Manks 2/2	**50**	-	-	50	-	-	-	50	-	-
Road Const Unsld T'Station R'W-Manks 1/2	**3,601**	-	-	3,601	-	1,634	-	1,967	-	-
Road Const N&I Ballarto Rd SGH-C'Fds 2/3	**50**	-	-	50	-	-	-	-	50	-
Road Cons N&I - Craig Road Bypass	**200**	-	-	200	-	-	-	-	200	-
Road Const N&I BallartoSGH Intersection	**3,893**	-	-	3,893	-	-	-	3,893	-	-
Total Roads	**20,560**	**1,457**	**8,474**	**10,629**	**-**	**4,634**	**-**	**15,526**	**400**	**-**

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4.5.2 Statement of Capital Works 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
Streetscapes										
Various - Casey Annual Banner and Flag Replacement Program - Program - 2023-24	**49**	-	49	-	-	-	-	49	-	-
Timbarra Estate - Tree Removals in the Timbarra Estate - Program - 2023-24	**50**	-	50	-	-	-	-	50	-	-
Various - Street Tree Planting and Establishment of 45 Litre Stock - Program - 2023-24	**469**	235	234	-	-	-	-	469	-	-
Various - Street tree replacement following road rehabilitation works - Program - 2023-24	**335**	-	335	-	-	-	-	335	-	-
Hotham Street Revive (Living Local Suburban Grants Program)	**183**	147	36	-	-	90	-	93	-	-
Total Streetscapes	**1,086**	**382**	**704**	**-**	**-**	**90**	**-**	**996**	**-**	**-**
Parks and Reserves										
Rec Paths (MTN) Bayview Pk 1001 Steps S2	**1,179**	1,179	-	-	-	1,179	-	-	-	-
Rec N&I Ray Bastin Reserve Redevelopment	**2,282**	1,369	229	227	457	1,355	-	927	-	-
Rec-Casey Fields Chain & Bollard Fencing	**20**	20	-	-	-	-	-	20	-	-
Bldg Renewal - Hallam Rec Football Pav	**350**	-	245	35	70	-	-	350	-	-
Total Parks and Reserves	**3,831**	**2,568**	**474**	**262**	**527**	**2,534**	**-**	**1,297**	**-**	**-**
Total Infrastruture	**56,838**	**16,522**	**26,055**	**12,748**	**1,513**	**8,414**	**-**	**44,689**	**3,735**	**-**
Total Capital Works	**74,823**	**16,652**	**31,581**	**25,077**	**1,513**	**8,414**	**-**	**59,644**	**6,765**	**-**

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Summary of Planned Capital Works Expenditure
For the years ending 30 June 2025, 2026, 2027

2024/25	Total	Asset expenditure type				Summary of Funding Sources					
		New	Renewal	Expansion	Upgrade	Total	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property											
Land	**716**	-	716	-	-	716	-	-	716	-	-
Land improvements	**-**	-	-	-	-	-	-	-	-	-	-
Total Land	**716**	**-**	**716**	**-**	**-**	**716**	**-**	**-**	**716**	**-**	**-**
Buildings	**-**	-	-	-	-	-	-	-	-	-	-
Heritage Buildings	**-**	-	-	-	-	-	-	-	-	-	-
Building improvements	**-**	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	**-**	-	-	-	-	-	-	-	-	-	-
Total Buildings	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Property	**716**	**-**	**716**	**-**	**-**	**716**	**-**	**-**	**716**	**-**	**-**
Plant and Equipment											
Heritage plant and equipment	**3,030**	-	3,030	-	-	3,030	-	-	-	3,030	-
Plant, machinery and equipment	**-**	-	-	-	-	-	-	-	-	-	-
Fixtures, fittings and furniture	**-**	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	**15,606**	134	2,972	12,500	-	15,606	-	-	15,606	-	-
Library books	**-**	-	-	-	-	-	-	-	-	-	-
Total Plant and Equipment	**18,636**	**134**	**6,002**	**12,500**	**-**	**18,636**	**-**	**-**	**15,606**	**3,030**	**-**

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Summary of Planned Capital Works Expenditure
For the years ending 30 June 2025, 2026, 2027

