

City of Casey

ANNUAL REPORT

2024/25

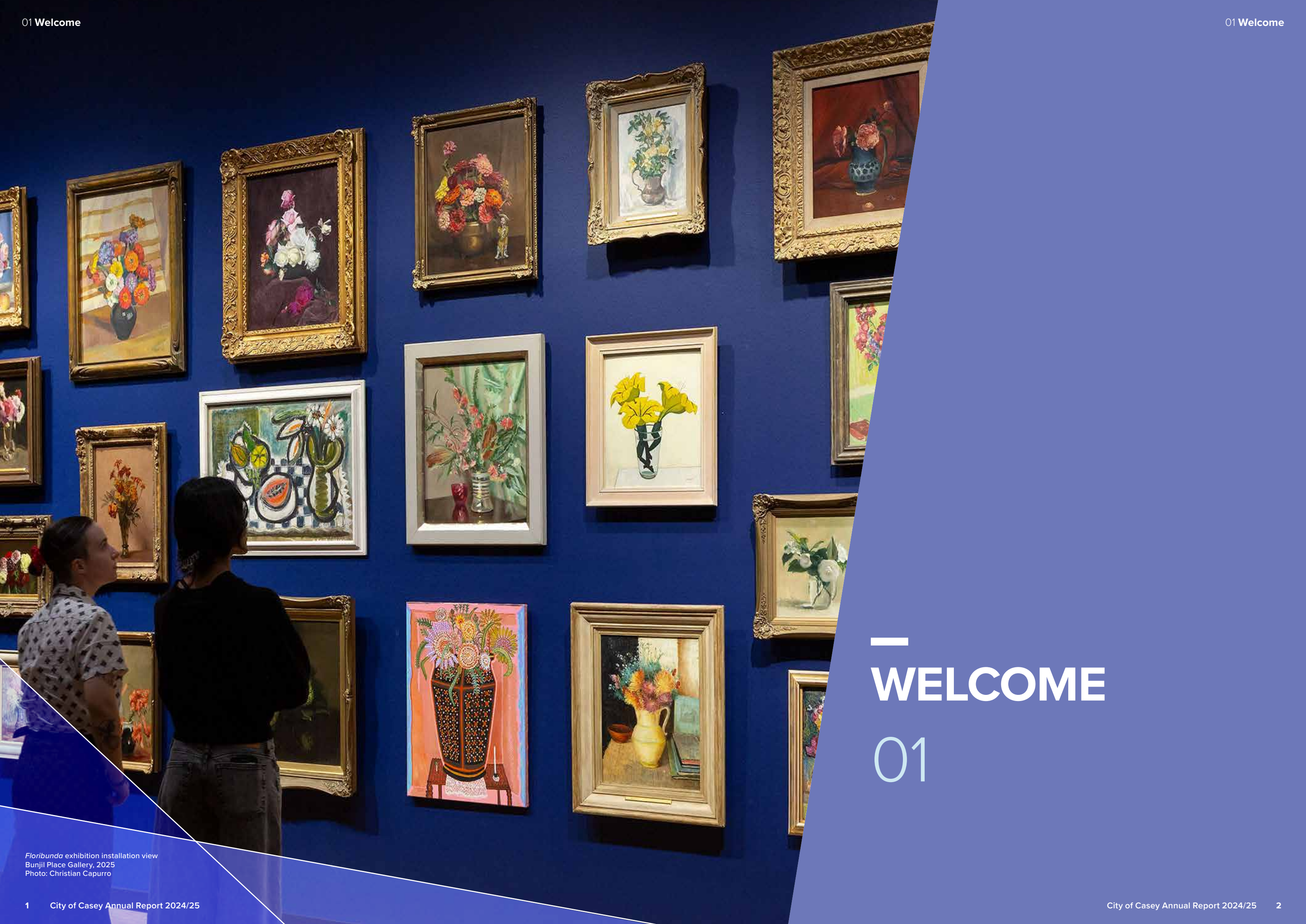


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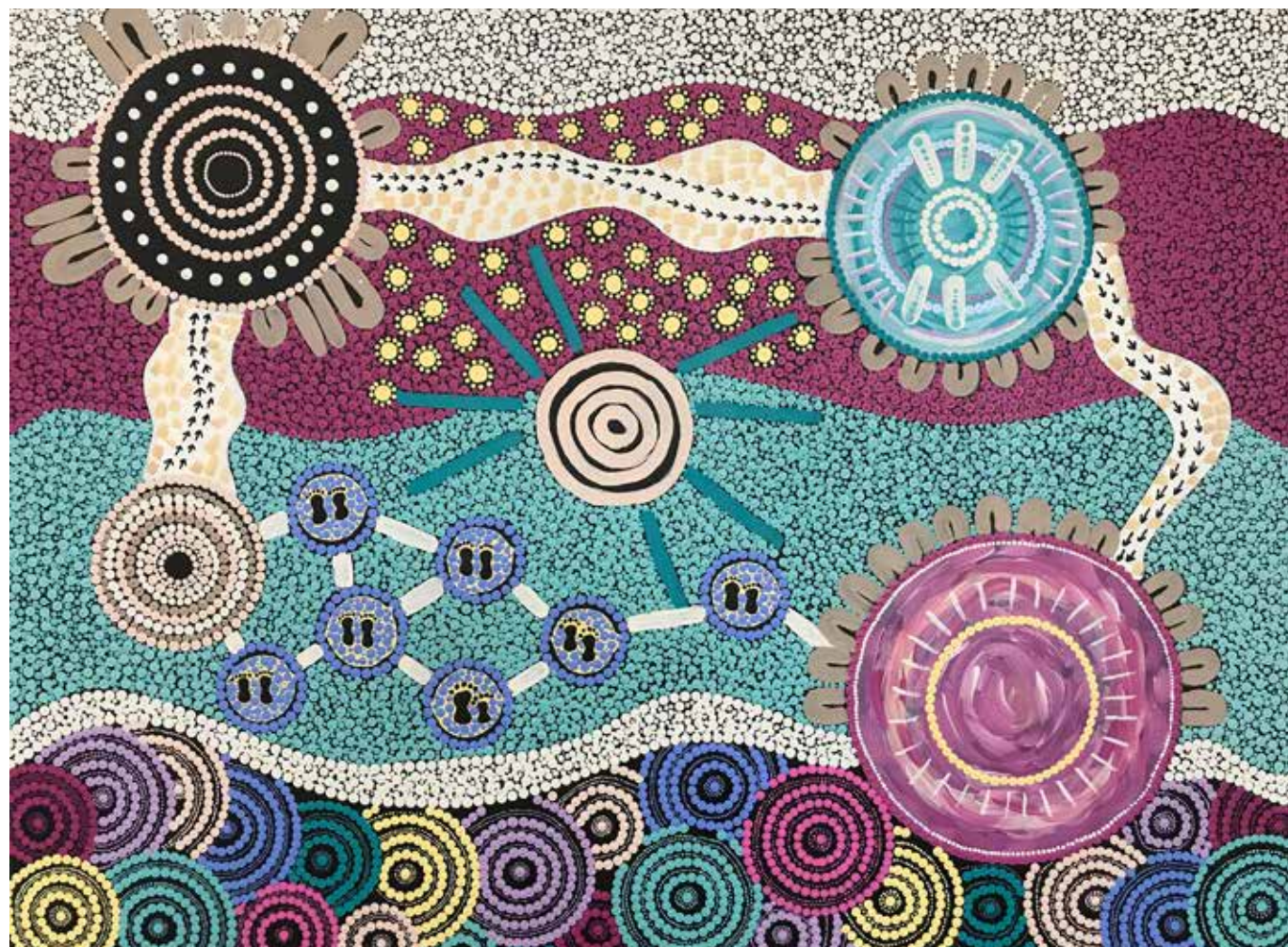


