

City of Casey
BUDGET REPORT
2024/25

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.

DIVERSITY STATEMENT

The City of Casey is home to a remarkable diversity of cultures, languages, faiths, identities, landscapes, and stories. From our first Australians to our most recent arrivals and every wave between, the City of Casey welcomes and represents all community members and their respective ambitions to live healthy, rewarding, and happy lives. These intersecting and overlapping community stories form Casey's collective identity and contribute to its evolving, rich history. We recognise this diversity as our strength and we aim to share, nurture, and celebrate it.

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INTRODUCTION FROM THE CHAIR OF ADMINISTRATORS AND CEO

The City of Casey's 2024/25 Budget outlines the broad range of services and investment provided by Council for our community — from kindergarten and maternal and child health services, to waste management and building and maintaining important community infrastructure.

Our 2024/25 budget prioritises the delivery of crucial services across the City of Casey, and brings to life our Long-Term Community Vision 2031, Council Plan 2021-25 and 10-Year Financial Plan. As we approach the final year of our Council Plan, our focus will be on the priorities of our community, including open space and recreation, climate change and our environment, transport and infrastructure, and safety. In 2024, we are looking forward to again engaging with our community to develop the next Council Plan and new Community Vision.

This year, we're working within tight budget parameters due to economic pressures and rising costs being experienced by our community and the organisation. This is made more challenging by the 2.75 per cent State Government rate cap which will have an impact on Council's ability to deliver infrastructure and services to a significantly growing community.

Despite the financial challenges faced, we continue to show our commitment to important community initiatives that will create inclusive and safe spaces for all members of our community.

In 2024/25 we are looking forward to implementing our Innovate Reconciliation Action Plan (RAP), including cultural awareness training for staff, engagement with Aboriginal experts to utilise cultural knowledge and consultation with local Traditional Owners on the development of a cultural learning strategy.

As a major employer in the municipality, we acknowledge that we need to lead by example when it comes to being a safe, inclusive and affirming employer for the LGBTIQ+ community. Over the next 12 months we are committed to implementing a number of inclusive workplace practices in areas such as inclusive staff training, recruitment and on-boarding.

There are a number of exciting programs to be rolled out, including the Sport4All program, aimed at educating and guiding sport clubs to be inclusive and welcoming for those people that identify as having a disability.

We are committed to improving and modernising our ways of working to provide the best possible outcomes for the community. Environmental sustainability and ensuring our local environment is protected remains a key priority, as well as creating safe and attractive open spaces for our community to spend time with their family and friends.

We will also continue our investment in much-needed infrastructure and upgrades through our Capital Works Program (CWP). In 2024/25, our CWP focuses on renewing and maintaining our existing assets while we carefully plan for new infrastructure that supports our growing community.

The CWP includes \$15.8 million towards road projects, \$39.2 million towards recreational, leisure and community facilities, \$8.9 million towards parks, open space and streetscapes and \$3.7 million to improve footpaths and cycleways.

Key projects that the City of Casey is investing in 2024/25 include:

- The renewal of the 50 metre pool at Doveton Pool in the Park: \$4,642,722
- The conversion of street lighting from Mercury V to LED: \$2,494,140
- Springleaf Recreation Reserve, Clyde North: \$8,078,170
- Hardy's Road Family and Community Centre, Clyde North: \$5,400,000*

- The upgrade of the Tooradin Recreation Reserve Pavilion: \$600,000*
- The upgrade of the Strathaird Reserve Pavilion, Narre Warren South: \$1,500,000*
- The upgrade of the Grices Road Recreation Reserve Pavilion, Berwick: \$1,521,370*
- The implementation of the Greening Casey 10-year Planting Plan: \$1,837,410
- The redevelopment of Ray Bastin Reserve, Narre Warren: \$1,682,360*
- Improvements to Tyabb-Tooradin Road (between South Boundary Road and Baxter-Tooradin Road, Pearcedale): \$1,834,000.**

These projects are just a snapshot of what we are delivering in 2024/25, and we look forward to working with our community to deliver them across the coming year.

Thank you,

Noelene Duff PSM
Chair of Administrators

Glenn Patterson
Chief Executive Officer

* Project in partnership with the State Government

** Project in partnership with the State and Federal Governments

Financial Snapshot

The budgeted operating result for 2024/25 is for an operating surplus of \$196.7 million, which is an uplift from the forecasted result for the 2023/24 year of 6.3 per cent. The increase is primarily due to the increase in expected grants funding for operating and capital works. The adjusted underlying result is the net surplus for the year adjusted for non-recurrent capital grants, non-monetary contributions and capital contributions from other sources and is a measure of financial sustainability. The budgeted underlying surplus of \$11 million demonstrates that Council can achieve its service delivery objectives as it is not impacted by capital income items which can mask the operating result. Council has also budgeted to spend \$100.6 million on its capital works program, the details of which are in Section 4 of this Report.

Key Statistics	Forecast 2023/24	Budget 2024/25
	\$'000	\$'000
Total Revenue	644,262	656,855
Total Expenditure	459,285	460,132
Operating Surplus	184,977	196,723
Underlying Operating Surplus/ (Deficit)	(1,441)	10,999
Cash result	500	500
Capital Works Program	165,678	100,647
Funding the Capital Works Program		
Council cash	139,076	70,695
Reserves	18,181	12,853
Borrowings	-	-
Contributions	1,080	550
Grants	7,341	16,549

Budgeted expenditure by Strategic Objective	Budget \$'000	Budget %
Strategic Objective 1	100,071	38.7%
Strategic Objective 2	5,907	2.3%
Strategic Objective 3	67,758	26.2%
Strategic Objective 4	2,695	1.0%
Strategic Objective 5	21,053	8.1%
Strategic Objective 6	11,326	4.4%
Strategic Objective 7	50,105	19.3%
	258,915	100.0%

OVERVIEW

The City of Casey is one of the fastest growing municipalities in Victoria. The population has grown from 313,521 people (2016) and is forecasted to total 411,200 in 2024 (Forecast .id), which is an increase of 97,679 people from the previous year. Casey is expected to experience continued growth, with a total population of 426,000 in 2024 to 566,000 people by 2042 (Forecast .id).

Year	Estimated Population
2024	411,200
2025	426,000
2026	439,500
2027	453,000
2034	523,400
2042	566,000

(Source – Forecast.id, reviewed February 2024)

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

Budget

This Budget is a component of the City of Casey Council Plan and has been prepared in accordance with Section 94 of the *Local Government Act 2020* (the Act) to cover the financial and non-financial resources required by Council to achieve its strategic objectives.

The budget is prepared and adopted each financial year and includes the financial information for the subsequent three financial years. The financial statements are prepared in the prescribed form and contains information required by the Local Government Reporting Regulations. It also includes a general description of services and initiatives funded in the budget. The budget also includes the total amount that Council intends to raise by rates and charges and other information required to be included on rates and charges by the Act.

The budget is established based on principles and Information that are contained in Council's adopted Financial Plan (S91), Asset Plan (S92), Revenue and Rating Plan (S93) and Workforce Plan (S46) which were developed in accordance with the Act.

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.

Financial Resources

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

1. Rate Revenue Strategy

The City of Casey has prepared a Revenue and Rating Plan in line with Section 93 of the *Local Government Act 2020* that was subject to community engagement and adopted on 29 June 2021. The Revenue and Rating Plan can be accessed on Council's [website](#).

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

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.

In 2024/25, 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 to the rate cap. In 2024/25 the rate cap is set at 2.75 per cent. Council will comply with the rate cap in the 2024/25 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.

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

2. Sustainability and Waste Management

Council's waste management costs are recovered via a garbage charge. In 2024/25, the City of Casey's waste management costs are budgeted at \$59.5 million, which represents a 5.5 per cent (\$3.1 million) increase on the forecast levels for 2023/24 (\$56.4 million). The significant drivers underpinning this increase with a resulting impact on the garbage charge are:

- Service Growth – we have projected an additional 4,000 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 2024/25 budget includes \$9.8 million allocation for Landfill Levy paid to the State Government for City of Casey domestic waste disposal.

Beyond 2024/25, 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.

Council's scheduled implementation of kerbside reforms is that bin lid standardisation is to occur in 2025/26, Food Organics Garden Organics (FOGO) bins to exempt properties will be delivered in early 2026 and glass recycling service in late 2026.

Waste charges in 2025/26, is expected increase significantly as a result of the increase in landfill levy by nearly 30% (2024-25 \$131.86 per tonne to \$169.79 per tonne) as announced by the Victorian Treasurer recently.

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.

The City of Casey is working towards implementing the Minister's Good Practice Guidelines for Local Government Service Rates and Charges, whilst understanding the implication of these guidelines on future annual budgets. This budget has removed approximately \$300,000 for charges previously recovered through the waste charge.

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 2024/25 capital program, completing previously adopted works that commenced during 2023/24 or previous financial years is a priority, whilst continuing to address renewal of assets in transport, water and drainage. The 2024/25 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 2023/24 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, while continuing service delivery.

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.

5. Reserves

Council utilises reserves to provide for the future needs of the city. Reserves will only be established when approved by Council and the Executive Leadership Team through the annual budget adoption process or resolution in accordance with Council's reserves policy.

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 expenditure decisions in the first instance. In a large and growing Council like the City of 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
- Developer contributions are mobilised, works in kind are actively pursued, and Developer Contribution Program (DCP) reserve 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 temporary staff. The full-time equivalent (FTE) staffing level in 2024/25 will be 1,313.8 positions. Listed below is a four-year projection of FTE staff requirements. Further information is provided in the statement of human resources in section 3 of this document.

Projected staff	2024/25	2025/26	2026/27	2027/28
Full-Time Equivalent	1,313.8	1,275.2	1,275.2	1,275.2

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

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

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

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

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

Assets

Council owns and maintains the following physical assets in order to deliver Council services:

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

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

- The rationale for asset ownership
- The levels of service or standard required for each type of asset
- Growth and demand forecasts
- Risks involved and how they are mitigated
- How the assets are managed from creation through to replacement or disposal
- Expenditure forecasts for the next 20 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.

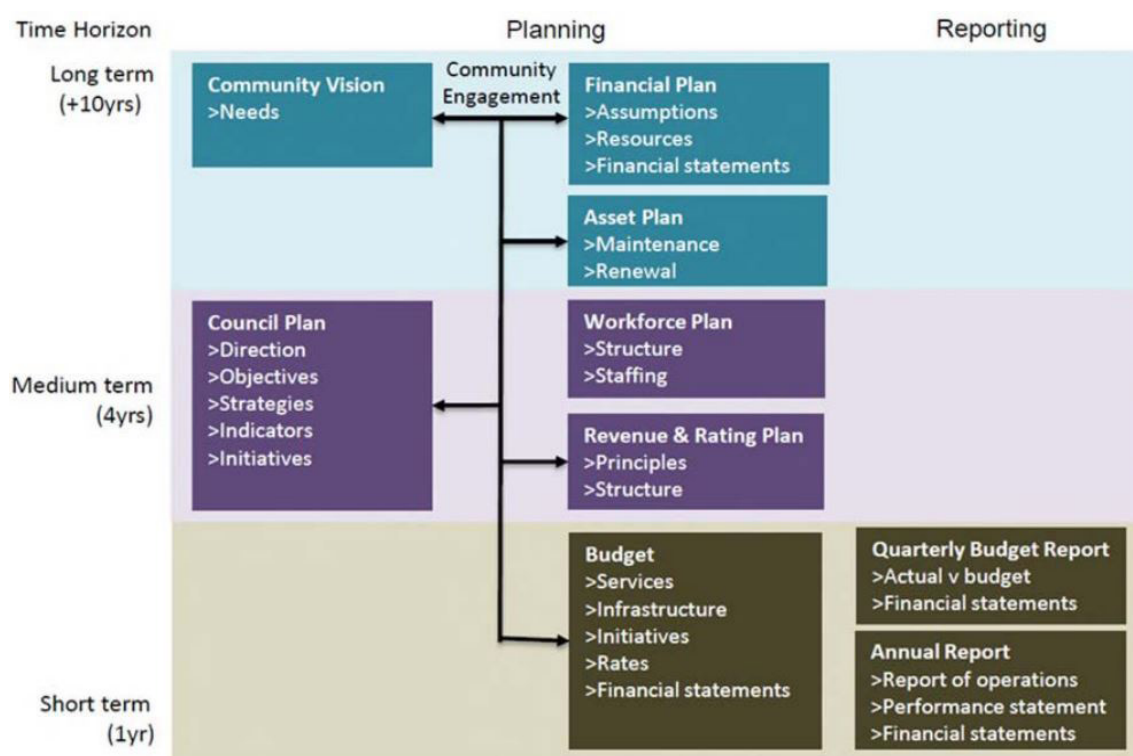
The forecasts derived from the Asset Management Plans are collated to provide information for Council's long-term financial planning. This includes the provision for asset renewal funding to increase incrementally each year, to ensure the timely replacement of an increasing number of assets that are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

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.



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

1.1.2 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.

1.2 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. The program 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.