2024/25	Total	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Expansion	Upgrade	Total	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Infrastructure											
Roads	**34,168**	9,659	12,432	9,901	2,176	34,168	5,350	-	18,239	10,579	
Bridges	**526**	133	393	-	-	526	-	-	526	-	
Footpaths and cycleways	**3,725**	1,146	2,490	89	-	3,725	-	-	3,725	-	
Drainage	**2,995**	1,920	1,076	-	-	2,995	-	-	2,995	-	
Recreational, leisure and community facilities	**42,083**	24,872	11,277	3,137	2,796	42,083	2,750	-	20,603	18,730	
Waste management	**-**	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	**3,282**	718	1,696	788	80	3,282	-	-	3,282	-	-
Aerodromes	**-**	-	-	-	-	-	-	-	-	-	-
Off street car parks	**-**	-	-	-	-	-	-	-	-	-	-
Other infrastructure	**2,057**	970	428	330	330	2,057	-	-	2,057	-	-
Total Infrastructure	**88,836**	**39,416**	**29,792**	**14,246**	**5,382**	**88,836**	**8,100**	**-**	**51,428**	**29,308**	**-**
Total Capital Works Expenditure	**108,188**	**39,550**	**36,510**	**26,746**	**5,382**	**108,188**	**8,100**	**-**	**67,750**	**32,338**	**-**

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Summary of Planned Capital Works Expenditure
For the years ending 30 June 2025, 2026, 2027

2025/26	Total	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Expansion	Upgrade	Total	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property											
Land	**741**	-	741	-	-	741	-	-	741	-	-
Land improvements	**-**	-	-	-	-	-	-	-	-	-	-
Total Land	**741**	**-**	**741**	**-**	**-**	**741**	**-**	**-**	**741**	**-**	**-**
Buildings	**-**	-	-	-	-	-	-	-	-	-	-
Heritage Buildings	**-**	-	-	-	-	-	-	-	-	-	-
Building improvements	**-**	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	**-**	-	-	-	-	-	-	-	-	-	-
Total Buildings	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total Property	**741**	**-**	**741**	**-**	**-**	**741**	**-**	**-**	**741**	**-**	**-**
Plant and Equipment											
Heritage plant and equipment	**-**	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	**3,530**	-	3,530	-	-	3,530	-	-	-	3,530	-
Fixtures, fittings and furniture	**-**	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	**7,398**	139	2,659	4,600	-	7,398	-	-	7,398	-	-
Library books	**-**	-	-	-	-	-	-	-	-	-	-
Total Plant and Equipment	**10,928**	**139**	**6,189**	**4,600**	**-**	**10,928**	**-**	**-**	**7,398**	**3,530**	**-**

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Summary of Planned Capital Works Expenditure
For the years ending 30 June 2025, 2026, 2027

2025/26	Total	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Expansion	Upgrade	Total	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Infrastructure											
Roads	**45,213**	9,833	16,427	11,665	7,288	45,213	6,349	-	18,674	20,190	-
Bridges	**662**	-	662	-	-	662	-	-	662	-	-
Footpaths and cycleways	**3,856**	1,186	2,577	93	-	3,856	-	-	3,856	-	-
Drainage	**1,877**	764	1,113	-	-	1,877	-	-	1,877	-	-
Recreational, leisure and community facilities	**75,188**	36,393	20,405	9,341	9,048	75,188	1,851	-	34,419	38,918	-
Waste management	**-**	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	**4,688**	560	1,572	1,369	1,188	4,688	-	-	4,688	-	-
Aerodromes	**-**	-	-	-	-	-	-	-	-	-	-
Off street car parks	**-**	-	-	-	-	-	-	-	-	-	-
Other infrastructure	**1,486**	381	393	356	356	1,486	-	-	1,486	-	-
Total Infrastructure	**132,970**	**49,116**	**43,149**	**22,824**	**17,881**	**132,970**	**8,200**	**-**	**65,661**	**59,108**	**-**
Total Capital Works Expenditure	**144,639**	**49,255**	**50,079**	**27,424**	**17,881**	**144,639**	**8,200**	**-**	**73,801**	**62,638**	**-**

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Summary of Planned Capital Works Expenditure
For the years ending 30 June 2025, 2026, 2027

2026/27	Total	Asset expenditure type				Summary of Funding Sources					
		New	Renewal	Expansion	Upgrade	Total	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property											
Land	**-**	-	-	-	-	-	-	-	-	-	-
Land improvements	**-**	-	-	-	-	-	-	-	-	-	-
Total Land	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Buildings	**767**	-	767	-	-	767	-	-	767	-	-
Heritage Buildings	**-**	-	-	-	-	-	-	-	-	-	-
Building improvements	**-**	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	**-**	-	-	-	-	-	-	-	-	-	-
Total Buildings	**767**	**-**	**767**	**-**	**-**	**767**	**-**	**-**	**767**	**-**	**-**
Total Property	**767**	**-**	**767**	**-**	**-**	**767**	**-**	**-**	**767**	**-**	**-**
Plant and Equipment											
Heritage plant and equipment	**-**	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	**3,030**	-	3,030	-	-	3,030	-	-	-	3,030	-
Fixtures, fittings and furniture	**-**	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	**4,883**	144	2,739	2,000	-	4,883	-	-	4,883	-	-
Library books	**-**	-	-	-	-	-	-	-	-	-	-
Total Plant and Equipment	**7,913**	**144**	**5,769**	**2,000**	**-**	**7,913**	**-**	**-**	**4,883**	**3,030**	**-**