Cultivating Creative Cultures with Communities (4Cs), Bunjil Place Theatre 2024
Photo: Phill Start



—
WELCOME
01

Floribunda exhibition installation view
Bunjil Place Gallery, 2025
Photo: Christian Capurro



Artwork: *Dhelkunya Journey*, 2021, acrylic on canvas. By local Boonwurrung, Dja Dja Wurrung artist.

Acknowledgement of 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.

Commitment to reconciliation

The City of Casey is committed to reconciliation, guided by Casey's *Reconciliation Action Plan (RAP)* and the Casey Aboriginal Gathering Place.

These initiatives support cultural connection, strengthen community capacity, and work towards better outcomes for the Aboriginal and Torres Strait Islander community.

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.

Welcome to the City of Casey Annual Report for 2024/25

The Annual Report is Council's primary way of sharing performance outcomes from the financial year. It serves an important role in demonstrating transparency and accountability across all areas of Council's work.

This report presents a detailed overview of Council's financial position and outlines progress made toward the strategic objectives in the *Council Plan 2021-25*.

It highlights major achievements, acknowledges challenges and reflects on the delivery of services and infrastructure to support a rapidly growing community.

The Annual Report also fulfils Council's legislative requirements under the *Local Government Act 2020* and aligns with the *Local Government Performance Reporting Framework (LGPRF)*.

The Annual Report is designed to provide meaningful insight into Council's activities, achievements and impact over the past financial year.

Thank you for taking the time to learn more about Council's work and ongoing commitment to the community.

How to obtain a copy of this report

Copies of the report can be requested by contacting City of Casey Customer Service on 03 9705 5200 or emailing caseycc@casey.vic.gov.au. Alternately, requests can be made in writing to PO Box 1000, Narre Warren, Victoria 3805.

Our Vision

Our Community Vision is to 'become a more connected, bold and resilient community.'

This vision was shaped by feedback and insights gathered through our community engagement program, Shape Your City, which helped us better understand the community's priorities for the municipality.

The vision is built around three high-level themes:

More connected: Connection is central to our community, whether among people, places, Council or the broader community.

Bold: Embracing innovation and change to deliver services that foster pride and opportunity.

Resilient: Strengthening adaptability, creativity and sustainability to ensure a thriving city well into the future.

The *Council Plan 2021-25* outlines how we will deliver on this Vision, guided by seven strategic objectives that support our journey toward a more connected, bold and resilient community.

Our Values

Our organisation's values are to 'dream big, empower each other, and make our community proud'.

We are bold, innovative, and collaborative, with a strong commitment to delivering exceptional service to our community.

These values shape the culture and conduct of Council's workforce, reflecting what truly matters to our people.

They also express Council's aspirations for how staff, contractors, and volunteers collaborate in service of the community.



— CITY SNAPSHOT 02

Our history

The City of Casey was officially established in 1994 following a major local government reform in Victoria. This reform merged most of the City of Berwick, much of the City of Cranbourne, and a small part of the City of Knox.

The name ‘Casey’ honours Lord Richard Casey, the 16th Governor-General of Australia, who lived in Berwick and had strong ties to the region.

The story of Casey reaches much further into the past. For over 60,000 years, the land now known as Casey was home to the Bunurong people, with the Wurundjeri people occupying lands to the north.

Our location

The City of Casey is 410 square kilometres in area and located 35 kilometres southeast of Melbourne’s central business district.

The City of Casey is one of the fastest growing Local Government Areas (LGAs) in Australia and is the most populous Council in Victoria.

Well-established urban areas with significant heritage value and a green peri-urban growth front, make Casey a fast changing, vibrant and diverse city in which to live.

Our wards

In October 2024, the City of Casey adopted a new ward structure following a comprehensive review by an Electoral Representation Advisory Panel (ERAP).

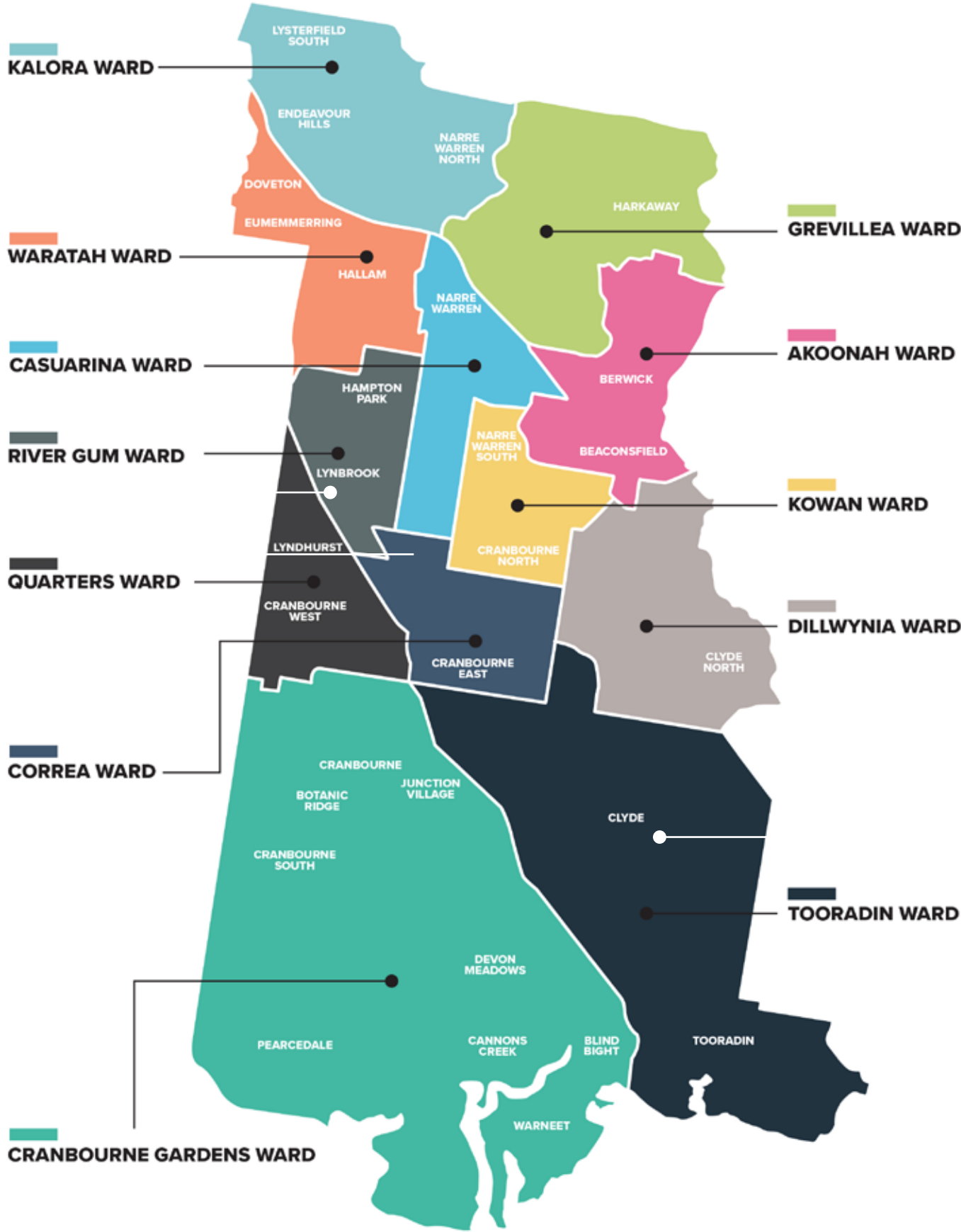
The municipality was divided into 12 distinct single-Councillor wards, increasing the number of Councillors from 11 to 12.