1.3 Strategic objectives

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

1. Deliver sustainable infrastructure and activate places

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

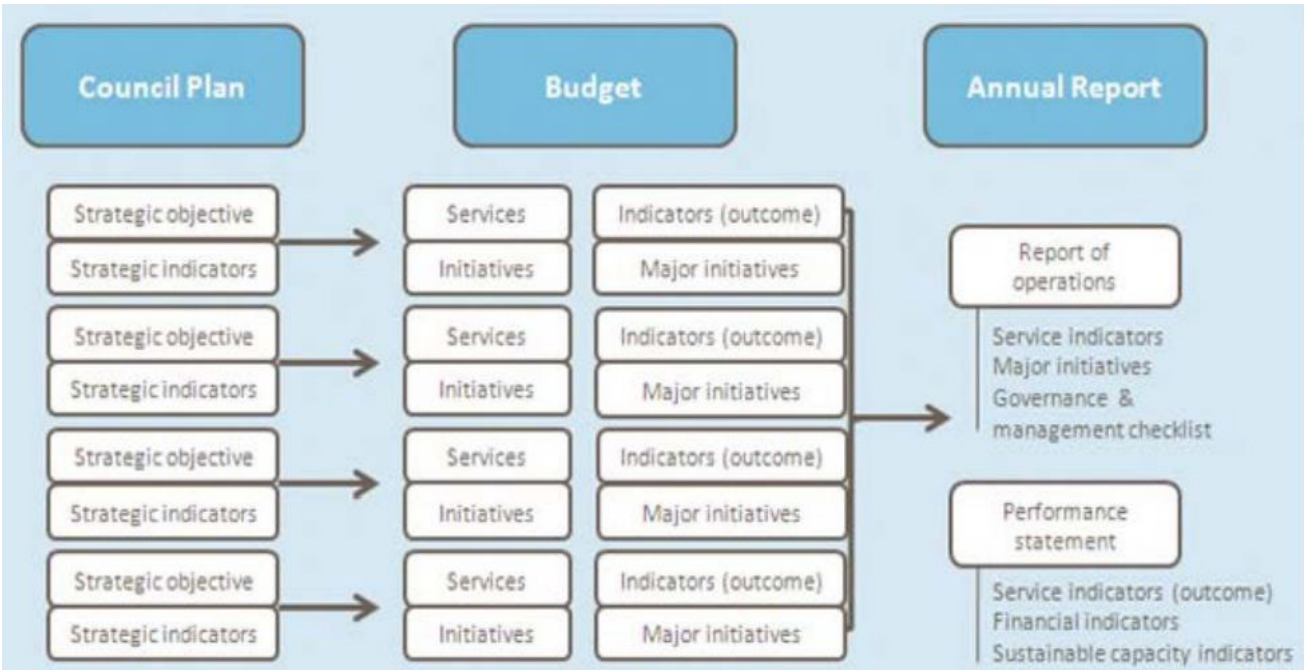
As a future-ready organisation, we will identify and implement a sustainable operating model. Council will enhance its services with a focus on innovation and partnerships. Through service reviews and considering the impacts on our stakeholders, we will ensure positive outcomes are delivered to the community.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

SECTION 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.



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 of 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 2024/25:

Strategy 1.1 Advocate and build an accessible and well-connected local transport network
Major initiatives
Facilitate the delivery of developer-led road development to improve 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
- Promote partnerships and events of significance, to offer our residents opportunities to participate in arts and cultural activities across Casey. - Enhance opportunities that support and encourage women to participate in sport across Casey. - Implement the <i>Sport4All</i> program to enable Council to be accessible, inclusive and welcoming for those people that identify as having a disability.

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

Major initiatives

- Commence construction of the Hardys Road Community Centre to create a space where residents can gather, connect and access important community services.
- Progress the co-design of Cranbourne Community Hub with potential tenants to deliver a purpose-built central hub that offers easy access to important community and council services.
- Deliver stage one of the Doveton Pool in the Park Masterplan to upgrade the 50 metre pool and advocate to the State and Federal Government for funding to support future stages of redevelopment.

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

Major initiatives

- Respond to Building and Planning Reforms to make the planning system clearer, fairer and faster for the community.
- Finalise the Casey Fields South, Devon Meadows and Croskell Precinct Structure Plans with the Victorian Planning Authority and implement these plans to facilitate new housing and job opportunities.

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

Major initiatives

- Deliver Council's Capital Works Program which balances renewal and upgrades with existing infrastructure and new projects to service a growing community.

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

Major initiatives

- Ensure the community has access to safe and purpose-built open spaces by renewing parks and playgrounds in Casey.
- Ensure parks and open spaces across Casey are kept safe, accessible, well-maintained and attractive for our community.

Strategic services and descriptions:

Strategic service		Actual 2022/23	Forecast 2023/24	Budget 2024/25
		\$'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.	Inc	224	121	140
	Exp	(9,041)	(8,609)	(8,838)
	Surplus/ (Deficit)	(8,817)	(8,488)	(8,698)
Assets				
Provides and coordinates services to design, deliver, procure, and maintain Council's assets, including property, 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.	Inc	187	604	437
	Exp	(8,353)	(7,671)	(8,048)
	Surplus/ (Deficit)	(8,166)	(7,067)	(7,611)
Ageing and Disability Inclusion				
Council proactively supports people to thrive as they age by recognising and celebrating their diversity; encouraging visibility, inclusion, and respect; and enabling them to remain healthy, safe and connected.	Inc	4,178	1,807	1,618
	Exp	(9,432)	(5,788)	(4,934)
	Surplus/ (Deficit)	(5,254)	(3,981)	(3,316)
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 kindergarten services; and delivery of a universal Maternal Child Health service.	Inc	34,773	39,685	38,476
	Exp	(40,838)	(47,114)	(47,351)
	Surplus/ (Deficit)	(6,065)	(7,429)	(8,875)
Community Safety				
Provides a range of services and programs to achieve the objective of a safe community, with a focus on amenity protection, crime and anti-social behaviour, disease prevention, fire and emergency management, injury prevention and road safety.	Inc	4,515	4,044	3,761
	Exp	(8,695)	(8,663)	(8,768)
	Surplus/ (Deficit)	(4,180)	(4,619)	(5,007)
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.	Inc	1,802	1,540	1,540
	Exp	(2,191)	(1,680)	(1,444)
	Surplus/ (Deficit)	(389)	(140)	96

Strategic service		Actual 2022/23	Forecast 2023/24	Budget 2024/25
		\$'000	\$'000	\$'000
Parks and Open Spaces	Inc	300	-	-
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	(13,945)	(17,274)	(18,496)
	Surplus/ (Deficit)	(13,645)	(17,274)	(18,496)
Paths and Trails	Inc	2,057	2,220	2,260
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 and between neighbouring Local Government Areas (where required).	Exp	(3,839)	(3,640)	(3,809)
	Surplus/ (Deficit)	(1,782)	(1,420)	(1,549)
Pets and Animals	Inc	2,572	3,063	3,064
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	(3,454)	(3,641)	(3,760)
	Surplus/ (Deficit)	(882)	(578)	(696)
Roads	Inc	529	702	609
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	(20,263)	(22,618)	(22,895)
	Surplus/ (Deficit)	(19,734)	(21,916)	(22,286)
Sports and Leisure	Inc	3,367	2,761	3,743
Provides quality sport, leisure, and recreation facilities and partners with commercial organisations and community groups to provide educational, leisure and sporting programs to improve the physical activity, health and wellbeing of community. Provides support to local sporting and recreational clubs to strengthen their sustainability, plans for new recreation and sporting infrastructure and supports optimal utilisation of local sporting and recreational facilities.	Exp	(11,629)	(12,117)	(13,931)
	Surplus/ (Deficit)	(8,262)	(9,356)	(10,188)
Tourism Destinations and Events	Inc	6,096	5,938	5,365
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	(18,731)	(18,374)	(18,810)
	Surplus/ (Deficit)	(12,635)	(12,436)	(13,445)

Service performance outcome indicators:

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: 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: 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
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 the financial 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 maintained to condition standards. (Percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)	$\left[\frac{\text{Number of kilometres of sealed local roads below the renewal intervention level set by Council}}{\text{Kilometres of sealed local roads}} \right] \times 100$

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 of this objective are:

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

Major initiatives in 2024/25:

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
• Work with industry, education and training organisations to facilitate employment pathways and inclusive programs that provide Casey residents with increased access to local jobs. • Implement recommendations from <i>Business-Friendly Council Approvals (PLUS!)</i> program to improve Casey's statutory planning processes to make it easier to do business in Casey.
Strategy 2.2 Build and leverage partnerships that enhance service provision, infrastructure delivery and funding opportunities
Major initiatives
• Progress the revitalisation of Council land to create opportunities for new civic, community and commercial outcomes.

Strategic services and descriptions:

Strategic service		Actual 2022/23	Forecast 2023/24	Budget 2024/25
		\$'000	\$'000	\$'000
Business Support, Sector Growth and Investment Attraction Builds resilience in the local economy by diversifying industry sectors, increasing capabilities in local businesses, facilitating employment generating new development and investment opportunities and providing sustainable employment pathways for Casey residents. The service also coordinates the registration, education, and enforcement of businesses who are required to be licensed and/or registered under various Acts.	Inc	839	-	18
	Exp	(2,676)	(2,151)	(1,963)
	Surplus/ (Deficit)	(1,837)	(2,151)	(1,945)
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.	Inc	163	150	148
	Exp	(3,502)	(3,578)	(4,110)
	Surplus/ (Deficit)	(3,339)	(3,428)	(3,962)

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 of 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 2024/25:

Strategy 3.1 Conserve, enhance and restore the natural environment
Major initiatives
• Commence the implementation of Greening Casey 10-year planting plan to increase tree canopy cover, build climate resilience, and create places people love. • Undertake assessments and identify priority areas of Casey's natural environment, particularly habitats of native plants and animals to inform strategic work on conserving, protecting and enhancing biodiversity. • Empower and educate the community to partner in biodiversity conservation and restoration initiatives.
Strategy 3.2 Contribute towards a circular economy through waste management and resource recovery
Major initiatives
• Continue implementation of the State Government kerbside waste reforms to ensure waste services across Victoria and enable the increased recovery of recyclable materials. • Deliver an education program to the community to help reduce the amount of contamination in kerbside services. • Progress the regional procurement of Advanced Waste Processing services to secure a long term sustainable solution for managing Council's kerbside waste
Strategy 3.2 Support a climate ready city through climate change mitigation and adaptation
Major initiatives
• Implement Casey's Climate Action Plan to deliver corporate emissions reduction initiatives with a focus on sourcing green energy and improving the efficiency of Council buildings. • Educate the community to prepare for the changing climate and to reduce carbon emissions.

Strategic services and descriptions:

Strategic service		Actual 2022/23	Forecast 2023/24	Budget 2024/25
		\$'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.	Inc	56	339	162
	Exp	(4,410)	(7,050)	(6,727)
	Surplus/ (Deficit)	(4,354)	(6,711)	(6,565)
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.	Inc	783	783	780
	Exp	(2,835)	(3,369)	(4,033)
	Surplus/ (Deficit)	(2,052)	(2,586)	(3,253)
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.	Inc	20	20	420
	Exp	(51,450)	(54,260)	(58,360)
	Surplus/ (Deficit)	(51,430)	(54,240)	(57,940)

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)	$\left[\frac{\text{Weight of recyclables and green organics collected from kerbside bins}}{\text{Weight of garbage, recyclables and green organics collected from kerbside bins}} \right] \times 100$

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 of this objective are:

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

Major initiatives in 2024/25:

Strategy 4.1 Secure funding through Council's advocacy campaign, Connecting Casey, to provide transport, infrastructure and community services	
Major initiatives	
- Influence direction and priority actions within the Greater South East Melbourne group of Councils to maximise benefit for the Casey community. - Advocate for key infrastructure in Casey including the Thompsons Road upgrade and extension, Clyde Road corridor upgrade and the development of a Women's Centre of Excellence at Casey Fields.	

Strategic services and descriptions:

Strategic service		Actual 2022/23	Forecast 2023/24	Budget 2024/25
		\$'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.	Inc	-	-	-
	Exp	(2,476)	(3,094)	(2,695)
	Surplus/ (Deficit)	(2,476)	(3,094)	(2,695)

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 of this objective are:

- Build community capacity and sense of belonging to reduce reliance on community services
- Increase opportunities for community participation in 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 2024/25:

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

Major initiatives

- Work with children to develop programs that encourage healthy eating, being active and feeling safe.
- Deliver age-friendly infrastructure and equipment that assists the delivery of, and access to, community facilities, programs and events so that older people can remain independent and connected.

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

Major initiatives

- Implement *Innovate Reconciliation Action Plan* which aims to nurture deeper connections of respect and collaboration with the Aboriginal and Torres Strait Islander community, while promoting broader understanding and education within our community.

Strategic services and descriptions:

Strategic service		Actual 2022/23	Forecast 2023/24	Budget 2024/25
		\$'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. Coordinates and monitors Council's grant submissions to external funding bodies for infrastructure and initiatives that support community connection.	Inc	2,481	2,572	1,780
	Exp	(20,124)	(23,958)	(22,883)
	Surplus/ (Deficit)	(17,643)	(21,386)	(21,053)

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 of 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 2024/25:

Strategy 6.1 Grow the capacity of community leadership through dedicated leadership programs and pathways
Major initiatives
• Deliver professional development and networking opportunities for Casey Community Leadership Program Alumni to support and enhance their leadership journey.
Strategy 6.2 Continue to identify opportunities to improve better Council decision making through governance practices and community engagement
Major initiatives
• Deliver the Return to Elected Councillors Program to ensure councillor induction meets the needs and expectations of the Council and the community.

Strategic services and descriptions:

Strategic service		Actual 2022/23	Forecast 2023/24	Budget 2024/25
		\$'000	\$'000	\$'000
Building and Planning				
Provides value to the Casey community by responding to pressures of increasing complexity in development activity, efficiency and timelines of delivery and the imperative for proper decision-making that provides quality outcomes. Operationally, the Building and Planning service provides community value through the administration and enforcement of regulatory requirements for the built environment, alignment of requirements to the Casey Planning Scheme and engineering and landscape standards for subdivisions and development.	Inc	13,279	11,496	10,108
	Exp	(11,021)	(12,301)	(12,354)
	Surplus/ (Deficit)	2,258	(805)	(2,246)
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.	Inc	17	42	550
	Exp	(6,896)	(7,700)	(9,630)
	Surplus/ (Deficit)	(6,879)	(7,658)	(9,080)

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)	$[\text{Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits} / \text{Number of planning application decisions made}] \times 100$
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

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 Council's ability to pursue innovative partnerships for greater community outcomes.

Strategic indicators:

The strategic indicators which will be used to monitor the achievement of 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 2024/25:

Strategy 7.1 Enhance our services with a focus on innovation and partnerships to ensure positive outcomes are delivered to the community
Major initiatives
• Implement the new customer service model to enhance self-service options, resolve more enquiries the first time and offer additional support for customers to improve their overall experience.
Strategy 7.2 Identify and implement a sustainable operating model which enhances Casey's future-readiness
Major initiatives
• Review our current Community Vision and develop a new Council Plan 2025-29 to reflect the community and the newly elected Council's future direction and organisational priorities.
Strategy 7.3 Build Council's ability to pursue innovative partnerships for greater community outcomes
Major initiatives
• Implement the Smart Casey Launchpad Program to improve the use of technology, innovation and data across our growing City.