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Summary of Planned Capital Works Expenditure
For the years ending 30 June 2025, 2026, 2027

2026/27	Total	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Expansion	Upgrade	Total	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Infrastructure											
Roads	**57,248**	11,817	18,848	16,078	10,505	57,248	5,730	-	29,508	22,010	
Bridges	**685**	-	685	-	-	685	-	-	685	-	
Footpaths and cycleways	**4,050**	1,227	2,727	96	-	4,050	-	-	4,050	-	
Drainage	**1,942**	790	1,152	-	-	1,942	-	-	1,942	-	
Recreational, leisure and community facilities	**74,567**	19,547	27,907	14,125	12,987	74,567	2,570	-	42,427	29,570	
Waste management	**-**	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	**2,394**	580	1,626	188	-	2,394	-	-	2,394	-	-
Aerodromes	**-**	-	-	-	-	-	-	-	-	-	-
Off street car parks	**-**	-	-	-	-	-	-	-	-	-	-
Other infrastructure	**1,538**	394	407	368	369	1,538	-	-	1,538	-	-
Total Infrastructure	**142,424**	**34,356**	**53,352**	**30,855**	**23,861**	**142,424**	**8,300**	**-**	**82,544**	**51,580**	**-**
Total Capital Works Expenditure	**151,104**	**34,500**	**59,888**	**32,855**	**23,861**	**151,104**	**8,300**	**-**	**88,194**	**54,610**	**-**

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SECTION 5: Financial Performance Indicators

5a. Targeted Performance Indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

Targeted Performance Indicators - Service

Indicator	Measure	Note	Actual	Forecast	Target	Projections			Trend
			2021/2022	2022/23	2023/24	2024/25	2025/26	2026/27	+/o/-
Governance									
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	50%	48%	46%	46%	48%	50%	+
Roads									
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	98.2%	95%	95%	95%	95%	95%	o
Statutory planning									
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	3	60.5%	60%	60%	60%	60%	60%	o
Waste management									
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	4	50%	50%	48%	48%	48%	48%	+

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Targeted Performance Indicators - Financial

Indicator	Measure	Note	Actual	Forecast	Target	Budget	Projections			Trend
			2021/2022	2022/23	2023/24	2023/24	2024/25	2025/26	2026/27	+/o/-
Liquidity										
Working Capital	Current assets / current liabilities	5	271.4%	267.6%	**125%**	270.5%	272.4%	272.2%	288.9%	+
Obligations										
Asset renewal	Asset renewal and upgrade expense / Asset depreciations	6	86.9%	96.8%	**100%**	71.5%	70.8%	80.1%	88.7%	+
Stability										
Rates concentration	Rate revenue / adjusted underlying revenue	7	71.8%	62.9%	**70%**	66.3%	65.8%	65.7%	66.5%	0
Efficiency										
Expenditure level	Total expenses / no. of property assessments	8	$2,990	$3,352	**$3,000**	$3,310	$3,226	$3,167	$3,162	+

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5b. 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 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	Actual	Forecast	Budget	Projections			Trend
			2021/2022	2022/23	2023/24	2024/25	2025/26	2026/27	+/o/-
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit)/ adjusted underlying revenue	9	-9.9%	-1.9%	-3.2%	2.4%	6.5%	8.1%	+
Liquidity									
Unrestricted cash	Unrestricted cash/ current liabilities	10	204.2%	125.5%	127.1%	125.3%	124.0%	126.7%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	11	14.4%	10.8%	7.5%	4.5%	1.7%	0.1%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.4%	3.2%	3.0%	2.9%	2.7%	1.5%	+
Indebtedness	Non-current liabilities/ own source of revenue	12	17.6%	13.3%	9.8%	6.5%	4.5%	3.8%	+
Stability									
Rates effort	Rate revenue/ CIV of rateable properties in the municipality	13	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	o
Efficiency									
Revenue level	General rates and municipal charges / no. of property assessments	14	$1,599	$1,637	$1,687	$1,728	$1,771	$1,814	+
Sustainability Capacity									
Population	Total expenses/ Municipal population		$1,109	$1,169	$1,157	$1,124	$1,099	$1,096	+
Population	Value of infrastructure / Municipal population		$8,399	$8,275	$8,670	$8,843	$9,356	$9,561	+
Own source revenue	Own source revenue / Municipal population		$805	$824	$843	$857	$873	$893	o
Recurrent grants	Recurrent grants / Municipal population		$190	$132	$137	$137	$140	$143	+

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Notes to Indicators

5a. Targeted Performance Indicators

1. **Satisfaction with community consultation and engagement**
   The targets set have been based on annual trends and previous survey results as well as low community sentiment around community consultation and engagement while Council is under Administration. In addition, a challenging rates environment and the unknown outcomes of the IBAC's Operation Sandon report and recommendations may have further impacts over the next few years (the date of release of that report is unknown). Projected targets will be reviewed on an annual basis to ensure they are reflective of the latest insights.