This change reflects Casey’s growing population and aims to ensure fair and equitable representation.

Each ward is designed around the unique characteristics and priorities of its community, strengthening local advocacy and supporting good governance across the city.



Ward map



Our Councillors

The City of Casey entered an exciting new chapter in October 2024 with the return of a democratically elected Council following the Local Government Elections. Twelve elected Councillors, each representing one of Casey’s newly established wards, are serving a four-year term until September 2028.



Mayor
Cr Stefan Koomen - Waratah Ward

A long-time Casey resident and community advocate, Cr Koomen led the successful Save Doveton Pool campaign. He volunteers as a Justice of the Peace and has served in various community leadership roles including Treasurer of the Doveton Show Committee. He is committed to being a Councillor who is transparent, listens and represents everyone in the Casey community.



Deputy Mayor
Cr Melinda Ambros - Kalora Ward

Cr Ambros is a proud resident of Casey for 36 years who is deeply connected to her community. She is a HR systems specialist and passionate community volunteer, having mentored youth, organised sports events and led fundraising efforts. Her vision is a connected, empowered community where everyone feels valued.



Cr Scott Dowling - Akoonah Ward

Cr Dowling has called Casey home for 20 years. A local business owner and former corporate executive, Cr Dowling runs a real estate agency in Berwick and a coffee stall at Akoonah Park market with his wife and daughter. He’s committed to advocating for residents and making Casey a better place to live.



Cr Kim Ross - Casuarina Ward

For more than 25 years, Cr Ross has been a resident of Casey. She has three adult children and for 17 years has worked as a child and adolescent psychologist. She is looking forward to working with her fellow Councillors, community leaders and residents on the challenges faced by the community.



Cr Gary Rowe - Correa Ward

Married with two adult children, Cr Rowe has lived in Casey for 30 years. During his Council term, Cr Rowe would like to see Casey reach its potential to be the best city in Victoria to live, work and raise a family. Cr Rowe is a former Councillor and was also a Member of the Victorian Parliament between 1992 and 2002.



Cr Michelle Crowther - Cranbourne Gardens Ward

Cr Crowther is a lifelong resident of Casey. Married with two girls, she is a women’s health physiotherapist and has operated her own clinic in Cranbourne for the past 20 years. She has also volunteered with the Australian Physiotherapy Association for more than a decade. Enhancing community unity, improving safety and health outcomes for her community, and supporting local businesses are key priorities for Cr Crowther.



Cr Anthony Walter - Dillwynia Ward

Originally from Washington DC, Cr Walter moved to Australia in 2017 and has lived in Casey for eight years. Cr Walter and his partner enjoy taking their dog for walks around their neighbourhood and to local parks. His vision is for Casey to be a happy and inclusive place where everyone can live safely, raise a family and enjoy all the spaces the city has to offer.



Cr Dave Perry - Grevillia Ward

Cr Perry has lived in Casey for more than 40 years. Married with two children, he runs a small advertising business with his wife. Outside of Councillor duties and running his business, Cr Perry spends time involved in his children’s basketball and other activities. He is excited to have the opportunity to be an active voice representing his local community.



Cr Shane Taylor - Kowan Ward

Cr Taylor is a proud family man and has lived in Casey for over 12 years. Cr Taylor’s career as an investigator has provided him with the opportunity to work in many different environments where he has been able to develop his leadership and problem-solving skills. Cr Taylor vision for the City of Casey is to be a thriving, connected community, where residents are heard and valued. He would like to see improved infrastructure to address traffic congestion and public transport gaps.



Cr Caroline Eaves - Quarters Ward

Cr Eaves brings a wealth of experience to Council and has lived in Casey for 25 years. She has earned a Master of Business with a specialisation in Corporate Governance and a Master of Commerce. She is also a member of the CPA Australia. Cr Eaves runs her own small business in Casey and has a passion for small business success. Cr Eaves wants to make Casey a safer, fairer, prosperous and more inclusive community.



Cr Lynette Pereira - River Gum Ward

Cr Pereira has lived in Casey for 38 years. The former Casey Councillor is the co-founder of the Westernport Action Group and Casey Residents and Ratepayers Association and has held many volunteer roles in the community. Cr Pereira is excited to be able to help shape the municipality into a safe place to live, with well-kept parks, shopping centres and community assets, as well as sensible planning that prioritises the wellbeing of residents.



Cr Jennier Dizon - Tooradin Ward

Cr Dizon is a practising lawyer and regularly volunteers as a tutor for students from disadvantaged backgrounds. A Casey resident for over six years, Cr Dizon is passionate about working with residents to address their concerns and is looking forward to making a tangible difference in the lives of community members.

Our community

Population



429,383
Estimated population of Casey in 2025 ¹



5,300
There were 5,300 babies born in 2023. ³

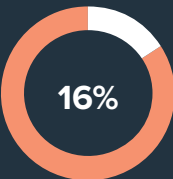
Diversity



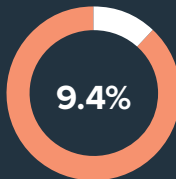
Casey has the second largest Aboriginal and Torres Strait Islander population in Greater Melbourne.



2,845
Approximately 2,845 Aboriginal and Torres Strait Islander people call Casey home. ²

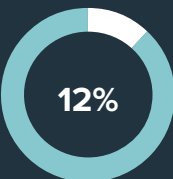


16% of people born overseas are recent arrivals (arrived in the last five years between 2016 and 2021). ²



Estimated percentage of Casey adults identify as part of LGBTIQ+ communities ⁵

Care



12% of Casey residents provide care to a person living with a disability, health condition or due to old age. ²

More statistics on our community can be found in Appendix A.