Strategic services and descriptions:

Strategic service		Actual 2022/23	Forecast 2023/24	Budget 2024/25
		\$'000	\$'000	\$'000
Customer	Inc	2	2	2
Enables us to deliver efficient, consistent, and personable customer interactions that meet our customers' needs and expectations via the channel they prefer.	Exp	(6,270)	(6,863)	(7,700)
	Surplus/ (Deficit)	(6,268)	(6,861)	(7,698)
Finance	Inc	4,518	3,769	4,545
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. Includes budgeting, cashflow management, financial reporting to the community, budget engagement, and property rating services. Coordinates Council's partnerships with contractors through tendering and sourcing activities and provides strategic advice on procurement and contract management.	Exp	(7,209)	(10,094)	(9,160)
	Surplus/ (Deficit)	(2,691)	(6,325)	(4,615)
Information Technology	Inc	1	-	-
Ensure that information, technology, and digital services provided to the City of Casey are consistent, secure, fit-for-purpose and aligned to strategic intent.	Exp	(17,640)	(19,322)	(17,946)
	Surplus/ (Deficit)	(17,639)	(19,322)	(17,946)
Strategy and Innovation	Inc	-	-	-
The Strategy and Innovation service works across the organisation on opportunities to deliver increased value to our community and improve performance.	Exp	(4,606)	(5,750)	(10,520)
	Surplus/ (Deficit)	(4,606)	(5,750)	(10,520)
People	Inc	1	-	-
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	(7,388)	(7,114)	(9,326)
	Surplus/ (Deficit)	(7,387)	(7,114)	(9,326)

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

Reconciliation with Budgeted Operating Result

	(Net Cost)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Strategic Objective 1	(100,071)	(161,084)	61,013
Strategic Objective 2	(5,907)	(6,073)	166
Strategic Objective 3	(67,758)	(69,120)	1,362
Strategic Objective 4	(2,695)	(2,695)	-
Strategic Objective 5	(21,053)	(22,833)	1,780
Strategic Objective 6	(11,326)	(21,984)	10,658
Strategic Objective 7	(50,105)	(54,652)	4,547
Total	(258,915)	(338,441)	79,526

Other Non Attributable Expenses:

Depreciation	(80,058)
Borrowing Cost	(720)
Finance Cost Leases	(639)
Other Expenses	(2,000)
Material & Services & External Contract Payments - Developer & Other Reimbursements/ write offs	(38,274)

Deficit before funding sources **(380,606)**

Funding sources added in:

Rate and charges (excl interest on unpaid rates)	315,822
Victorian Grants Commission	24,942
Capital Grants	16,549
Contribution Monetary	74,466
Contribution Non Monetary	128,000
Interest Income	17,500
Net Gain/ (Loss) on Disposal of Property, Infrastructure, Plant & Equipment	50

Total funding sources **577,329**

Operating (surplus)/ deficit for the year **196,723**

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 2024/25 has been supplemented with projections to 2027/28.

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
- Conversion to Cash Result
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

Comprehensive Income Statement For the four years ending 30 June 2028

	Note	Forecast Actual	Budget		Projections	
		2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000
Income						
Rates and charges	4.1.1	300,473	317,623	341,882	361,895	374,766
Statutory fees and fines	4.1.2	14,377	13,929	14,474	14,889	15,634
User fees	4.1.3	17,571	17,312	18,264	19,269	20,232
Grants - operating	4.1.4	57,444	66,846	70,210	73,615	76,891
Grants - capital	4.1.4	7,341	16,549	22,536	12,225	12,050
Contributions - monetary	4.1.5	79,364	76,961	81,865	65,157	57,420
Contributions - non-monetary	4.1.5	150,000	128,000	126,000	126,000	126,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		50	50	50	50	50
Other income	4.1.6	17,642	19,585	21,942	24,157	25,598
Total income/ revenue		644,262	656,855	697,223	697,257	708,641
Expenses						
Employee costs	4.1.7	144,410	145,682	148,715	152,934	157,648
Materials and services	4.1.8	123,520	109,950	127,827	108,792	110,578
External contracts	4.1.9	95,533	102,900	114,179	121,214	122,008
Utilities	4.1.10	10,382	12,286	12,961	13,674	14,358
Depreciation	4.1.11	73,843	78,209	83,500	88,431	93,659
Depreciation - right of use assets	4.1.12	1,864	1,849	1,731	1,731	1,736
Allowance for impairment losses		97	107	113	119	125
Borrowing costs		1,037	720	425	134	35
Finance costs - leases		757	639	517	386	247
Other expenses	4.1.13	7,842	7,790	8,111	8,447	8,768
Total expenses		459,285	460,132	498,079	495,862	509,162
Surplus/ (deficit) for the year		184,977	196,723	199,144	201,395	199,479
Other comprehensive income						
Net asset revaluation gain /(loss)		35,000	325,000	40,000	350,000	45,000
Total other comprehensive result		35,000	325,000	40,000	350,000	45,000
Total comprehensive result		219,977	521,723	239,144	551,395	244,479

Conversion to Cash Result

For the four years ending 30 June 2028

		Forecast Actual	Budget		Projections	
	Note	2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000
Surplus/(deficit) for the year		184,977	196,723	199,144	201,395	199,479
Back out non-cash items:						
Depreciation		75,706	80,057	85,231	90,162	95,395
Contributions – non-monetary		(150,000)	(128,000)	(126,000)	(126,000)	(126,000)
Write down value of assets disposed and asset/expenditure write offs		30,265	17,311	26,042	21,868	20,803
Total non-cash items		(44,029)	(30,632)	(14,727)	(13,970)	(9,802)
Less non-operating cash items:						
Capital works expenditure		165,678	100,647	170,121	171,058	183,748
Transfers to/(from) reserves		(34,972)	54,848	3,445	8,797	2,857
Proceeds from borrowings		-	-	-	-	-
Repayment of borrowings and leases		9,742	10,096	10,351	7,070	2,572
Total non-operational items		140,448	165,591	183,917	186,925	189,177
Cash surplus for the year		500	500	500	500	500

Balance Sheet

For the four years ending 30 June 2028

		Forecast Actual	Budget	Projections		
	Note	2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000
Assets						
Current assets						
Cash and cash equivalents		25,791	25,803	24,467	25,945	25,925
Trade and other receivables		36,602	36,866	40,041	42,048	43,648
Other financial assets		330,680	389,680	396,680	404,680	413,680
Prepayments		1,961	2,032	2,143	2,261	2,374
Other assets		1,333	1,458	1,645	1,820	1,930
Total current assets		396,367	455,839	464,976	476,754	487,557
Non-current assets						
Other financial assets		7,000	7,000	14,000	13,000	15,000
Investments in associates, joint arrangement and subsidiaries		4,766	4,766	4,766	4,766	4,766
Property, infrastructure, plant & equipment		6,892,747	7,350,874	7,577,452	8,114,212	8,354,498
Right-of-use assets	4.2.4	8,906	7,057	5,326	3,595	1,859
Total non-current assets		6,913,419	7,369,697	7,601,544	8,135,573	8,376,123
Total assets	4.2.1	7,309,786	7,825,536	8,066,520	8,612,327	8,863,680
Liabilities						
Current liabilities						
Trade and other payables		34,708	32,181	38,622	34,354	38,050
Trust funds and deposits		51,217	50,717	50,217	49,717	49,217
Contract and other liabilities		25,412	26,912	28,412	29,912	31,412
Provisions		31,539	36,989	41,539	46,089	50,639
Interest-bearing liabilities	4.2.3	8,299	8,555	5,144	507	-
Lease liabilities	4.2.4	1,797	1,796	1,926	2,065	2,214
Total current liabilities		152,972	157,150	165,860	162,644	171,532
Non-current liabilities						
Provisions		13,063	13,263	13,463	13,663	13,863
Interest-bearing liabilities	4.2.3	14,206	5,651	507	-	-
Lease liabilities	4.2.4	8,194	6,398	4,472	2,407	193
Total non-current liabilities		35,463	25,312	18,442	16,070	14,056
Total liabilities	4.2.2	188,435	182,462	184,302	178,714	185,588
Net assets		7,121,351	7,643,074	7,882,218	8,433,613	8,678,092
Equity						
Accumulated surplus		3,283,548	3,425,423	3,621,122	3,813,720	4,010,342
Reserves		3,837,803	4,217,651	4,261,096	4,619,893	4,667,750
Total equity		7,121,351	7,643,074	7,882,218	8,433,613	8,678,092

Statement of Changes in Equity For the four years ending 30 June 2028

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
		\$'000	\$'000	\$'000	\$'000
2024 Forecast Actual					
Balance at beginning of the financial year		6,901,374	3,063,599	3,592,244	245,531
Surplus/(deficit) for the year		184,977	184,977	-	-
Net asset revaluation gain/(loss)		35,000	-	35,000	-
Transfers to other reserves		-	(125,336)	-	125,336
Transfers from other reserves		-	160,308	-	(160,308)
Balance at end of the financial year		7,121,351	3,283,548	3,627,244	210,559
2025 Budget					
Balance at beginning of the financial year		7,121,351	3,283,548	3,627,244	210,559
Surplus/(deficit) for the year		196,723	196,723	-	-
Net asset revaluation gain/(loss)		325,000	-	325,000	-
Transfers to other reserves		-	(97,058)	-	97,058
Transfers from other reserves		-	42,210	-	(42,210)
Balance at end of the financial year		7,643,074	3,425,423	3,952,244	265,407
2026					
Balance at beginning of the financial year		7,643,074	3,425,423	3,952,244	265,407
Surplus/(deficit) for the year		199,144	199,144	-	-
Net asset revaluation gain/(loss)		40,000	-	40,000	-
Transfers to other reserves		-	(118,469)	-	118,469
Transfers from other reserves		-	115,024	-	(115,024)
Balance at end of the financial year		7,882,218	3,621,122	3,992,244	268,852
2027					
Balance at beginning of the financial year		7,882,218	3,621,122	3,992,244	268,852
Surplus/(deficit) for the year		201,395	201,395	-	-
Net asset revaluation gain/(loss)		350,000	-	350,000	-
Transfers to other reserves		-	(97,240)	-	97,240
Transfers from other reserves		-	88,443	-	(88,443)
Balance at end of the financial year		8,433,613	3,813,720	4,342,244	277,649
2028					
Balance at beginning of the financial year		8,433,613	3,813,720	4,342,244	277,649
Surplus/(deficit) for the year		199,479	199,479	-	-
Net asset revaluation gain/(loss)		45,000	-	45,000	-
Transfers to other reserves		-	(87,069)	-	87,069
Transfers from other reserves		-	84,212	-	(84,212)
Balance at end of the financial year		8,678,092	4,010,342	4,387,244	280,506

Statement of Cash Flows

For the four years ending 30 June 2028

		Forecast Actual	Budget	Projections		
	Note	2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000
Cash flows from operating activities						
Rates and charges		303,371	316,497	339,865	360,145	373,608
Statutory fees and fines		16,605	14,949	15,416	15,866	16,647
User fees		20,640	18,927	19,817	20,917	21,947
Grants - operating		58,518	68,015	71,412	74,851	78,160
Grants - capital		8,414	17,715	23,761	13,347	13,171
Contributions - monetary		81,348	78,885	83,912	66,785	58,855
Interest received		21,134	17,375	19,555	21,661	23,050
Other receipts		3,029	2,364	3,316	3,004	2,993
Net GST refund/ payment		22,201	17,776	22,007	22,715	23,905
Employee costs		(139,032)	(140,311)	(144,259)	(148,498)	(153,236)
Materials and services		(244,549)	(241,939)	(270,066)	(268,585)	(265,121)
Trust funds and deposits repaid		(500)	(500)	(500)	(500)	(500)
Net cash provided by/ (used in) operating activities	4.4.1	151,179	169,753	184,236	181,708	193,479
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(165,678)	(100,647)	(170,121)	(171,058)	(183,748)
Proceeds from sale of property, infrastructure, plant and equipment		14,315	1,361	9,842	5,418	4,103
Proceeds from sale of investments		10,000	(59,000)	(14,000)	(7,000)	(11,000)
Net cash provided by/ (used in) investing activities	4.4.2	(141,363)	(158,286)	(174,279)	(172,640)	(190,645)
Cash flows from financing activities						
Finance costs		(1,037)	(720)	(425)	(134)	(35)
Repayment of borrowings		(8,044)	(8,299)	(8,555)	(5,144)	(507)
Interest paid - lease liability		(757)	(639)	(517)	(386)	(247)
Repayment of lease liabilities		(1,698)	(1,797)	(1,796)	(1,926)	(2,065)
Net cash provided by/(used in) financing activities	4.4.3	(11,536)	(11,455)	(11,293)	(7,590)	(2,854)
Net increase/(decrease) in cash & cash equivalents		(1,720)	12	(1,336)	1,478	(20)
Cash and cash equivalents at the beginning of the financial year		27,511	25,791	25,803	24,467	25,945
Cash and cash equivalents at the end of the financial year		25,791	25,803	24,467	25,945	25,925