2. **Sealed local roads below the intervention level**
   The targets set have been based on historical trends over the last few years as well as the growth of Casey's road network, which expands by approximately 2% each year with new assets from subdivisions. Asset Management Plans will be used to analyse, investigate and assess the capital investment into road renewal activities to ensure long-term sustainability. Projected targets will be updated annually and reviewed every five years when the road condition assessment is available to to ensure they are reflective of the latest insights.

3. **Planning applications decided within the relevant required time**
   The targets set have been based on annual trends in previous results for this indicator. In addition, there is a backlog in processing of applications which has been hampered by the inability to appoint experienced planners to vacant positions. Once this issue has been resolved we expect to see an improvement for the future. Projected targets will be reviewed on an annual basis to ensure they are reflective of the latest insights.

4. **Kerbside collection waste diverted from landfill**
   The targets set have been based on annual trends in previous results for this indicator. The state government reform (Container Deposit Scheme) which will soon be introduced is likely to reduce the volume of recyclables collected and as such impact the diversion rate. Council is yet to fully understand the impact of these changes. There are also a number of improvement initiatives being implemented by Council and the impact of these results will be seen over a period of time. Targets will be adjusted accordingly once these benefits have been realised.

5. **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. Council's working capital ratio is at a healthy level.

6. **Asset renewal**
   This percentage indicates the extent of Council's asset renewal and upgrade capital expenditure against its depreciation charge (an indication of the decline in value of its existing capital assets). In the case of 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 and has set a target of 100%.

7. **Rate concentration**
   Rates revenue represents approximately 66% of Casey's adjusted underlying revenue which excludes non-recurrent grants and contributions received for capital works and non-monetary contributions. Council is actively seeking alternative sources of revenue to reduce its reliance on rate revenue to deliver its services.

8. **Expenditure level**
   This indicator calculates the expenditure Council incurs to deliver its services per property assessment. Despite the current economic condition where most external costs that Council incurs to deliver its services are increasing significantly, Council has managed to contain its total expenditure increase by transforming the way it delivers its services and will continue to aim to reduce expenditure whilst still maintaining the same level of services.

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Notes to Indicators
5b. Financial Performance Indicators

9. Adjusted underlying result

The adjusted underlying surplus is calculated reducing, non-recurrent capital income from its operating surplus and gauges Council's ability to generate a surplus in the ordinary course of business . In the current fiscal environment, where Council's revenue is not increasing in line with increased cost of delivering services, achieving an underlying surplus consistently is challenging. Efficiency targets built into the budget has enabled Council to have surpluses in future years.

10. Unrestricted cash

This measures Council's ability to pay existing liabilities in the next 12 months using its short term cash reserves (including other financial assets) that do not include restricted items like trust funds and statutory reserves. Council's indicator is at a healthy level which indicates that it can meet its short-term obligations with unrestricted cash reserves.

11. Debt compared to rates

City of Casey maintains modest borrowings relative to its large asset base. Council does not anticipate to borrow over the next four years and its current debt is anticipated to be paid off by 2026/27, this means that Council has the ability to borrow in the future to deliver on its robust capital works program.

12. Indebtedness

The City of Casey maintains an appropriate and modest level of long-term liabilities and low levels of indebtedness that enables it to meet its long-term obligations with the revenue it generates internally.

13. Rates level

This assesses whether Council has set rates at appropriate levels and a low ratio means a reduced burden to the community. This indicator is fairly stable over the next four years with Council striving to deliver its services by meeting the rate cap.

14. Revenue level

This indicator assesses whether resources are being used efficiently to deliver services. Council's estimated rate revenue increase is tied to the rate cap. Council is committed to keeping its rates as low as possible whilst continuing to deliver high quality services that are valued by the community.

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Glossary

Act	The *Local Government Act 2020*
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 four year rolling plan setting out the services and initiatives to be funded 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
Major Initiative	A significant initiative that the Council has identified as a priority and that directly contributes to the achievement of the Council Plan 2021-2025 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
Integrated Strategic 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
Financial Plan	A plan of the financial and non-financial resources for at least the next ten years required to achieve the Council Plan and other strategic plans of Council. The Financial Plan defines the broad fiscal boundaries for the Council Plan, Asset Plan, other subordinate policies and strategies and budget processes

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Contact

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National Relay Service

If you are deaf, hearing impaired or speech-impaired, call us via the National Relay service

Translating Interpreting Service

Speak & Listen (speech-to-speech) users phone NRS on 1300 555 727 then ask for 9705 5200.

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Interpreter

TIS: 131450 (Translating and Interpreting Service)

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City of Casey