Footnotes:
¹ Forecast.id 2025
² Australian Bureau of Statistics (ABS) 2021. *Some facts are based on the latest available information from the 2021 Census data*
³ Australian Bureau of Statistics (ABS) 2023
⁴ NIEIR, 2024
⁵ Victorian Population Health Survey, 2023

Jobs

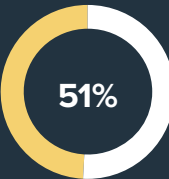


103,500
local jobs in Casey. ⁴

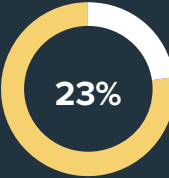


205,500
residents are employed. ⁴

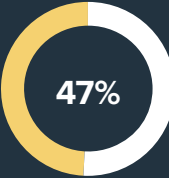
Housing



51% of occupied dwellings are owned with a mortgage. ²



23% of dwellings are being rented. ²



47% of households are couple families with children. ²





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**THE YEAR
IN REVIEW**
03

Pacific Sisters: FROCK A WHANAUNGATANGA exhibition
installation view featuring Rosanna Raymond H'ard
K'nore G'nang G'near 1995-1997, Bunjil Place Gallery, 2025
Photo: Tiffany Garvie

Message from the Mayor



Cr Stefan Koomen,
Mayor, City of Casey

It's with great pride that I share the first Annual Report under the leadership of our newly elected Council in what has been a momentous year for the City of Casey.

In October 2024, I was elected alongside 11 other successful candidates to represent our community for the next four years. After several years under Administration, this moment ushered in an exciting new chapter in Casey's governance - one we're committed to shaping through accountability, openness and a renewed connection with our community.

In November, I was humbled to be elected Mayor for a one-year term, alongside Deputy Mayor, Cr Melinda Ambros, and since then, we've been proud to lead a passionate and diverse group of Councillors who share a clear vision for Casey's future.

We may come from different backgrounds and parts of the city, but we are united in our purpose to serve the people of Casey with integrity and transparency.

Since taking office, one of our key priorities has been rebuilding the community's trust and strengthening our connection with residents. One small but significant change was shifting Council Meeting times to 6:00 pm to make it easier for people to attend and participate. It's just one example of how we're working to make Council more accessible and responsive.

This same commitment guided the development of our new *Council Plan 2025-29* and revised *Long Term Community Vision 2035*, adopted in June 2025.

These documents reflect the voices of over 4,600 community members who shared their insights through Council's robust Shape Your City 2024 community engagement program.

It's been a real focus for this new Council group, to make sure your voices directly influence the direction we take over the next four years.

The result is a shared vision for a connected, innovative and resilient Casey.

Another significant document Councillors were delighted to work through and endorse was the revised Good Governance Framework - a practical tool to strengthen transparency, decision-making and accountability across Council. It helps embed good governance in everything we do and plays a big part in rebuilding community trust after a challenging period.

We also initiated a review of the *Casey Community Local Law 2023* following community concerns, especially with respect to clauses relating to private land use. From April to June, Council ran a comprehensive engagement program with input from over 1,000 residents and compared our laws with those of other councils to ensure fairness and consistency. This work is ongoing and I look forward to seeing how the final version reflects the feedback we've heard.

Council also endorsed a new *Disability Inclusion Action Plan 2025-29*, setting out how we will create a more inclusive, accessible city for people of all abilities.

This plan was co-designed with community members, advocates and stakeholders, and reflects our belief that everyone should be able to participate fully in civic and community life.

While much of our focus has been on governance and planning, one of the greatest joys this year has been getting out and about celebrating all that makes Casey special.

From the Casey Business Awards to the Casey Community Awards and the Ageing Positively Festival, we've seen firsthand the extraordinary talent, generosity and spirit that define our city.

We joined in the joy of Cultural Diversity Week in March, celebrated Pride Month in June, and welcomed thousands of families to the Casey Kids Carnival and spectacular events like Lightfall at Royal Botanic Gardens Cranbourne and *Floribunda* and *Summer Stage* at Bunjil Place.

These events are a testament to our vibrant culture and deep community pride.

As we look ahead, I'm incredibly proud of the journey we've begun. We are laying the groundwork for a more inclusive, more sustainable and more connected Casey - one built on trust, collaboration and community.

Thank you for welcoming us back as your elected representatives. We look forward to continuing to serve you and working together to shape a city we can all be proud of.



Image: Clyde Township Community Centre opening in March 2025

Message from the CEO



Glenn Patterson
*Chief Executive Officer,
City of Casey*

This year marked a new and defining chapter for the City of Casey – sharing this Annual Report provides an opportunity to reflect on what we’ve achieved together, as an organisation and community.

After four years operating under a Panel of Administrators, we welcomed back elected Councillors in October 2024, restoring democratic representation to our growing and diverse community. This milestone marked an important step in our ongoing commitment to transparency, good governance and community-first leadership, principles we’ve been strengthening over the past four years and now continue under a democratically elected Council.

The 2024 Local Government Election was a significant moment for Casey, with 89 candidates contesting across the 12 new wards. Among them were seven graduates of our Community Leadership Program, including Cr Kim Ross, who was successfully elected to Casuarina Ward.

The community elected a gender diverse Council, with 50 per cent women, bringing a healthy mix of experience and fresh perspectives. Congratulations again to the successfully elected Councillors and a sincere thanks to every candidate for demonstrating their passion for and commitment to our community.

The return of elected representatives followed months of preparation for the organisation, including steps to ensure a smooth transition to a new electoral structure with 12 single Councillor wards. We designed and delivered a comprehensive Councillor induction program aligned with key recommendations from the Local Government Inspectorate and the Minister for Local Government.

This included a refreshed Councillor Code of Conduct, with an induction program designed to set clear expectations around roles and responsibilities and a focus on ethical leadership, decision making and community engagement.

As we look to the future, I wish to sincerely thank the Panel of Administrators - Chair Noelene Duff PSM, Cameron Boardman and Miguel Belmar - for their effective leadership and support over the past four years. Under their guidance, Council undertook significant reforms and created the foundations for a strong, accountable organisation ready for a return to elected representatives.

In the lead up to the Council elections, we launched the Shape Your City 2024 community engagement program to help inform the development of our Council Plan, refreshed Community Vision and Budget - key documents the Councillors would shape.

More than 4,600 community members shared their ideas and priorities, highlighting what matters most - connection, sustainability, innovation and inclusion.

A diverse panel of 55 residents reviewed the feedback and helped shape a shared direction for Council. Thank you to everyone who contributed; together we’re shaping a stronger future for Casey.

In 2024/25, our advocacy work continued to deliver real results. In March, the Federal Labor Government committed \$10.68 million towards a Mini-Stadium and Women’s Centre for Excellence at Casey Fields in Cranbourne East in a major win for local sport, gender equity and grassroots talent.

We also secured a \$41.75 million federal funding boost for a critical upgrade to the Thompsons Road and Berwick-Cranbourne Road intersection, a project that will improve safety and connectivity for thousands of daily commuters.

Investment in local facilities remained a priority. We proudly opened the doors to several transformative community spaces this year including the Clyde Township Community Centre - a modern, welcoming hub for families, services and local events.