Statement of Capital Works For the four years ending 30 June 2028

		Forecast Actual	Budget	Projections		
	Note	2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		14,128	5,235	8,011	-	14,271
Total land		14,128	5,235	8,011	-	14,271
Buildings		776	1,017	741	767	794
Total buildings		776	1,017	741	767	794
Total property		14,904	6,252	8,752	767	15,065
Plant & equipment						
Plant, machinery and equipment		3,377	3,110	3,610	3,110	3,110
Fixtures, fittings and furniture		900	779	288	172	-
Computers and telecommunications		20,906	18,001	12,162	14,470	3,695
Total Plant & Equipment		25,183	21,890	16,060	17,752	6,805
Infrastructure						
Roads		36,550	15,792	38,057	56,938	66,415
Bridges		1,289	1,124	662	685	709
Footpaths and cycleways		5,692	3,746	7,265	4,736	4,249
Drainage		12,588	2,266	2,098	2,563	2,604
Recreational, leisure and community facilities		55,085	39,200	91,393	81,981	82,069
Waste management		147	-	-	-	-
Parks, open space and streetscapes		10,679	8,869	4,127	3,870	4,005
Other infrastructure		3,561	1,508	1,707	1,766	1,827
Total infrastructure		125,591	72,505	145,309	152,539	161,878
Total Capital Works expenditure	4.5.1	165,678	100,647	170,121	171,058	183,748
Represented By						
New asset expenditure		64,035	33,559	70,211	44,648	53,080
Asset renewal expenditure		49,408	42,744	54,007	58,793	66,022
Asset expansion expenditure		3,323	1,806	16,512	24,147	31,355
Asset upgrade expenditure		48,912	22,538	29,391	43,470	33,291
Total Capital Works expenditure	4.5.1	165,678	100,647	170,121	171,058	183,748
Funding Sources represented by:						
Grants		7,341	16,549	22,536	12,225	12,050
Contributions		1,080	550	-	-	-
Council cash		157,257	83,548	147,585	158,833	171,698
Borrowings		-	-	-	-	-
Total Capital Works expenditure	4.5.1	165,678	100,647	170,121	171,058	183,748

Statement of Human Resources For the four years ending 30 June 2028

		Forecast Actual	Budget	Projections		
	Note	2023/24	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure						
Employee costs - operating		144,410	145,682	148,715	152,934	157,648
Employee costs - capital		5,913	5,924	6,330	7,072	7,478
Total staff expenditure		150,323	151,606	155,045	160,006	165,126

		Forecast Actual	Budget	Projections		
	Note	2023/24	2024/25	2025/26	2026/27	2027/28
		FTE	FTE	FTE	FTE	FTE
Staff numbers						
Employees		1,341.2	1,313.8	1,275.2	1,275.2	1,275.2
Total staff numbers		1,341.2	1,313.8	1,275.2	1,275.2	1,275.2

A summary of human resources expenditure (inclusive of operating and capital budgets) categorised according to the organisational structure of Council is included below:

Department	Budget	Comprises		
	2024/25	Full time	Part time	Temporary
	\$'000	\$'000	\$'000	\$'000
Office of the CEO/ Strategy, Innovation and Transformation	7,880	4,474	270	3,136
Customer and Corporate Services	31,633	26,855	3,177	1,601
Community Life	66,798	31,758	32,891	2,149
City Planning and Infrastructure	43,949	40,082	3,538	329
Total permanent staff expenditure	150,261	103,169	39,876	7,216
Other employee related expenditure	1,345			
Capitalised labour costs	(5,924)			
Total expenditure	145,682			

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

Department	Budget	Comprises		
	2024/25	Full time	Part time	Temporary
	FTE	FTE	FTE	FTE
Office of the CEO/ Strategy, Innovation and Transformation	29.7	26.7	1.0	2.0
Customer and Corporate Services	252.1	214.0	25.3	12.8
Community Life	652.7	310.3	321.4	21.0
City Planning and Infrastructure	379.3	346.0	30.5	2.8
Total staff	1,313.8	897.0	378.2	38.6

Summary of Planned Human Resources Expenditure For the four years ending 30 June 2028

	Note	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000
Office of the CEO/ Strategy, Innovation and Transformation					
Permanent - Full time		4,474	7,600	7,843	8,094
Women		3,033	5,152	5,317	5,487
Men		1,441	2,447	2,526	2,607
Persons of self-described gender		-	-	-	-
Permanent - Part time		270	458	473	488
Women		270	458	473	488
Men		-	-	-	-
Persons of self-described gender		-	-	-	-
Limited Tenure		3,136	-	-	-
Women		1,568	-	-	-
Men		1,568	-	-	-
Persons of self-described gender		-	-	-	-
Total Office of the CEO/ Strategy, Innovation and Transformation		7,880	8,058	8,316	8,582
Customer and Corporate Services					
Permanent - Full time		26,855	28,925	29,850	30,805
Women		17,296	18,629	19,225	19,840
Men		9,559	10,296	10,625	10,965
Persons of self-described gender		-	-	-	-
Permanent - Part time		3,177	3,422	3,532	3,645
Women		3,125	3,365	3,473	3,584
Men		53	57	59	61
Persons of self-described gender		-	-	-	-
Limited Tenure		1,601	-	-	-
Women		1,225	-	-	-
Men		376	-	-	-
Persons of self-described gender		-	-	-	-
Total Customer and Corporate Services		31,633	32,347	33,382	34,450

Summary of Planned Human Resources Expenditure (continued)

For the four years ending 30 June 2028

	Note	2024/25	2025/26	2026/27	2027/28
		\$'000	\$'000	\$'000	\$'000
Community Life					
Permanent - Full time		31,758	33,554	34,628	35,736
Women		23,744	25,087	25,890	26,718
Men		8,014	8,467	8,738	9,018
Persons of self-described gender		-	-	-	-
Permanent - Part time		32,891	34,751	35,863	37,011
Women		31,880	33,683	34,761	35,873
Men		1,011	1,068	1,102	1,138
Persons of self-described gender		-	-	-	-
Limited Tenure		2,149	-	-	-
Women		1,693	-	-	-
Men		456	-	-	-
Persons of self-described gender		-	-	-	-
Total Community Life		66,798	68,305	70,490	72,746
City Planning and Infrastructure					
Permanent - Full time		40,082	41,295	42,617	43,980
Women		15,142	15,600	16,100	16,615
Men		24,940	25,695	26,517	27,366
Persons of self-described gender		-	-	-	-
Permanent - Part time		3,538	3,645	3,762	3,882
Women		3,070	3,163	3,265	3,369
Men		467	482	497	513
Persons of self-described gender		-	-	-	-
Limited Tenure		329	-	-	-
Women		97	-	-	-
Men		232	-	-	-
Persons of self-described gender		-	-	-	-
Total City Planning and Infrastructure		43,949	44,940	46,378	47,862
Total Employee Cost Expenditure		150,261	153,650	158,567	163,641
Other employee related expenditure		1,345	1,395	1,439	1,485
Capitalised labour costs		(5,924)	(6,330)	(7,072)	(7,478)
Total staff expenditure - Operating		145,682	148,715	152,934	157,648

Summary of Planned Human Resources FTE For the four years ending 30 June 2028

	Note	2024/25	2025/26	2026/27	2027/28
		FTE	FTE	FTE	FTE
Office of the CEO/ Strategy, Innovation and Transformation					
Permanent - Full time		26.7	26.7	26.7	26.7
Women		18.1	18.1	18.1	18.1
Men		8.6	8.6	8.6	8.6
Persons of self-described gender		-	-	-	-
Permanent - Part time		1.0	1.0	1.0	1.0
Women		1.0	1.0	1.0	1.0
Men		-	-	-	-
Persons of self-described gender		-	-	-	-
Limited Tenure		2.0	-	-	-
Women		1.0	-	-	-
Men		1.0	-	-	-
Persons of self-described gender		-	-	-	-
Total Office of the CEO/ Strategy, Innovation and Transformation		29.7	27.7	27.7	27.7
Customer and Corporate Services					
Permanent - Full time		214.0	214.0	214.0	214.0
Women		137.8	137.8	137.8	137.8
Men		76.2	76.2	76.2	76.2
Persons of self-described gender		-	-	-	-
Permanent - Part time		25.3	25.3	25.3	25.3
Women		24.9	24.9	24.9	24.9
Men		0.4	0.4	0.4	0.4
Persons of self-described gender		-	-	-	-
Limited Tenure		12.8	-	-	-
Women		9.8	-	-	-
Men		3.0	-	-	-
Persons of self-described gender		-	-	-	-
Total Customer and Corporate Services		252.1	239.3	239.3	239.3

Summary of Planned Human Resources FTE (continued)

For the four years ending 30 June 2028

	Note	2024/25	2025/26	2026/27	2027/28
		FTE	FTE	FTE	FTE
Community Life					
Permanent - Full time		310.3	310.3	310.3	310.3
Women		232.0	232.0	232.0	232.0
Men		78.3	78.3	78.3	78.3
Persons of self-described gender		-	-	-	-
Permanent - Part time		321.4	321.4	321.4	321.4
Women		311.5	311.5	311.5	311.5
Men		9.9	9.9	9.9	9.9
Persons of self-described gender		-	-	-	-
Limited Tenure		21.0	-	-	-
Women		16.5	-	-	-
Men		4.5	-	-	-
Persons of self-described gender		-	-	-	-
Total Community Life		652.7	631.7	631.7	631.7
City Planning and Infrastructure					
Permanent - Full time		346.0	346.0	346.0	346.0
Women		130.7	130.7	130.7	130.7
Men		215.3	215.3	215.3	215.3
Persons of self-described gender		-	-	-	-
Permanent - Part time		30.5	30.5	30.5	30.5
Women		26.5	26.5	26.5	26.5
Men		4.0	4.0	4.0	4.0
Persons of self-described gender		-	-	-	-
Limited Tenure		2.8	-	-	-
Women		0.8	-	-	-
Men		2.0	-	-	-
Persons of self-described gender		-	-	-	-
Total City Planning and Infrastructure		379.3	376.5	376.5	376.5
Total staff numbers		1,313.8	1,275.2	1,275.2	1,275.2

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 2024/25 the FGRS cap has been set at 2.75%. 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 2.75% in line with the rate cap.

This will raise total rates and charges for 2024/25 of \$315.8m. Together with further projected \$1.8m in late penalty interest charges, this represents total income from rates and charges of \$317.6m.

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

	2023/24 Forecast Actual	2024/25 Budget	Change	Percentage
	\$'000	\$'000	\$'000	%
General rates*	238,296	252,347	14,051	5.90%
Service rates and charges	56,400	59,479	3,079	5.5%
Culture and Recreation	283	195	(86)	(31.1%)
Supplementary rates and rate adjustments	4,171	3,802	(369)	(8.8%)
Penalty charges	1,323	1,800	477	36.1%
Total rates and charges	300,473	317,623	17,150	5.7%

*These items are subject to the rate cap established under the FGRS. Total amount to be raised in the 2024/25 base above includes \$7,296,733 of annualised Supplementary Rates income expected to be raised during 2023/24. When annualised Supplementary Rates for 2023/24 are excluded in the base the total % change for 2024/25 is 2.75%.

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	2023/24	2024/25	Change
	cents/ \$CIV*	cents/ \$CIV*	
General rate for rateable residential properties	0.0021502098	0.0021564609	0.29%

*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	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
Residential	212,328	224,579	12,251	5.77%
Commercial	12,368	12,981	613	4.96%
Industrial	11,779	13,078	1,299	11.03%
Rural	1,820	1,708	(112)	(6.15%)
Cultural & Recreation*	283	195	(88)	(31.10%)
Total amount to be raised by general rates**	238,578	252,541	13,963	5.85%

* 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 2024/25 base above includes \$7,296,733 of annualised Supplementary Rates income expected to be raised during 2023/24. When annualised Supplementary Rates for 2023/24 are excluded in the base the total % change for 2024/25 is 2.75%

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	2023/24	2024/25	Change	
	Number	Number	Number	%
Residential	133,643	139,096	5,453	4.1%
Commercial	3,153	3,208	55	1.7%
Industrial	4,115	4,286	171	4.2%
Rural	316	304	(12)	(3.8%)
Culture and Recreation	23	23	0	0%
Total number of assessments	141,250	146,917	5,667	4.0%

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

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

Type or class of land	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
Residential	98,747,683	104,142,451	5,394,768	5.5%
Commercial	5,752,148	6,019,605	267,457	4.6%
Industrial	5,478,204	6,064,783	586,579	10.7%
Rural	846,620	792,115	(54,505)	(6.4%)
Culture and Recreation	281,365	209,018	(72,347)	(25.7%)
Total value of land	111,106,020	117,227,972	6,121,952	5.5%

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 2023/24	Per Relateable Property 2024/25	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

	2023/24	2024/25	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 2023/24	Per Relateable Property 2024/25	Change	
	\$	\$	\$	%
Garbage Charge Including Green Waste 120ltr	426	440	14	3.3%
Garbage Charge Excluding Green Waste 120ltr	349	360	11	3.2%
Garbage Charge Including Green Waste 80ltr	395	408	13	3.3%
Garbage Charge Excluding Green Waste 80ltr	318	328	10	3.1%
Garbage Charge 2nd 120 litre bin	282	292	10	3.5%
Commercial (Excl GST)	312	323	11	3.5%
Commercial Recycling Only (excl GST)	183	190	7	3.8%
Green Waste 2nd bin (Excl GST)	107	111	4	3.7%
Residential 2nd Recycle	35	40	5	14.3%
Berwick Village H1 (Excl GST)	4,764	5,217	453	9.5%
Berwick Village H2 (Excl GST)	5,252	5,751	499	9.5%
Berwick Village H3 (Excl GST)	6,017	6,589	572	9.5%
Berwick Village H4 (Excl GST)	7,626	8,350	724	9.5%
Berwick Village M1 (Excl GST)	981	1,074	93	9.5%
Berwick Village M2 (Excl GST)	1,167	1,278	111	9.5%

Type of charge	Per Relateable Property 2023/24	Per Relateable Property 2024/25	Change	
	\$	\$	\$	%
Berwick Village M3 (Excl GST)	1,393	1,525	132	9.5%
Berwick Village M4 (Excl GST)	2,221	2,432	211	9.5%
Berwick Village L1 (Excl GST)	414	453	39	9.4%
Berwick Village L2 (Excl GST)	450	493	43	9.6%
Berwick Village L3 (Excl GST)	582	637	55	9.5%

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 2023/24	Per Relateable Property 2024/25	Change	
	\$'000	\$'000	\$'000	%
Garbage Charge Including Green Waste 120ltr	44,474	47,330	2,856	6.4%
Garbage Charge Excluding Green Waste 120ltr	3,556	3,936	380	10.7%
Garbage Charge Including Green Waste 80ltr	3,284	3,580	296	9.0%
Garbage Charge Excluding Green Waste 80ltr	933	967	34	3.6%
Garbage Charge 2nd 120 litre bin	854	955	101	11.8%
Commercial (Excl GST)	330	354	24	7.3%
Commercial Recycling Only (excl GST)	14	15	1	7.1%
Green Waste 2nd bin (Excl GST)	501	561	60	11.8%
Residential 2nd Recycle	271	323	52	19.2%
Berwick Village H1 (Excl GST)	33	37	4	12.1%
Berwick Village H2 (Excl GST)	53	63	10	18.9%
Berwick Village H3 (Excl GST)	30	26	(4)	(13.3%)
Berwick Village H4 (Excl GST)	46	50	4	8.7%
Berwick Village M1 (Excl GST)	26	28	2	7.7%
Berwick Village M2 (Excl GST)	47	51	4	8.5%
Berwick Village M3 (Excl GST)	25	26	1	4.0%
Berwick Village M4 (Excl GST)	13	7	(6)	(46.2%)
Berwick Village L1 (Excl GST)	6	7	1	16.7%
Berwick Village L2 (Excl GST)	17	19	2	11.8%
Berwick Village L3 (Excl GST)	10	11	1	10.0%
Supplementary waste charges	1,877	1,133	(744)	(39.6%)
Total	56,400	59,479	3,079	5.5%

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

	2023/24	2024/25	Change	
	\$'000	\$'000	\$'000	%
Service rates and charges	56,400	59,479	3,079	5.5%
General Rates	238,296	252,347	14,051	5.9%
Cultural & Recreation	283	195	(88)	(31.1%)
Supplementary rates and rate adjustments	4,171	3,802	(369)	(8.8%)
Penalty Interest	1,323	1,800	477	36.1%
Total rates and charges	300,473	317,623	17,150	5.7%

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	2023/24	2024/25
Total Rates (at the start of the year)	230,237,934	\$245,592,990
Number of rateable properties	141,227	146,894
Base Average Rate	1,630.27	1,671.91
Maximum Rate Increase (set by the State Government)	3.50%	2.75%
Capped Average Rate	1,687.33	1,717.88
Maximum General Rates and Municipal Charges Revenue	238,296,262	\$252,346,797
Budgeted General Rates and Municipal Charges Revenue	\$238,296,262	\$252,346,746
Budgeted Supplementary Rates	\$3,198,231	\$3,802,119
Penalty interest	\$1,322,846	\$1,800,000
Budgeted Total Rates and Municipal Charges Revenue	242,817,339	\$257,948,915

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 (2024/25: estimated \$3,802,119 and 2023/24: \$3,198,231)
- 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 Council Plan 2021/25 and 2024/25 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 2024/25, Rate Revenue has been impacted by the Fair Go Rates System (FGRS), which is a framework established by the Victorian Government during 2015, limiting the amount Councils may increase general rates by to a rate cap, which is 2.75% for 2024/25, without seeking additional approvals from the ESC.

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

4.1.1 (p) Revaluation of properties

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

While Council proposes an annual average rate increase that is in line with the 2.75% 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 (2.75%) 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 2.75% 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 2.75% (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 2023/24 year, a revaluation of all properties was carried out by the Valuer General. Overall, CIV property valuations across the City have increased by 5.5% and further details are shown in table 4.1.1f, above.

4.1.2 Statutory fees and fines

	Forecast Actual	Budget	Change	
	2023/24	2024/25		
	\$'000	\$'000	\$'000	%
Infringements and costs	1,940	2,020	80	4.1%
Town planning fees	1,990	1,750	(240)	(12.1%)
Building	1,000	1,320	320	32.0%
Land information certificates	326	333	7	2.1%
Sub-division fees	4,788	3,580	(1,208)	(25.2%)
Animal registration fees and fines	2,813	2,814	1	0.0%
Health registration fees and fines	1,492	1,551	59	4.0%
Elections	-	550	550	0.0%
Fire Management	28	11	(17)	(60.7%)
Total statutory fees and fines	14,377	13,929	(448)	(3.1%)

Statutory fees and fines relate mainly to fees and fines levied in accordance with legislation and include planning and building applications, 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 3.1% or \$0.5m compared to 2023/24 forecast. The statutory fees have decreased in subdivision and town planning offset by increases in elections fines and building fees. A detailed listing of Council's fees and charges is included as part of the 2024/25 budget documents.

4.1.3 User Fees

	Forecast Actual	Budget	Change	
	2023/24	2024/25		
	\$'000	\$'000	\$'000	%
Client fees - community care	334	333	(1)	(0.3%)
Leisure centre and recreation	3,940	4,428	488	12.4%
Kindergarten fees	143	40	(103)	(72.0%)
Hire fees - Council facilities	5,375	5,054	(321)	(6.0%)
Building services	1,485	1,140	(345)	(23.2%)
Re-instatement/road opening fees	2,136	2,149	13	0.6%
Recoveries	2,297	2,009	(288)	(12.5%)
Reimbursements	1,585	2,019	434	27.4%
Other fees and charges	276	140	(136)	(49.3%)
Total user fees	17,571	17,312	(259)	(1.5%)

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 1.5% or \$0.3m compared to 2023/24 forecast. The user fees are budgeted to decrease in hire fees - council facilities, Building Services, recoveries and other fees and charges. Leisure centre and recreational fees increasing with Aligned Leisure appointed to manage the new Leisure contract and reimbursements increases relating to the introduction of the container deposit scheme.

A detailed listing of Council's fees and charges is included as part of the 2024/25 Budget.

4.1.4 Grants

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

	Forecast Actual 2023/24	Budget 2024/25	Change	
	\$'000	\$'000	\$'000	%
Grants were received in respect to the following:				
Summary of grants				
Commonwealth funded grants	17,809	31,861	14,052	78.9%
State funded grants	46,976	53,704	6,729	14.3%
Total grants received	64,785	85,565	20,780	32.1%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	12,687	24,942	12,255	96.6%
Child Youth & Family	116	242	127	109.2%
Communications & Corporate Governance	10	10	-	0.0%
Connected Communities	1,244	1,244	-	0.0%
Recurrent - State Government				
Child Youth & Family	35,375	35,163	(212)	(0.6%)
Connected Communities	1,959	1,337	(621)	(31.7%)
Communications & Corporate Governance	145	135	(10)	(6.9%)
Total recurrent grants	51,535	63,074	11,538	22.4%
Non-recurrent - Commonwealth Government				
Active Communities	10	-	(10)	(100.0%)
Creative Communities	10	-	(10)	100.0%
Connected Communities	172	-	(172)	100.0%
Non-recurrent - State Government				
Communications & Corporate Governance	48	26	(23)	(47.4%)
Creative Communities	102	43	(59)	(58.2%)
People & Culture	21	-	(21)	(100.0%)
Finance & Property Services	114	116	2	1.8%
Child Youth & Family	3,844	2,869	(975)	(25.4%)
Connected Communities	665	160	(505)	(75.9%)
Active Communities	228	279	51	22.2%
Infrastructure & Open Space	14	14	-	0.0%
City & Asset Planning	279	67	(213)	(76.1%)
Planning & Building Services	116	106	(11)	(9.1%)
Growth & Investment	33	43	9	27.6%
Sustainability & Waste Management	252	52	(200)	(79.4%)
Total non-recurrent grants	5,909	3,772	(2,136)	(36.2%)
Total operating grants	57,444	66,846	9,402	16.4%

4.1.4 Grants (continued)

	Forecast Actual	Budget	Change	
	2023/24	2024/25		
	\$'000	\$'000	\$'000	%

(b) Capital Grants

Recurrent - Commonwealth Government

Roads to recovery	1,634	1,634	-	0.0%
Victorian Grants Commission (Local Roads)	1,927	3,789	1,862	96.6%
Total recurrent grants	3,561	5,423	1,862	52.3%

Non-recurrent State Government

Infrastructure & Capital Projects	3,780	11,126	7,346	194.3%
Total non-recurrent grants	3,780	11,126	7,346	194.3%
Total capital grants	7,341	16,549	9,208	125.4%
Total Grants	64,785	83,395	18,610	28.7%

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 16.4% or \$9.4m compared to 2023/24 forecast. The main reason for the increase is due to increase in finance assistance grant from Victorian Grant Commission which is partially offset by 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 an increase of 125.4% or \$9.2m in capital grants for 2024/25 due to increased activities within recreational, leisure and community facilities projects.

4.1.5 Contributions

	Forecast Actual 2023/24	Budget 2024/25	Change	
	\$'000	\$'000	\$'000	%
Monetary	79,364	76,961	(2,403)	(3.0%)
Non-monetary	150,000	128,000	(22,000)	(14.7%)
Total contributions	229,364	204,961	(24,403)	(10.6%)

Contributions non-monetary represent fixed assets that are gifted by developers as developments progress. A \$22.0m reduction in developer contributions is expected in 2024/25 as a result of increased activity in 2023/24.

4.1.6 Other income

	Forecast Actual 2023/24	Budget 2024/25	Change	
	\$'000	\$'000	\$'000	%
Interest from investments	16,000	17,500	1,500	9.4%
Other Rent	1,642	2,085	443	27.0%
Total other income	17,642	19,585	1,943	11.0%

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

4.1.7 Employee costs

	Forecast Actual 2023/24	Budget 2024/25	Change	
	\$'000	\$'000	\$'000	%
Wages and salaries	127,094	125,326	(1,768)	(1.4%)
WorkCover	3,529	5,131	1,602	45.4%
Superannuation	13,684	15,119	1,435	10.5%
Fringe Benefits Tax	103	106	3	2.9%
Total employee costs	144,410	145,682	1,272	0.9%

Employee costs include all expenses related to labour, including wages, salaries, and additional expenses such as allowances, leave entitlements, employer superannuation, and Workcover insurance, along with any other provided benefits.

Employee costs in total are budgeted to increase by 0.9% or \$1.3m compared to forecast for 2023/24. This is mainly due to anticipated increase in Work Cover insurance premium and increase in superannuation due to change in superannuation guarantee percentage in 2024/25. This is offset by a reduction in wages and salaries due to the redesign of the organisation as part of Council's transformation program and limited tenure roles not continuing in 2024/25.

4.1.8 Materials and services

	Forecast Actual 2023/24	Budget 2024/25	Change	
	\$'000	\$'000	\$'000	%
Building maintenance	317	604	287	90.5%
General maintenance	16,203	16,545	342	2.1%
Office administration	33,981	35,306	1,325	3.9%
Information technology	9,507	9,905	398	4.2%
Insurance	3,139	4,092	953	30.4%
Consultants	6,645	5,537	(1,108)	(16.7%)
Contract payments	9,551	10,091	540	5.7%
Council Developer Contributions	44,177	27,870	(16,307)	(36.9%)
Total materials and services	123,520	109,950	(13,570)	(11.0%)

Materials and services expenditure is budgeted to decrease by 11% or \$13.6m when compared to forecast 2023/24. This is mainly due to expected decrease 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 and reduction in consultancy costs (engaged consultants for one off projects during current Financial year 2023/24) are partially offsetting with the expected increase in risk management insurance premium and one off initiativea for next financial year.

4.1.9 External Contracts

	Forecast Actual 2023/24	Budget 2024/25	Change	
	\$'000	\$'000	\$'000	%
Building maintenance	7,441	7,714	273	3.7%
General maintenance	27,833	28,201	368	1.3%
Office administration	11,574	14,609	3,035	26.2%
Waste Management	48,685	52,376	3,691	7.6%
Total external contracts	95,533	102,900	7,367	7.7%

External contracts are budgeted to increase by 7.7% or \$7.4m when compared to forecast 2023/24. External contracts mainly consist of tendered contracts, with waste management contracts increasing by 7.6% or \$3.7m which include increases for domestic garbage, hard waste, recycling and green waste disposal. Contributing to this increase are anticipated increases for open space presentation and Greening Casey contracts which are increasing by 21.2% or \$1.2m and elections related cost which are increasing by \$1.6m. These increases have been offset by a reduction in leisure contracts by 28.4% or \$0.5m due to better contract terms.

4.1.10 Utilities

	Forecast Actual 2023/24	Budget 2024/25	Change	
	\$'000	\$'000	\$'000	%
Telephone	8,000	8,956	956	12.0%
Gas	301	847	546	181.4%
Water	948	1,303	355	37.4%
Network and Communication	560	621	61	10.9%
Telephone	573	559	(14)	(2.4%)
Total utilities	10,382	12,286	1,904	18.3%

Utility Costs are budgeted to increase by 18.3% or \$1.9m mainly due to Council now being liable to pay utility costs of leisure facilities under the new contract for the leisure centres.

4.1.11 Depreciation

	Forecast Actual 2023/24	Budget 2024/25	Change	
	\$'000	\$'000	\$'000	%
Property	21,324	22,625	1,301	6.1%
Plant and equipment	3,907	4,004	97	2.5%
Infrastructure	48,612	51,580	2,968	6.1%
Total depreciation	73,843	78,209	4,366	5.9%

Depreciation relates to the usage of Council's property, plant and equipment, and infrastructure assets such as roads and drains. Depreciation expense is expected to increase by 5.9% or \$4.4m in 2024/25 to reflect increased capitalisation of assets compared with the forecast for 2023/24. This is largely based on current work-in-progress and the capital works schedule for 2024/25.

4.1.12 Depreciation - Right of use assets

	Forecast Actual 2023/24	Budget 2024/25	Change	
	\$'000	\$'000	\$'000	%
Property	129	117	(12)	(9.3%)
Vehicles	1,735	1,732	(3)	(0.2%)
Total depreciation - right of use assets	1,864	1,849	(15)	(0.8%)

4.1.13 Other expenses

	Forecast Actual 2023/24	Budget 2024/25	Change	
	\$'000	\$'000	\$'000	%
Auditors Remuneration	212	223	11	5.2%
Councillors' Allowances	678	629	(49)	(7.2%)
Operating Lease Rentals	136	269	133	97.8%
Grants & Contributions	6,816	6,669	(147)	(2.2%)
Total other expenses	7,842	7,790	(52)	(0.7%)

Other expenses include community grants, Councillor allowances/Administrator fees, contributions, operating lease payments for equipment and audit fees. This is expected to slightly decrease by 0.7% or \$0.05m.

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 16.55% or \$59.01m during the year to be utilised on committed projects in future years.

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 \$14.2m by June 2025. Council is budgeting to repay \$8.3m loan principal during 2024/25 and does not anticipate to borrow any new funds in 2024/25.