In Pearcedale, the new recreation reserve pavilion and netball courts have revitalised the heart of community sport, while in Hallam, new amenities at the recreation reserve are already in full use. These facilities represent more than bricks and mortar, they are places where people gather, connect and thrive.

In family services, Council expanded Maternal and Child Health sessions to include additional appointments and Saturday sessions, helping meet the needs of working parents and growing families.

This year marked the completion of four key Domain Strategies - Economic Development, Environment, Health and Wellbeing and Infrastructure – that have each guided Council’s work in these areas over the past four years.

These strategies have helped shape real outcomes for our community and set the foundation for our next Council Plan. I encourage you to read all about the

achievements and progress made in each focus area further down in this report.

In an exciting step forward in our response to a changing climate, Council endorsed a suite of climate policies this year, setting a clear, coordinated path towards a climate ready city. In August 2024, the *Climate Resilient Casey 2024-2030* plan, the *Casey Coastal Framework*, and the *Greening Casey* plan were all endorsed by Council.

As we close the 2024/25 year, the City of Casey is stronger, more resilient and more connected. Our community continues to grow - now home to more than 429,000 residents - and so too does our ambition.

With new Councillors at the helm, a strong executive team and a community that is engaged and energised, we are ready to embrace the future.



Image: Shape Your City 2024 community engagement program pop-up at Berwick Farmers Market

Highlights for the year



Lightfall, Royal Botanic Gardens Cranbourne, 2025

Lightfall: Nature After Dark brought magic to autumn

In autumn 2025, more than 33,500 people experienced the wonder of Lightfall: Nature After Dark at the Royal Botanic Gardens Cranbourne.

This world-first event for Melbourne’s south-east was brought to life through a successful partnership between the City of Casey, Royal Botanic Gardens Victoria and Sony Music.

Visitors were invited to explore a 1km illuminated trail through the breathtaking Australian Garden, where glowing landscapes, large-scale installations, lakeside reflections, and immersive soundscapes created a truly magical atmosphere.

Among the standout features were the iconic Red Sand Garden, transformed into an Electric Fire Field, and the stunning Moon and Stars installation, which showcased a glowing 10-metre wide moon for the first time.

The event also featured traditional artwork by Stacey Edwards and the impressive Big Bandicoot sculpture, crafted by Darryl Cordell, Vanessa Ellis, Trina Gaskell and Cliff Dolliver.

Accessibility and inclusion were key priorities in planning this event. The Royal Botanic Gardens Victoria team, in partnership with Council, created a thoughtfully designed visual story guide. It was both informative and inclusive, helping to remove barriers and support the diverse needs of visitors.

To further enhance accessibility, a relaxed viewing session was offered. This provided a quieter, more sensory-considerate experience for those who benefited from a calmer environment.



Clyde’s new community centre opens doors to connection and care

On Saturday 29 March 2025, the Clyde Township Community Centre officially opened, marking a vibrant new chapter for the historic township.

Designed to uplift and support a growing community, the centre on Valetta Street in Clyde brings together essential services and inclusive programs under one roof.

Leading the way in Council’s partnership approach, the centre offers kindergarten services for three and four-year-olds through Kids First Australia, alongside Maternal and Child Health (MCH) services that support families from birth to school age.

A welcoming multipurpose space is already buzzing with activity, hosting community-led programs like a Lego club, book club, line dancing classes and an Afghan women’s group - all born from early conversations with local residents.

The project received \$4.4 million in funding through the Victorian School Building Authority’s Building Blocks - Capacity Building grant stream.

In addition, Council contributed \$455,000 and a further \$5 million of developer contributions was allocated in accordance with the Clyde Development Contribution Plan.

Highlights for the year



City of Casey Disability Inclusion Action Plan 2025-2029

In April, Council endorsed its *Disability and Inclusion Action Plan 2025–2029*, reaffirming its commitment to building a more accessible, inclusive and equitable community for people with disability, their families and carers.

The plan outlines a clear strategic direction for embedding inclusive practices across all areas of Council operations including services, facilities, information, employment and community engagement.

Developed with input from the community and the Disability Access and Inclusion Advisory

Group, the plan reflects real experiences and priorities of people living with disability in Casey.

The plan outlines more than 70 actions to be delivered over the next four years, all aimed at creating a more inclusive and accessible city.

These actions focus on improving access to services and facilities, enhancing communication, increasing employment opportunities, and ensuring people with disability are actively involved in shaping decisions that affect their lives.

Casey hosts Special Olympics Victoria State Summer Games

The City of Casey proudly hosted the Special Olympics Victoria State Summer Games on Saturday 21 and Sunday 22 September 2024.

More than 300 athletes competed across multiple venues in Casey, showcasing their skills in athletics, golf, ten pin bowling, soccer, swimming and tennis.

The State Summer Games are Victoria’s premier multi-sport event for people with an intellectual disability.

Athletes participated with the goal of qualifying for the State Team, which will represent Victoria at the 2026 Special Olympics Australia National Games.

Council supported the event through its Major Event Sponsorship Fund, reflecting the ongoing commitment to inclusive, accessible and connected community spaces.



Floribunda exhibition installation view
Bunjil Place Gallery, 2025
Photo: Christian Capurro

Floribunda blooms at Bunjil Place

In a spectacular celebration of flowers in art, Bunjil Place Gallery came alive with *Floribunda* - a major exhibition presented in collaboration with the National Gallery of Victoria (NGV).

Opening on Saturday 29 March and running to Sunday 20 July, the exhibition showcased more than 150 works from the NGV Collection, celebrating the timeless beauty and symbolism of flowers in art.

Curated by artist and academic David Sequeira, *Floribunda* transformed the gallery into a vibrant, immersive space.

The exhibition featured a diverse array of works spanning decorative arts, fashion and textiles, paintings and First Nations and Pacific art, all unified by the floral theme.

The display, inspired by the concept of a ‘Wunderkammer’ or cabinet of curiosities, invited visitors to explore the many ways flowers have inspired creativity across cultures and centuries.

The exhibition launched with a spectacular Opening Night Gala on Friday 28 March, where guests dressed in their floral best and enjoyed an evening of art, live performances and community celebration. The event set the tone for a season of creativity and connection.

Throughout the exhibition period, *Floribunda* sparked a wave of enthusiasm across Casey. There was a wide range of flower-themed programs, including workshops, storytelling sessions, garden walks, and art activities.

These initiatives extended the exhibition’s impact beyond the gallery, engaging residents of all ages in meaningful and creative ways.

Floribunda not only highlighted the richness of the NGV Collection but also reinforced Bunjil Place’s reputation as a cultural hub in Melbourne’s south-east.

Highlights for the year



City of Casey marks a milestone in reconciliation at Bunjil Place

In May, Council proudly hosted its inaugural community event for National Reconciliation Week at Bunjil Place Plaza, bringing together staff, residents and a strong representation from our Aboriginal community in a spirit of unity and respect.

The event commenced with a powerful Welcome to Country by Jaeden Williams from Biik Bundjil, whose words resonated deeply with this year's theme, 'bridging now to next'.