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		
	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$
Amount borrowed as at 30 June of the prior year	0,549,355	22,505,704	14,206,455	5,651,405	507,000
Amount proposed to be borrowed	-	-	-	-	-
Amount projected to be redeemed	8,043,651)	8,299,249)	(8,555,051)	(5,144,405)	(507,000)
Amount of borrowings as at 30 June	22,505,704	4,206,455	5,651,405	507,000	-

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 2023/24	Budget 2024/25
	\$	\$
Right-of-use assets		
Vehicles	8,906,009	7,057,497
Total right-of-use assets	8,906,009	7,057,497
Lease liabilities		
Current lease liabilities		
Vehicles	1,797,193	1,796,126
Total current lease liabilities	1,797,193	1,796,126
Non-current lease liabilities		
Vehicles	8,193,395	6,397,269
Total non-current lease liabilities	8,193,395	6,397,269
Total lease liabilities	9,990,588	8,193,395

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 vehicles is 7.0%.

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 2024/25 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 \$13.1m increase in rates and charges income reflects a 2.75% increase in the average general rate in line with the State Government rate cap, coupled with the addition of new rate assessments due to supplementary rates raised during the year. Increase in operating grants of \$9.5m is mainly due increase in Victorian Grants Commission funding compared to the current financial year. Additional capital grant funding of \$9.3m is anticipated to be received in 2024/25. These favourable increases have been offset by increasing costs of service delivery.

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 \$100.65m expenditure for property, infrastructure, plant and equipment offset by funding of \$1.4m received through sale of property, plant and equipment and \$59m invested in investments.

4.4.3 Net cash flows provided by/used in financing activities

For 2024/25 the total of principal repayments in borrowings is \$8.3m and interest expenses repayment is \$0.7m with no further borrowings anticipated in 2024/25. Interest paid on leases is expected to be \$0.6m with \$1.8m lease liabilities to be repaid in 2024/25.

4.5 Capital Works

Highlights

This year's \$100.6 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:

- \$42.7 million of renewal works
- \$33.6 million of new assets
- \$22.5 million of upgrades to existing facilities
- \$1.8 million to expand existing assets

Through the 2024/25 Capital Works Program we are investing:

- \$39.2 million into recreational, leisure and community facilities
- \$15.8 million into roads
- \$8.9 million into parks, open space and streetscapes
- \$3.7 million in footpaths and cycleways
- \$2.3 million into drainage works
- \$1.1 million into bridges

4.5.1 Summary

	Budget	Budget	Change	
	2023/24	2024/25		
	\$'000	\$'000	\$'000	%
Property	14,904	6,252	(8,652)	(58.1%)
Plant and equipment	25,183	21,890	(3,293)	(13.1%)
Infrastructure	125,591	72,505	(53,086)	(42.3%)
Total	165,678	100,647	(65,031)	(39.3%)

4.5.1 Summary

	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	6,252	5,315	701	236	-	-	-	1,017	5,235	-
Plant and equipment	21,890	412	6,678	14,800	-	-	-	16,480	5,410	-
Infrastructure	72,505	27,831	35,366	7,503	1,806	16,549	550	53,199	2,208	-
Total	100,647	33,559	42,744	22,538	1,806	16,549	550	70,695	12,853	-

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
Property	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	5,235	5,235	-	-	-	-	-	-	5,235	-
Buildings	701	-	701	-	-	-	-	701	-	-
Building Improvements	236	-	-	236	-	-	-	236	-	-
Casey Fields Depot Machinery Shed Upgrade	80	80	-	-	-	-	-	80	-	-
Total Property	6,252	5,315	701	236	-	-	-	1,017	5,235	-
Plant and Equipment	80	80	-	-	-	-	-	-	80	-
General - Plant - Light Vehicles - Additional - Program - 2024-25	1,000	-	1,000	-	-	-	-	-	1,000	-
General - Plant - Light Vehicles - Replacement - Program - 2024-25	2,000	-	2,000	-	-	-	-	-	2,000	-
General - Plant - Minor - Replacement - Program - 2024-25	30	-	30	-	-	-	-	-	30	-
Fixtures, Fittings and Furniture	355	-	355	-	-	-	-	355	-	-
Bunjil Place Theatre & Studio Audio Console Replacement	264	-	264	-	-	-	-	264	-	-
Bunjil Place Theatre & Studio Lighting Consoles Replacement	161	-	161	-	-	-	-	161	-	-
Health Club Equipment Renewal - Capital										

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
Computers and Telecommunications										
IT - UPS and Cooling	415	-	415	-	-	-	-	415	-	-
General - IT - Corporate Facilities Audio Visual Equipment renewal - Program - 2024-25	621	62	559	-	-	-	-	621	-	-
General - IT - Network and Infrastructure - Program - 2024-25	1,082	270	811	-	-	-	-	1,082	-	-
General - IT - Personal Productivity Tools - Program - 2024-25	1,083	-	1,083	-	-	-	-	1,083	-	-
IT - Customer Service Improvement (TX)	2,523	-	-	2,523	-	-	-	2,523	-	-
IT - Service Planning and Reviews (TX)	1,686	-	-	1,686	-	-	-	1,686	-	-
IT - Employee and L'ship Programs (TX)	1,772	-	-	1,772	-	-	-	1,772	-	-
IT - OneCouncil Implementation (TX)	7,211	-	-	7,211	-	-	-	4,911	2,300	-
IT - Cyber Security & Data Upgrade (TX)	1,608	-	-	1,608	-	-	-	1,608	-	-
Total Plant and Equipment	21,890	412	6,678	14,800	-	-	-	16,480	5,410	-

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										
Craig Road/Sherwood Road intersection - right turn lane and kerb	124	124	-	-	-	-	-	124	-	-
Install virtual fencing bollards - Inglis Rd east of Manuka Rd Berwick - Greyspot Program	22	22	-	-	-	-	-	22	-	-
Raven Crescent, NARRE WARREN - LTM Street Scheme	153	153	-	-	-	-	-	153	-	-
Lesdon Avenue - CRANBOURNE - LTM - Partial Street Scheme	133	133	-	-	-	-	-	133	-	-
Heather Grove, Clyde North – Proposed Flat Top Speed Hump	34	34	-	-	-	-	-	34	-	-
Road N&I Tyabb T'din Rd-S'B'dary-B'T'din	1,834	-	1,467	367	-	1,633	-	201	-	-
Street Lighting Convert Mercury V to LED	2,494	-	-	2,494	-	-	-	2,494	-	-
Cresthaven Bvd and Skyline Way - Berwick - Local Traffic Management Program (LTM)	254	254	-	-	-	-	-	254	-	-
Lineham Drive, Cranbourne East - LTM - Partial Street Scheme	101	101	-	-	-	-	-	101	-	-
Various - Street Light - New - Upgrade - Program - 2024-25	110	55	-	55	-	-	-	110	-	-
Various - Minor Traffic Works - Program - 2024-25	332	266	-	66	-	-	-	332	-	-
Install virtual fencing bollards - Power Road between Churchill Park Drive and entrance and north of Pycnantha Court	43	43	-	-	-	-	-	43	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Cash \$'000	Council Reserves \$'000	Borrowings \$'000
Evans Road improvement works as part of the declaration process and handover to DTP	139	-	-	139	-	-	-	139	-	-
Road Reseal - Lilly Pilly Avenue (Tristania Street to Myrtle Grove)	57	-	57	-	-	-	-	57	-	-
Road Reseal - Melia Street (Box street to Wattle Drive)	45	-	45	-	-	-	-	45	-	-
Road Reseal - Harries Court (Brundrett Road to End)	106	-	106	-	-	-	-	106	-	-
Road Reseal - Cantwell Road (Brundrett Road to Grosvenor Place)	76	-	76	-	-	-	-	76	-	-
Road Reseal - Grosvenor Place (Cantwell Road to End)	34	-	34	-	-	-	-	34	-	-
Road Reseal - Memorial Drive (Main Street to Robinson Road)	39	-	39	-	-	-	-	39	-	-
Road Reseal - Paddys Lane (Glenwood Road to End)	69	-	69	-	-	-	-	69	-	-
Road Reseal - Jesse Court (Crawley Road to End)	39	-	39	-	-	-	-	39	-	-
Road Reseal - Crawley Road (Jesse Court to John Joseph Court)	146	-	146	-	-	-	-	146	-	-
Road Reseal - Cleveland Close (Crawley Road to Numer 20 Cleveland Close)	49	-	49	-	-	-	-	49	-	-
Road Reseal - John Joseph Court (Crawley Road to Number 9 John Joseph Court)	29	-	29	-	-	-	-	29	-	-
Road Reseal - Centre Road (251 Centre Road to 267 Centre Road)	143	-	143	-	-	-	-	143	-	-
Road Reseal - Dunoan Road (Harrington Drive to Kingston Avenue)	23	-	23	-	-	-	-	23	-	-

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 Reseal - Kingston Avenue (16 Kingston Avenue to 28 Kingston Avenue)	40	-	40	-	-	-	-	40	-	-
Road Reseal - Ernst Wanke Road (Quarry Road to 200m south Of Silverleaves Blvd)	166	-	166	-	-	-	-	166	-	-
Road Reseal - The Gateway (Parkhill Drive to Insignia Crescent)	207	-	207	-	-	-	-	207	-	-
Road Reseal - Domain Drive (Homestead Road to 7 Domain Drive)	27	-	27	-	-	-	-	27	-	-
Road Reseal - Moondarra Drive (Corella Court to Marsh Grove)	101	-	101	-	-	-	-	101	-	-
Road Reseal - Marsh Grove (Moondarra Drive to 20 Marsh Grove)	75	-	75	-	-	-	-	75	-	-
Road Reseal - Emperor Road (Marsh Grove to 14 Emperor Road)	41	-	41	-	-	-	-	41	-	-
Road Reseal - Spoonbill Street (Marsh Grove to Ganaway Drive)	57	-	57	-	-	-	-	57	-	-
Road Reseal - Brewster Street (Moondarra Drive to Spoonbill Street)	35	-	35	-	-	-	-	35	-	-
Road Reseal - Ganaway Drive (Spoonbill Street to Moondarra Drive)	33	-	33	-	-	-	-	33	-	-
Road Reseal - Abercrombie Street (Moondarra Drive to Vaucluse Street)	49	-	49	-	-	-	-	49	-	-
Road Reseal - Avon Court (Vaucluse Street to End)	24	-	24	-	-	-	-	24	-	-
Road Reseal - Jamieson Way (Moondarra Drive to Vaucluse Street)	39	-	39	-	-	-	-	39	-	-

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 Reseal - Newhaven Drive (Ernst Wanke Road to Wintersun Road)	58	-	58	-	-	-	-	58	-	-
Road Reseal - Wintersun Road (Silverleaves Blvd to 78 Wintersun Road)	84	-	84	-	-	-	-	84	-	-
Road Reseal - Silverleaves Blvd (Ernst Wanke Road to Wintersun Road)	135	-	135	-	-	-	-	135	-	-
Road Reseal - Lilac Crescent (Newhaven Drive to Wintersun Road)	29	-	29	-	-	-	-	29	-	-
Road Reseal - Bluebell Court (Lilac Crescent to End)	25	-	25	-	-	-	-	25	-	-
Road Reseal - Campaspe Street (Glenelg Street to Glenelg Street)	120	-	120	-	-	-	-	120	-	-
Road Reseal - Courtenay Avenue (Ferncroft Court to Hoysted Avenue)	59	-	59	-	-	-	-	59	-	-
Road Reseal - Brookland Greens Blvd (Parkstone Vista to Spring Water Crescent)	99	-	99	-	-	-	-	99	-	-
Road Reseal - Fernhill Avenue (Brookland Greens Blvd to Gracehill Mews)	37	-	37	-	-	-	-	37	-	-
Road Reseal - Everlasting Blvd (Dusky Bell Drive to Crepe Avenue)	113	-	113	-	-	-	-	113	-	-
Road Reseal - Bruce Street (Taylor Street to Lurline Street)	50	-	50	-	-	-	-	50	-	-
Road Reseal - Taylor Street (Campbell Parade to Sladen Street)	59	-	59	-	-	-	-	59	-	-
Road Reseal - Hudson Street (Campbell Parade to Sladen Street)	63	-	63	-	-	-	-	63	-	-

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 Reseal - Horswood Road (90m from round about to 90m from Belgrave Hallam Road)	202	-	202	-	-	-	-	202	-	-
Road Reseal - Saffron Drive (54 Saffron Drive to 80 Saffron Drive)	96	-	96	-	-	-	-	96	-	-
Road Reseal - Paterson Drive (Boothby Terrace to Carpark Entrance)	199	-	199	-	-	-	-	199	-	-
Road Reseal - Henning Avenue (Paterson Drive to 10 Henning Avenue)	35	-	35	-	-	-	-	35	-	-
Road Reseal - Lynbrook Blvd (Paterson Drive to Dyson Drive)	254	-	254	-	-	-	-	254	-	-
Road Reseal - Elliott Parade (South Gippsland Highway to Rankn Close)	111	-	111	-	-	-	-	111	-	-
Road Reseal - Lyndhurst Blvd (Thompsons Road to Marriott Blvd)	355	-	355	-	-	-	-	355	-	-
Road Reseal - Glasscocks Road (Western port Highway to Seal Change 180m)	140	-	140	-	-	-	-	140	-	-
Road Rehab- Power Road (Box street to Princess Highway)	874	-	874	-	-	517	-	357	-	-
Road Rehab- Wilona Way (John Fisher Drive to Canning Drive)	254	-	254	-	-	150	-	104	-	-
Road Rehab- Canning Drive (Wilona Waty to Fairholme Blvd)	366	-	366	-	-	217	-	149	-	-
Road Rehab- Hotham Street (Loch Street to Latrobe Street)	83	-	83	-	-	49	-	34	-	-
Road Rehab- Highview Avenue (Camms Road to Ardmore Street)	209	-	209	-	-	124	-	85	-	-
Road Rehab- Botanical Grove (Power Road to Cootamundra Street)	248	-	248	-	-	147	-	101	-	-

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 Rehab- Shrives Road (Austin Avenue to Centre Road)	92	-	92	-	-	55	-	38	-	-
Road Rehab- Main Street (Oakview Blvd to Memorial Drive)	72	-	72	-	-	43	-	29	-	-
Road Rehab- Robinson Road (Randle Court to Kostic Blvd)	335	-	335	-	-	198	-	137	-	-
Road Rehab- Robinson Road (90 Robinson Road to 220m East 90 Robinson Road)	94	-	94	-	-	56	-	39	-	-
Road Rehab- A Beckett Road (82 A Beckett Road to 122 A Beckett Road)	194	-	194	-	-	115	-	79	-	-
Road Rehab- Amberly Park Drive (Terrapin Drive to 58 Amberly Park Drive)	191	-	191	-	-	113	-	78	-	-
Road Rehab- Ormond Road (383 Ormond Road to 415 Ormond Road)	103	-	103	-	-	61	-	42	-	-
Road Rehab- Norwegian Way (Community Parade to Tangerine Drive)	63	-	63	-	-	37	-	26	-	-
Road Rehab- King Road (Olive Avenue to Harkaway Road)	160	-	160	-	-	95	-	65	-	-
Road Rehab- James Cook Drive (Matthew Flinders AV to Seal CChange in front of 169)	109	-	109	-	-	64	-	44	-	-
Road Rehab- Sunhill Way (View Grand Drive to End)	46	-	46	-	-	27	-	19	-	-
Road Rehab- Ormond Road (21 Ormond Road to 81 Ormond Road)	262	-	262	-	-	155	-	107	-	-
Road Rehab- Camms Road (Lillian Street to Bourke Road)	335	-	335	-	-	198	-	137	-	-
Road Rehab- Browns Road round about (Round about to 360m East)	202	-	202	-	-	119	-	82	-	-

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 Rehab- Frawley Road (Young Road to Belgrave-Hallam Road)	89	-	89	-	-	53	-	36	-	-
Road Rehab- Frawley Road (Belgrave-Hallam Road to 87 Frawley Road)	86	-	86	-	-	51	-	35	-	-
Road Rehab- Paterson Drive (Aylmer Road to Cato Parkway)	72	-	72	-	-	43	-	29	-	-
Road Rehab- Albatross Court (Currawong Grove to Change of seal)	25	-	25	-	-	15	-	10	-	-
Road Const N&I Manks Rd -T'Station-Y"bee	1,386	-	1,109	277	-	942	-	443	-	-
Bridges										
Bridge Renewal BR259 - Pedestrian Bridge-Troups creek	573	-	573	-	-	-	-	573	-	-
Bridge Renewal - B'Springs Prom BR232	551	-	551	-	-	544	-	7	-	-
Footpaths										
Narre Warren North Road - Linking Paths Program	155	155	-	-	-	-	-	155	-	-
Quarry Road - Linking Paths Program	64	64	-	-	-	-	-	64	-	-
Various - Reactionary Program - Minor footpath links - community demand - Program - 2024-25	217	217	-	-	-	-	-	217	-	-
Various - School Crossing Infrastructure - Program - 2024-25	123	123	-	-	-	-	-	123	-	-
Various - Kerb & Channel and Footpaths Rehabilitation Program - Program - 2024-25	2,490	-	2,490	-	-	-	-	2,490	-	-

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
Missing path along Ormond Road (south, connection to Jammon Close), Hampton park	139	139	-	-	-	-	-	139	-	-
Greaves Road - Linking Paths Program	107	107	-	-	-	-	-	107	-	-
Northey Road (west of Hutchinson Drive) - Linking Paths Program	214	214	-	-	-	-	-	214	-	-
Fox Road (east of Kalora Park) - Linking Paths Program	32	32	-	-	-	-	-	32	-	-
Missing connection from Sharpe Court to Homestead Road - Linking Paths Program	43	43	-	-	-	-	-	43	-	-
Drainage										
Drainage N&I - Betula&Myuna SWHarvesting	100	100	-	-	-	-	-	100	-	-
Renewal of GPT at Corymbia Lane and Bayley Place	241	-	169	72	-	-	-	241	-	-
Keppel Drive Reserve Drainage Works	139	139	-	-	-	-	-	139	-	-
Various - Water Sensitive Urban Design Renewals - Program - 2024-25	584	-	584	-	-	-	-	584	-	-
1445 South Gippsland Highway Service Road Drainage Pipe Renewal	32	-	32	-	-	-	-	32	-	-
16 Hair Court Beaconsfield Pipe Renewal	54	-	54	-	-	-	-	54	-	-
Beaumont Road Berwick Creek Culvert Renewal	214	-	193	21	-	-	-	214	-	-
Waterford Close WSUD Asset Rectification Design	107	-	80	27	-	-	-	107	-	-
27 Harkaway Road Pipe Renewal	107	-	107	-	-	-	-	107	-	-

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 Works - 2 Upfield Walk Lynbrook	241	-	-	241	-	-	-	241	-	-
Monahans Road Reserve Cranbourne Flood Mitigation	54	11	-	43	-	-	-	54	-	-
Drainage Works - 59 Willow Drive Hampton Park	393	393	-	-	-	-	-	393	-	-
Cycleways										
Recreational Trails. Eumemmering Creek to Lysterfield Lake - Walk and Ride in Casey	161	161	-	-	-	-	-	161	-	-
Community Facilities										
Clyde Creek South Family and Community Centre - 1675 Ballarto Road	500	500	-	-	-	-	-	-	500	-
Building N&I - Ballarto Rd FCC	250	250	-	-	-	-	-	-	250	-
Myuna Farm - Improved Customer Experience - Master Plan Implementation	214	107	107	-	-	-	-	214	-	-
Clyde East Central Family and Community Centre	500	500	-	-	-	-	-	-	500	-
Various - Access Improvement Program - Program - 2024-25	123	-	-	123	-	-	-	123	-	-
Various - Building Services - Mechanical Equipment Renewal - Program - 2024-25	246	-	221	25	-	-	-	246	-	-
Various - Essential Safety Measures - Buildings - Program - 2024-25	128	64	64	-	-	-	-	128	-	-
Various - Minor Structures - Shade Structures Renewal - Program - 2024-25	352	-	352	-	-	-	-	352	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Cash \$'000	Council Reserves \$'000	Borrowings \$'000
Various - Bunjil Place Asset Management Plan Works - Program - 2024-25	600	-	600	-	-	-	-	600	-	-
Electrification of 10 Council Facilities	130	-	-	130	-	-	-	130	-	-
Carlisle Park Kindergarten & Strathaird Family & Community Centre HVAC system	20	-	-	20	-	-	-	20	-	-
Plumbing Retrofit - Installation of IOTA water meters	43	39	-	4	-	-	-	43	-	-
Doveton Neighbourhood Learning Centre - Minor Renewal	32	-	16	16	-	-	-	32	-	-
Hallam Community Learning Centre Inc - Renewal	54	-	27	27	-	-	-	54	-	-
Berwick South Kindergarten Renewal Scoping Project	54	-	27	27	-	-	-	54	-	-
Change Table Upgrades	107	-	21	86	-	-	-	107	-	-
Essex Park Community Place Demolition Project	107	-	-	107	-	-	-	107	-	-
Community Facilities - Access Control System	107	-	-	107	-	-	-	107	-	-
Council Facilities - Minor Capital Works - Program - 2024-25	124	31	31	31	31	-	-	124	-	-
Building N&I - Clyde North West FCC	250	250	-	-	-	-	-	-	250	-
Building Renewal Brentwood N'hood House	589	-	530	59	-	-	-	589	-	-
MCH consulting room enhancements	107	-	-	107	-	-	-	107	-	-
Casey North CISS relocation	910	-	546	273	91	-	-	910	-	-
Building N&I - Hardys Rd FCC	5,400	5,400	-	-	-	5,400	-	-	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Cash \$'000	Council Reserves \$'000	Borrowings \$'000
Leisure Facilities										
Building Renewal Doveton Pool Redevelop	4,643	1,857	2,786	-	-	-	-	4,140	503	-
Myuna Farm - Bookable Space Renewal - Master Plan Implementation	127	-	127	-	-	-	-	127	-	-
Roof top Solar on Casey-Race-240kW	380	380	-	-	-	-	-	380	-	-
Design of multipurpose community space at Old Cheese Factory	200	-	-	200	-	-	-	-	200	-
Recreational Facilities										
Arch Brown Recreation Reserve - Local Level Playground Renewal	150	-	150	-	-	-	-	150	-	-
Buckeye Drive Reserve - Local Level Playground Renewal	207	-	207	-	-	-	-	207	-	-
Calrossi Close Reserve - Local Level Playground Renewal	150	-	150	-	-	-	-	150	-	-
Clifton Way - Local Level Playground Renewal	155	-	155	-	-	-	-	155	-	-
Essex Park Community Place Reserve - Local Level Playground Renewal	135	-	135	-	-	-	-	135	-	-
Gracehill Mews Reserve (Cherryhills) - Local Level Playground Renewal	150	-	150	-	-	-	-	150	-	-
Kalora Park - Local Level Playground Renewal	155	-	155	-	-	-	-	155	-	-
Margaret Owens Reserve - Local Level Playground Renewal	155	-	155	-	-	-	-	155	-	-
Fairholme Blvd / Meg Way Reserve - Local Level Playground Renewal	155	-	155	-	-	-	-	155	-	-

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
Tooradin Recreation Reserve - Football, Cricket Netball Pavilion Building Redevelopment	600	240	300	60	-	-	-	600	-	-
Max Pawsey Football/Cricket Female Friendly Upgrade	250	-	250	-	-	-	-	250	-	-
Sydney Pargeter Reserve - Cricket/ Grid Iron Pavilion	193	-	145	-	48	-	-	193	-	-
Edwin Flack Reserve Athletics - Shelter, Terracing and Seating	591	591	-	-	-	-	-	591	-	-
Seebeck Drive Reserve - Dog Park Drainage and Resurfacing Works	43	-	-	43	-	-	-	43	-	-
Robert Booth Reserve - Tennis Pavilion Renewal	764	306	229	-	229	-	550	214	-	-
Rec-Springleaf Av Clyde Nth AOS3 AFL/C/N	8,078	8,078	-	-	-	-	-	8,078	-	-
Playgrounds Renewal Lochard Terrace Res	327	-	327	-	-	-	-	327	-	-
Playground Renewal BSprings Wetlands West	370	-	370	-	-	-	-	370	-	-
Building Renewal - CILC The Factory	59	-	59	-	-	-	-	59	-	-
Building Renewal - Casey Stadiums 21-22	59	-	59	-	-	-	-	59	-	-
Building Renewal - Aquatic&Leisure 21-22	59	-	59	-	-	-	-	59	-	-
Myuna Farm - Playground Access Improvements - Master Plan Implementation	203	61	81	61	-	-	-	203	-	-
Edwin Flack Reserve - Upgrade Athletics Pavilion	918	-	734	184	-	-	-	918	-	-
Various - Exercise Stations in Local Parks - Program - 2024-25	64	64	-	-	-	-	-	64	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Cash \$'000	Council Reserves \$'000	Borrowings \$'000
Casey Arc - Asset Management Plan Works - Building Renewal - Program - 2024-25	550	-	550	-	-	-	-	550	-	-
The RACE - Asset Management Plan works - Building Renewal - Program - 2024-25	700	-	700	-	-	-	-	700	-	-
Various - Building Renewal - Aquatic and Leisure Refurbishment - Program - 2024-25	639	-	639	-	-	-	-	639	-	-
Various - Renewal of Minor Recreational Structures - Program - 2024-25	246	74	172	-	-	-	-	246	-	-
Casey Fields - Fencing Renewal - Program - 2024-25	80	-	72	8	-	-	-	80	-	-
Various - Recreation reserve shelters and manual scoreboards - renew and replace - Program - 2024-25	104	21	84	-	-	-	-	104	-	-
Various - Recreation Reserve Fencing Renewal - Program - 2024-25	77	-	69	8	-	-	-	77	-	-
Various - Recreation reserve electronic scoreboards- replacement and new - Program - 2024-25	277	138	138	-	-	-	-	277	-	-
Various - Reserve Public Lighting - Program - 2024-25	38	10	29	-	-	-	-	38	-	-
Various - Sporting Reserve Lighting Assets - renewal and replacement - Program - 2024-25	128	-	102	26	-	-	-	128	-	-
Various - Renewal Cricket Practice Wicket and Nets - Program - 2024-25	258	-	232	26	-	-	-	258	-	-
Various - Sporting Surface Renewal Program Synthetic Surfaces - Program - 2024-25	76	-	68	8	-	-	-	76	-	-

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Casey Fields - Oval Irrigation renewal - Program - 2024-25	111	-	111	-	-	-	-	111	-	-
Pool In The Park - Asset Management Plan Works - Program - 2024-25	60	-	60	-	-	-	-	60	-	-
Various - Sporting Surface Renewal Program Turf Wickets - Program - 2024-25	123	-	111	12	-	-	-	123	-	-
Reema Reserve Sports Lighting Upgrade	236	-	165	71	-	-	-	236	-	-
Jack Thomas Reserve Pitch 3 Irrigation Project	214	214	-	-	-	-	-	214	-	-
Tooradin Reserve Oval Drainage Project	21	-	15	6	-	-	-	21	-	-
Casey ARC HVAC Renewal	500	-	500	-	-	-	-	500	-	-
Roberts Road Reserve Cranbourne Playground Renewal	155	-	155	-	-	-	-	155	-	-
Raisell Road Playground Renewal	129	-	64	-	64	-	-	129	-	-
Betula Reserve Playground Renewal	129	-	64	-	64	-	-	129	-	-
Warneet Recreation Reserve Playground Renewal	193	-	193	-	-	-	-	193	-	-
Ribbon Gum Drive Reserve Playground Renewal	161	-	161	-	-	-	-	161	-	-
Strathaird Reserve Pavilion Upgrade	1,500	450	450	150	450	1,500	-	-	-	-
Grices Road Recreation Reserve Pavilion Upgrade	1,521	456	456	152	456	1,200	-	321	-	-
Playgrounds N&I Max Pawsey P'grnd&C'Park	687	687	-	-	-	100	-	587	-	-