His message encouraged all attendees to walk the shared path of reconciliation with open hearts and minds. This was followed by a Smoking Ceremony, which included the symbolic cleansing of Acknowledgement of Country plaques that will soon be installed across 30 community facilities.

The afternoon continued with a Flag Raising Ceremony, heartfelt speeches from Mayor Cr Stefan Koomen and City of Casey CEO Glenn Patterson, and a series of engaging cultural activities. Performances by Casey's Choir and Charlie Needs Braces added vibrancy to the event, while family-friendly activities and storytime at Bunjil Place Library fostered curiosity and connection among attendees of all ages.

The event concluded with a screening of *The Last Daughter*, offering a poignant reflection on identity and belonging.

More than just a gathering, this was a meaningful step forward in our reconciliation journey, demonstrating Council's ongoing commitment to building a future grounded in understanding, respect and shared purpose.



Casey's 2025 Community Award winners

In April, the City of Casey proudly hosted the 2025 Casey Community Awards at Bunjil Place, recognising the outstanding contributions of individuals and groups who make a meaningful difference in the community.

The evening's highest honour, Citizen of the Year, was awarded jointly to Anthony Hanna and Antonia Arfaras for their exceptional volunteer work and dedication to supporting others across Casey.

The event celebrated achievements across eight award categories, highlighting the diverse ways people contribute to building a more connected, inclusive and vibrant community.

- 2025 Casey Community Award recipients:**
- Casey Citizen of the Year (joint) – Anthony Hanna and Antonia Arfaras
 - Casey Senior of the Year – Joseph Anthony Swindle
 - Casey Young Citizen of the Year – Matthew James Young
 - Casey Equity and Inclusion Award – Ren Tumath
 - Casey Woman of the Year – Chanchal Kumavat
 - Casey Community Group of the Year – Peninsula Community Legal Centre Inc.
 - Casey Environment and Sustainability Champion Award – Fiona Smale
 - Lindsay King Art Award – Bridie Clark

Community events calendar



Floribunda exhibition installation view featuring Azuma Makoto *Block flowers* 2023 (foreground) & Jim Dine *The Temple of Flora* series (1984) (background)
Photo: Christian Capurro

July 2024

- Dino Safari – Wilson Botanic Park Berwick
- Winter Arts Festival 2024
- Melbourne Storm Open Training Session – Casey Fields Rugby League Complex

August 2024

- Artist Market and launch of Generation Clay: Reimagining Asian Heritage – Bunjil Place
- Sunflower film screening and Q&A - in partnership with Melbourne Queer Film Festival (MQFF) and Pancake Originals – Bunjil Place

September 2024

- Pet Expo - Wilson Botanic Park Berwick
- Cultivating Creative Cultures with Communities (4Cs) and VicHealth Forum – Bunjil Place
- Citizenship Ceremony with Melbourne Football Club - Casey Fields

October 2024

- Ageing Positively Festival - various Casey locations
- Halloween events - Wilson Botanic Park and the Old Cheese Factory
- Victorian State Ballet: Swan Lake – Bunjil Place

November 2024

- Melbourne City Fan Festival - Casey Fields

December 2024

- *FROCK A WHANAUNGATANGA* Pacific Sisters exhibition – Bunjil Place
- Twilight Christmas Makers Market and Lighting of the Tree - Bunjil Place

January 2025

- Australia Day Citizenship Ceremony – Bunjil Place
- Melbourne Stars Family Fun Day - Casey Fields
- Summer Stage – Bunjil Place

February 2025

- Melbourne Storm vs North Queensland Cowboys pre-season match - Casey Fields
- Twilight Tucker and Tunes - Myuna Farm, Doveton
- Asia TOPA festival, featuring world premiere of *Bunyi Bumi* dance performance – Bunjil Place

March 2025

- Melbourne International Film Festival (MIFF) – Bunjil Place
- *Floribunda* exhibition – Bunjil Place
- Casey Kids Carnival - Old Cheese Factory

April 2025

- *Lightfall* - Royal Botanic Gardens, Cranbourne
- Casey Heritage Day - Ercildoune Homestead, Cranbourne West

May 2025

- Emerging Artist Creative Hub opening – Narre Warren
- Emergent VCE Graduate exhibition – Bunjil Place

June 2025

- Melbourne Storm-Casey Community Round including special citizenship ceremony – AAMI Park
- Winter Arts Festival 2025

Challenges and opportunities

Challenges

Casey continues to face a complex mix of financial, social and infrastructure challenges.

- **Cost of living pressures:** Rising housing, utility and service costs strained residents, partners, suppliers and Council operations.
- **Rate capping constraints:** The 2.75% rate cap imposed by the Victorian Government limited Council's ability to respond to inflation and rising infrastructure and service costs.
- **Rapid population growth:** Casey's continued growth intensified demand for housing, transport and community services, challenging delivery and adaptability
- **Asset maintenance and renewal:** Balancing ageing infrastructure upkeep with new project delivery is increasingly complex amid financial constraints and rising service demands.
- **Roads and transport infrastructure:** Gaps in transport infrastructure—including road maintenance, intersection upgrades and arterial extensions—continue to limit mobility across the municipality.
- **Social inclusion and community wellbeing:** Improving perceptions of safety, access to education and employment, and fostering social connection remain priorities. Delivering meaningful outcomes within limited resources and a diverse community is an ongoing challenge.
- **Trust and safety in civic participation:** Following disruptions at Council Meetings, Council introduced a registration process to ensure the safety of those attending.

Opportunities

Council will continue to prioritise a connected, resilient and forward-looking community.

- **Community health and wellbeing:** Promote physical, mental and social wellbeing across all life stages.
- **Social inclusion and safety:** Foster a connected, inclusive community with improved perceptions of safety and access to opportunities.
- **Sustainable infrastructure delivery:** Build and maintain infrastructure that supports growth, accessibility and resilience.
- **Transport and mobility:** Advocate for improved public transport (e.g. Clyde rail extension), road upgrades and active transport options.
- **Climate resilience and environmental sustainability:** Respond to climate change through green infrastructure, biodiversity protection and emergency preparedness.
- **Economic development and employment:** Support local businesses, attract investment and create pathways to jobs and skills development.
- **Cultural and creative engagement:** Deliver arts, cultural programs and events that reflect Casey's diversity and strengthen community identity.
- **Youth and education support:** Partner with schools and organisations to improve access to education and youth engagement.
- **Digital transformation and innovation:** Invest in technology and data to improve service delivery and community engagement.
- **Financial sustainability and good governance:** Ensure transparent, responsive and financially responsible operations that build trust and deliver value.



—
**OUR
FOCUS**
04

Return to elected council



The 2024 Council Elections marked a pivotal moment in the City of Casey’s governance, officially bringing an end to the administration period and restoring a democratically elected Council.

The Victorian Electoral Commission (VEC) announced the results on Friday 8 November 2024, declaring 12 new Councillors who will serve the Casey community for the next four years.

At a Special Council Meeting on Tuesday 19 November, Cr Stefan Koomen (Waratah Ward) was elected Mayor, and Cr Melinda Ambros (Kalora Ward) was elected Deputy Mayor, both for a one-year term.