Capital Works Area	Project Cost	Asset expenditure type				Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council Cash	Council Reserves	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Parks and Reserves										
Nelson Street Reserve - District Open Space Development	31	-	-	31	-	-	-	31	-	-
Tooradin Recreation Reserve Skate Park Upgrade	300	-	60	240	-	300	-	-	-	-
Rec N&I Ray Bastin Reserve Redevelopment	1,682	1,009	168	168	336	755	-	927	-	-
Wilson Botanic Park - Implementation of Botanic Report - Program - 2024-25	64	32	16	16	-	-	-	64	-	-
Various - Reserve Tree Planting - New - Program - 2024-25	639	543	96	-	-	-	-	639	-	-
Various - Park and Street Furniture and Structures Renewals - Program - 2024-25	395	99	257	40	-	-	-	395	-	-
Various - Park Soft Landscaping Improvements - Program - 2024-25	281	-	141	141	-	-	-	281	-	-
Various - Tennis Facility Renewal Program - Program - 2024-25	320	-	288	32	-	-	-	320	-	-
Various - Landscaping and Additional Tree Planting - Program - 2024-25	345	69	173	104	-	-	-	345	-	-
Endeavour Hills Leisure Centre HVAC Renewal	643	-	643	-	-	-	-	643	-	-
Wood Road Reserve Investing in Our Communities Program - Including Playground Renewal - Investing in Our Communities Program	821	-	821	-	-	821	-	-	-	-
Kendall Road Reserve Upgrade - Including Playground Renewal - Investing in Our Communities Program	654	-	654	-	-	654	-	-	-	-
Wilson Botanic Park - Masterplan Implementation	139	35	35	35	35	-	-	139	-	-

Capital Works Area	Project Cost \$'000	Asset expenditure type				Summary of Funding Sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council Cash \$'000	Council Reserves \$'000	Borrowings \$'000
Open Space										
Berwick Springs Wetlands - Dog Friendly Space	5	5	-	-	-	-	-	-	5	-
Sweeney Reserve - Development of Dog Friendly Spaces	214	214	-	-	-	-	-	214	-	-
Rec-Ackland Park - Drainage & Open Space	1,161	232	232	697	-	-	-	1,161	-	-
Various - Bushland Reserves Management Initiatives - Program - 2024-25	261	130	130	-	-	-	-	261	-	-
Streetscapes										
Various - Casey Annual Banner and Flag Replacement Program - Program - 2024-25	51	-	51	-	-	-	-	51	-	-
Timbarra Estate - Tree Removals in the Timbarra Estate - Program - 2024-25	32	-	32	-	-	-	-	32	-	-
Various - Street Tree Planting and Establishment of 45 Litre Stock - Program - 2024-25	486	243	243	-	-	-	-	486	-	-
Various - Street tree replacement following road rehabilitation works - Program - 2024-25	345	-	345	-	-	-	-	345	-	-
Other Infrastructure										
Park Landscaping - Public Art Renewal	63	-	63	-	-	-	-	63	-	-
IT - Smart City Innovation Project	434	434	-	-	-	-	-	434	-	-
Various - Plumbing Retrofitting and Upgrade - Program - 2024-25	84	42	-	42	-	-	-	84	-	-
Various - Corporate Signage on Buildings - Program - 2024-25	59	24	35	-	-	-	-	59	-	-

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
Replacement of Conventional Mercury Vapour Minor Public Lighting	536	536	-	-	-	-	-	536	-	-
Pedestrian Crossing Cresthaven Bvd	333	333	-	-	-	-	-	333	-	-
Total Infrastructure	72,505	27,831	35,366	7,503	1,806	16,549	550	53,199	2,208	-
Total New Capital Works	100,647	33,559	42,744	22,538	1,806	16,549	550	70,695	12,853	-

Summary of Planned Capital Works Expenditure For the years ending 30 June 2026, 2027, 2028

2025/26	Total	Asset expenditure type				Total	Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion		Grants	Contrib.	Council Cash	Council Reserves
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	8,011	8,011	-	-	-	8,011	-	-	8,011	-
Land improvements	-	-	-	-	-	-	-	-	-	-
Total Land	8,011	8,011	-	-	-	8,011	-	-	8,011	-
Buildings	741	-	741	-	-	741	-	741	-	-
Heritage Buildings	-	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total Buildings	741	-	741	-	-	741	-	741	-	-
Total Property	8,752	8,011	741	-	-	8,752	-	741	8,011	-
Plant and Equipment										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	3,610	80	3,530	-	-	3,610	-	-	3,610	-
Fixtures, fittings and furniture	288	-	288	-	-	288	-	288	-	-
Computers and telecommunications	12,162	803	2,659	8,700	-	12,162	-	8,062	4,100	-
Library books	-	-	-	-	-	-	-	-	-	-
Total Plant and Equipment	16,060	883	6,477	8,700	-	16,060	-	8,350	7,710	-

Summary of Planned Capital Works Expenditure For the years ending 30 June 2026, 2027, 2028

2025/26	Total	Asset expenditure type				Total	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	\$'000
Infrastructure											
Roads	38,057	7,941	14,316	9,315	6,485	38,057	4,715	-	15,592	17,750	-
Bridges	662	-	662	-	-	662	-	-	662	-	-
Footpaths and cycleways	7,265	4,569	2,577	119	-	7,265	-	-	7,265	-	-
Drainage	2,098	763	1,335	-	-	2,098	-	-	2,098	-	-
Recreational, leisure and community facilities	91,392	45,794	25,673	10,254	9,671	91,392	17,821	-	35,950	37,621	-
Waste management	-	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	4,127	1,758	1,833	536	-	4,127	-	-	3,932	195	-
Aerodromes	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	1,707	491	393	467	356	1,707	-	-	1,577	130	-
Total Infrastructure	145,308	61,316	46,789	20,691	16,512	145,308	22,536	-	67,076	55,696	-
Total Capital Works Expenditure	170,121	70,211	54,007	29,391	16,512	170,121	22,536	-	76,168	71,417	-

Summary of Planned Capital Works Expenditure For the years ending 30 June 2026, 2027, 2028

2026/27	Total	Asset expenditure type				Total	Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion		Grants	Contrib.	Council Cash	Council Reserves
	\$'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	3,110	80	3,030	-	-	3,110	-	-	3,110	-
Fixtures, fittings and furniture	172	-	172	-	-	172	-	172	-	-
Computers and telecommunications	14,470	831	2,739	10,900	-	14,470	-	5,570	8,900	-
Library books	-	-	-	-	-	-	-	-	-	-
Total Plant and Equipment	17,752	911	5,941	10,900	-	17,752	-	5,742	12,010	-

Summary of Planned Capital Works Expenditure For the years ending 30 June 2026, 2027, 2028

2026/27	Total	Asset expenditure type				Total	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	
Infrastructure											
Roads	56,939	11,872	18,707	15,996	10,364	51,209	-	-	29,199	22,010	-
Bridges	685	-	685	-	-	685	-	-	685	-	-
Footpaths and cycleways	4,736	1,886	2,727	123	-	4,736	-	-	4,736	-	-
Drainage	2,563	790	1,658	115	-	8,293	5,730	-	2,563	-	-
Recreational, leisure and community facilities	81,982	27,065	26,004	15,499	13,414	75,487	-	-	41,471	34,016	-
Waste management	-	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	3,869	1,617	1,897	355	-	3,870	-	-	3,870	-	-
Aerodromes	-	-	-	-	-	6,495	6,495	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	1,766	508	407	482	369	1,766	-	-	1,766	-	-
Total Infrastructure	152,540	43,738	52,085	32,570	24,147	152,541	12,225	-	84,290	56,026	-
Total Capital Works Expenditure	171,058	44,648	58,793	43,470	24,147	171,058	12,225	-	90,797	68,036	-

Summary of Planned Capital Works Expenditure For the years ending 30 June 2026, 2027, 2028

2027/28	Total	Asset expenditure type				Total	Summary of Funding Sources			
		New	Renewal	Upgrade	Expansion		Grants	Contrib.	Council Cash	Council Reserves
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property										
Land	14,271	14,271	-	-	-	14,271	-	-	14,271	-
Land improvements	-	-	-	-	-	-	-	-	-	-
Total Land	14,271	14,271	-	-	-	14,271	-	-	14,271	-
Buildings	794	-	794	-	-	794	-	-	794	-
Heritage Buildings	-	-	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-
Total Buildings	794	-	794	-	-	794	-	-	794	-
Total Property	15,065	14,271	794	-	-	15,065	-	-	794	14,271
Plant and Equipment										
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-
Plant, machinery and equipment	3,110	80	3,030	-	-	3,110	-	-	3,110	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-	-
Computers and telecommunications	3,694	860	2,834	-	-	3,695	-	-	3,695	-
Library books	-	-	-	-	-	-	-	-	-	-
Total Plant and Equipment	6,804	940	5,864	-	-	6,805	-	-	3,695	3,110

Summary of Planned Capital Works Expenditure For the years ending 30 June 2026, 2027, 2028

2027/28	Total	Asset expenditure type					Total	Summary of Funding Sources				
		New	Renewal	Upgrade	Expansion	Grants		Contrib.	Council Cash	Council Reserves	Borrowings	
		\$'000	\$'000	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000	
Infrastructure												
Roads	66,415	15,521	22,839	14,095	13,960	58,575	-	-	36,975	21,600	-	-
Bridges	709	-	709	-	-	709	-	-	709	-	-	-
Footpaths and cycleways	4,249	1,299	2,822	128	-	4,249	-	-	4,249	-	-	-
Drainage	2,605	937	1,193	475	-	10,444	7,840	-	2,604	-	-	-
Recreational, leisure and community facilities	82,069	17,914	29,416	17,726	17,013	77,859	-	-	50,599	27,260	-	-
Waste management	-	-	-	-	-	-	-	-	-	-	-	-
Parks, open space and streetscapes	4,006	1,674	1,964	368	-	4,005	-	-	4,005	-	-	-
Aerodromes	-	-	-	-	-	4,210	4,210	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	1,827	525	421	499	382	1,827	-	-	1,827	-	-	-
Total Infrastructure	161,880	37,870	59,364	33,291	31,355	161,878	12,050	-	100,968	48,860	-	-
Total Capital Works Expenditure	183,748	53,080	66,022	33,291	31,355	183,749	12,050	-	105,457	66,241	-	-

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
Governance								
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	1	47%	46%	46%	48%	50%	+
Roads								
Sealed local roads maintained to condition standards	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	2	95.3%	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	61.75%	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%	48%	48%	48%	49%	+

Targeted Performance Indicators - Financial

Indicator	Measure	Note	Actual 2022/23	Forecast 2023/24	Target 2024/25	Budget 2024/25	2025/26	Projections 2026/27	2027/28	Trend
Liquidity										
Working Capital	Current assets / current liabilities	5	302.0%	259.1%	125%	290.1%	280.3%	293.1%	284.2%	-
Obligations										
Asset renewal	Asset renewal and upgrade expense / Asset depreciations	6	81.9%	133.1%	100.00%	83.5%	99.9%	115.6%	106.0%	+
Stability										
Rates concentration	Rate revenue / adjusted underlying revenue	7	68.8%	65.3%	70%	67.0%	65.8%	69.0%	69.2%	o
Efficiency										
Expenditure level	Total expenses / no. of property assessments	8	\$3,174	\$3,252	\$3,000	\$3,132	\$3,292	\$3,182	\$3,188	o

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
Operating position								
Adjusted underlying result	Adjusted underlying surplus (or deficit) Adjusted underlying surplus (deficit)/ adjusted underlying revenue	9	(5.8%)	(0.3%)	2.3%	3.6%	4.9%	5.5%
Liquidity								
Unrestricted cash	Unrestricted cash compared to current liabilities Unrestricted cash/ current liabilities	10	219.0%	86.4%	91.6%	100.7%	110.4%	113.0%
Obligations								
Loans and borrowings	Loans and borrowings compared to rates Interest bearing loans and borrowings / rate revenue	11	10.8%	7.5%	4.5%	1.7%	0.1%	0.0%
Loans and borrowings	Loans and borrowings repayments compared to rates Interest and principal repayments on interest bearing loans and borrowings / rate revenue		3.2%	3.0%	2.9%	2.6%	1.5%	0.1%
Indebtedness	Non-current liabilities compared to own-source revenue Non-current liabilities/ own source of revenue	12	13.5%	10.1%	6.9%	4.6%	3.8%	3.2%
Stability								
Rates effort	Rates compared to property values Rate revenue/ CIV of rateable properties in the municipality	13	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Efficiency								
Revenue level	Average rate per property assessment General rates and municipal charges / no. of property assessments	14	\$1,670	\$1,719	\$1,745	\$1,787	\$1,831	\$1,876

Indicator	Measure	Note	Actual	Forecast	Budget	Projections			Trend
Sustainability Capacity									
Population	Expenses per head of population Total expenses/ Municipal population		\$1,148	\$1,117	\$1,080	\$1,142	\$1,097	\$1,099	o
Population	Infrastructure per head of population Value of infrastructure / Municipal population		\$8,573	\$9,342	\$9,699	\$9,869	\$10,382	\$10,568	+
Own source revenue	Own-source revenue per head of population Own source revenue / Municipal population		\$874	\$851	\$865	\$904	\$930	\$942	+
Recurrent grants	Recurrent grants per head of population Recurrent grants / Municipal population		\$192	\$134	\$161	\$165	\$169	\$174	+

Key to Forecast Trend:

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

Notes to Indicators

5a. Targeted Performance Indicators

1. Satisfaction with community consultation and engagement

The targets set have been based on annual trends and previous survey results. Whilst community satisfaction with consultation and engagement is projected to rise with the return of elected Councilors, a challenging political environment and continuing sentiment around the Operation Sardon Special Report findings, combined with ongoing cost-of-living pressures may have further impacts over the next few years. 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 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 staff vacancies and the inability to appoint experienced planners to vacant positions. A number of vacant positions have been recently filled and a review of the service is underway. Once the staffing level issues have been resolved and the service review is complete, it is expected there will be an improvement in future results. 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 67% of Casey's adjusted underlying revenue which excludes non-recurrent grants and contributions received for capital works and non-monetary contributions.

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.

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.

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 2027/28, 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 effort

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.

Glossary

Act	The <i>Local Government Act 2020</i>
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

Contact

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