The election attracted strong interest, with candidates contesting across all wards. Notably, seven alumni from the City of Casey’s Community Leadership Program (CLP) ran for office, including Cr Kim Ross who was successfully elected, highlighting the program’s role in cultivating future civic leaders.

In line with recommendations around transparency and good governance - including the Councillor Code of Conduct - a comprehensive induction program was delivered to support Councillors in their new roles and responsibilities.

The newly elected Council played a central role in shaping two of the City of Casey’s most important strategic documents: the *Council Plan 2025–29* and the revised *Long-Term Community Vision 2035*.

Through workshops, community engagement sessions, and strategic planning discussions, Councillors helped define the priorities, goals and values that will guide the city over the next four years and set the long-term direction for the next decade.

Their contributions ensured these documents reflect the aspirations of the Casey community, with a strong focus on inclusion, sustainability, liveability and transparent governance.

The return of elected representatives marks a new chapter for Casey, one focused on community-led leadership, renewed trust and a shared vision for the future.

New Council Plan and Community Vision



In 2024, Council set a bold new direction guided by the refreshed Community Vision which is “Casey will be a connected, innovative and resilient community.”

Council focused on defining a clear, community-driven path forward through the development of the *Council Plan 2025–29* and the updated *Long-Term Community Vision 2035*.

These strategic documents were shaped by extensive community input through the Shape Your City engagement campaign and guided by the newly elected Council. Together, they define the long-term aspirations of our community and the key priorities for Council over the next four years.

The Council Plan outlines how Council will deliver on our commitments through five key strategic outcomes:

- **Strong Communities:** deliver programs, foster partnerships and empower healthy, safe, inclusive and connected communities.
- **Liveable City:** holistically plan, build manage and influence an accessible, high-quality built environment for a growing Casey community.

- **Sustainable Environment:** foster a sustainable environment through education, climate change action, waste management and the protection and enhancement of natural resources.
- **Thriving Local Economy:** it is easy to do business in Casey through programs that support the local economy, attract new businesses and promote local employment.
- **High Performing Organisation:** operate an adaptable, efficient, future ready organisation that engages and responds to community needs through sustainable and innovative service delivery.

These strategic outcomes will guide our services, investments and advocacy efforts, ensuring the focus remains on what matters most to our community, now and into the future.

Shape Your City 2024



Shape Your City marked Casey’s largest community engagement campaign of 2024, empowering residents to help shape the city’s future through key strategic plans.

Running from 27 May to 7 July 2024, the campaign invited residents to share their views through workshops, pop-up events, online surveys and conversations across the municipality.

More than 4,600 community members participated, offering valuable insights into what matters most to them.

Key themes that emerged included:

- connection
- inclusion
- safety
- sustainability
- local jobs
- economic growth
- good governance

The feedback helped shape several major documents, including:

- *Council Plan 2025-29*
- *Long-Term Community Vision 2035*
- *Financial Plan 2025-35*
- *Annual Action Plan 2025/26*

The campaign demonstrated the power of community-led planning and reaffirmed Council’s commitment to listening, engaging and acting on the priorities of its people.

Casey Community Local Law review



Feedback on private land use permits prompted a review of the *Community Local Law 2023* to ensure rules are clear and consistent.

Early in 2025, the community raised concerns about parts of the *Community Local Law 2023*, particularly around rules and permits for private land use, like living in caravans, using recreational vehicles on private property, keeping unregistered cars and doing car repairs at home.

Council provided further clarity around the *Private Land Use Permit*, through website updates and FAQs to help residents better understand its purpose and application.

The permits were designed to support neighbourhood amenity by addressing specific issues such as long-term parking of heavy vehicles, extended caravan stays, and the storage of multiple unregistered vehicles. It was not intended to regulate everyday activities like minor car repairs or short-term caravan use on private property.

The newly elected Councillors confirmed they were hearing ongoing feedback. In response, they

unanimously voted at the April 2025 Council Meeting to formally review the Local Law and put a temporary pause on fees for *Private Land Use Permits* while the review took place.

Council ran a major community engagement program on our local law from April to June 2025, with over 1,000 residents having their say through surveys, pop-ups, workshops and door knocks.

As part of the review, Council also benchmarked Casey’s rules with those in other Councils to make sure they were fair and consistent.

The goal is to remove confusion and make it clearer what activities need a permit.

The updated Local Law is designed to be more flexible, transparent and better reflect the community’s expectations. It will go on public exhibition in August 2025, with final adoption expected later in 2025.

Domain Strategies

Council’s Domain Strategies serve as foundational pillars within its Integrated Strategic Planning Framework, setting out targeted priorities and objectives.

These strategies are collectively designed to guide Council’s work, ensure alignment with community aspirations, and deliver meaningful outcomes across all service areas.

The five Domain Strategies are:

- 1. *The Environment Strategy 2021–25*
- 2. *The Health and Wellbeing Strategy 2021–25*
- 3. *The Infrastructure Strategy 2021–25*
- 4. *The Economic Development Strategy 2021–25*
- 5. *The Transformation Strategy 2022–2026*

These strategies were developed collaboratively across council and drew on insights from the Shape Your City engagement program, the *Long-Term Community Vision 2031*, and the *Council Plan 2021–25*.

2024/25 marked a major milestone, with four of the five Domain Strategies reaching the end of their delivery cycle. The *Transformation Strategy 2022–26* remains active, with one year of delivery remaining.

Evaluation of these strategies has informed Council’s future direction and directly shaped the development of the strategic outcomes and priorities in the new *Council Plan 2025–29*.

To find out more, please refer to the *Council Plan and Long-Term Community Vision* feature article on page 30 of the report.

Environment Strategy 2021-25

The future of our natural environment is of increasing importance and emerging issues related to this are now at the forefront of more people’s minds. The strategy sets out how we plan ‘to foster environmentally sustainable practices and work towards being climate ready (resilient)’.

This strategy guides Council’s future direction for environmental sustainability over the four year period and ensures Council is well equipped to approach the challenge of managing our changing environment in a resilient, effective, and cohesive way.

Strategic objectives

- **Become a climate resilient city through mitigation and adaptation**
- **Contribute towards a circular economy through waste management and resource recovery**
- **Conserve, enhance and restore the natural environment**
- **Create a water efficient city**
- **Enhance people capability and internal processes**

2024/25 highlights

- Launched the ‘Bin It Right Casey’ app to improve waste and recycling habits.
- Enhanced disposal options with new recycling stations, vape drop-off points, and expanded textile / e-waste events.
- Completed the expansion of the Casey Fields Stormwater Harvesting System and the upgrade of the Wilson Botanic stormwater irrigation network, enabling access to an additional 68 million litres of treated stormwater.
- Completed a municipality-wide biodiversity assessment covering 1,704 sites across 5,608 hectares, with 61 per cent identified as critical habitat for threatened species. Findings will inform the upcoming Biolinks Plan to reconnect fragmented habitats.
- Hosted a community tree planting day at Troops Creek Wetland, attracting 280 residents and resulting in the planting of 12,000 tube stock.

- Adopted the *Coastal Framework* and *Climate Resilient Casey Plan 2024-2030*, to address coastal hazards and extreme weather impacts.
- Adopted *Greening Casey* plan, targeting a 15 per cent tree canopy cover by 2030.
- Conducted an urban heat island audit to inform the development of the *Greening Casey* plan.
- Partnered with the Victorian Energy Collaboration (VECO) to source 100 per cent renewable energy for all Council buildings, supporting the goal of net zero emissions by 2030.
- Delivered sustainability engagement programs for residents and businesses, resulting in 164 business engagements and over \$117,000 in State Government grants for energy efficiency upgrades.
- Hosted an Electric Vehicle Expo in November 2024, attracting over 500 attendees and showcasing 30 electric vehicles (EV’s), with opportunities to engage with dealers and industry experts.

It’s a wrap

2024/25 was the last year of the Environment Strategy and we now shift our focus to the *Sustainable Environment Strategic Outcome* in our new *Council Plan 2025-29*.

Over the past four years, we’ve taken important steps toward becoming a climate-resilient city, through both mitigation and adaptation efforts.

We’ve contributed to a circular economy by improving waste management and resource recovery, worked to conserve and restore our natural environment, and made progress toward becoming a more water-efficient city.

Organisationally, we’ve also strengthened our people and processes to better support these long-term goals.

As we close this chapter, we’re proud of the foundation

we’ve built and excited to carry this momentum into the next phase of our journey through the new Council Plan.

Key achievements

- Progressed rollout of Victoria’s four-bin kerbside system, including community consultation, bin procurement and planning for glass recycling service.
- Secured a long-term waste solution via a 25-year agreement for advanced waste processing at the Maryvale Energy from Waste (EfW) facility, targeting up to 99 per cent landfill diversion and high energy efficiency.
- Strengthened regional collaboration with nine councils committed to the project, with operations set to begin in November 2028.
- Reduced potable water demand by an average of 25 per cent over four years, demonstrating strong commitment to water conservation.
- Constructed three new stormwater harvesting systems, supporting sustainable irrigation and reducing reliance on mains water.
- Initiated flood mapping and completed drainage upgrades, improving climate resilience and flood risk mitigation.
- Reduced emissions by sourcing 100 per cent renewable electricity and installing 808kW of rooftop solar.
- Established strategic climate plans to guide resilience and adaptation efforts.
- Promoted sustainability through household and business programs focused on energy efficiency and environmental awareness.
- Endorsed an integrated suite of strategic documents—comprising the *Casey Climate Action Plan*, *Climate Resilient Casey Plan*, *Casey Coastal Framework* and *Greening Casey* plan—to establish a clear framework for enhancing climate resilience.



Health and Wellbeing Strategy 2021-25

The Health and Wellbeing Strategy sets the direction for ensuring that everyone in the Casey community has opportunities to lead happy and healthy lives by building on community strengths while addressing complex challenges that contribute to poor health outcomes.

It provides the framework for creating an inclusive, healthy and connected community through targeted responses to critical health challenges, and outlines how Council will work in partnership with other levels of government, local community groups and outreach services to support positive health and wellbeing.

Strategic objectives

- Develop place-based initiatives to support community adaptation to climate change
- Develop innovative responses to alcohol, drug and tobacco issues and build sector capacity
- Support communities to build resilience and mitigate the health impacts of climate change
- Foster a positive alcohol culture in the Casey community
- Embed a culture of non-violence, respect, and gender equality across Council and the community
- Drive regional leadership and advocacy on gender equality and family violence prevention
- Support access to local, healthy, culturally appropriate, and affordable fresh food
- Support community members to make healthier food and drink choices
- Develop place-based initiatives that support social inclusion and community participation of at-risk groups
- Embed a culture of respect, inclusion, and celebration of diversity in Council and the community
- Support partnerships to address the underlying drivers of mental ill-health in the Casey community
- Develop a range of inclusive physical activity opportunities
- Plan and develop neighbourhoods to support people to be physically active in their daily life
- Enhance access to health services to support healthy and active living for all community members

2024/25 highlights

- The *2025-29 Municipal Public Health and Wellbeing Plan* was embedded into the Council Plan for the first time.
- *Disability Inclusion Action Plan 2025-29* endorsed in April 2025.
- Community Services Organisation (CSO) Partnership launched in January 2025 with representatives from 23 organisations. The Partnership developed a Theory of Change and Strategic Action Plan to ensure community sector responses were place-based, integrated, adaptable and driven by community need.
- Casey’s *Health and Wellbeing Youth Consultation Data Report 2024* was shared across the organisation to inform the development of the *2025-29 Municipal Public Health and Wellbeing Plan*.
- Initiatives were delivered as part of the VicHealth Local Government Partnership to enhance the health and wellbeing of children and young people in Casey.
- Casey held its first community event to acknowledge National Reconciliation Week in May 2025.
- The Alternate Leisure Initiative and Healthier Partnerships project continued in partnership with Monash Health.

It’s a wrap!

2024/25 marked the final year of our Health and Wellbeing Strategy - our focused commitment to building a healthier and more inclusive Casey community.

As we close this chapter, our attention now turns to the *Strong Communities Strategic Outcome* and the Health Focus Areas embedded within all strategic outcomes in our new *Council Plan 2025–29*.

Throughout the past four years, we’ve worked closely with partners and the community to support and promote positive health and wellbeing outcomes.

We promoted healthier and more sustainable food systems, support climate adaptation and resilience, and created safer, more respectful spaces by

addressing gender inequality and fostering a positive alcohol culture.

We’ve also championed diverse inclusion, supporting at-risk groups, enhancing access to physical activity, improving health services and tackling the underlying drivers of mental ill-health through collaboration and prevention-focused approaches.

We’re encouraged by what we’ve achieved and energised to carry this momentum into the next phase of our work as we continue building a stronger, more connected and healthier Casey for all.

Key achievements

- Developed and endorsed several key action plans and policies:
 - *A Safe and Equal Casey: A Gender Equality and Prevention of Violence Against Women Strategic Plan 2022-32*
 - *Living and Ageing Well Action Plan 2023-25*
 - *Innovate Reconciliation Action Plan 2024-26*
 - *Rainbow Action Plan 2024-28*
 - *Disability Inclusion Action Plan 2025-29*
 - *Gambling Harm Minimisation Policy*
- Established several community reference groups to support the implementation of these action plans.
- Launched the inaugural Casey Health and Wellbeing Household Survey in 2024, an annual initiative designed to understand the health and wellbeing of our community.

- Launched the Community Service Organisation (CSO) Growth and Attraction Partnership, involving over 30 organisations, along with its associated framework. This targeted program aimed to fill service gaps and enhance residents’ health, wellbeing and safety.
- Promoted Casey’s Health and Wellbeing Youth Consultation in 2024 to support planning across the organisation.
- Commenced a five-year research project in 2021 into residents’ perceptions of safety, helping to better plan programs, projects, funding and advocacy work that enable residents to feel safer.
- Implemented the Southern Metro Partnership Pilot program, leading to 53 employment outcomes through job creation.
- Developed the *City of Casey: Food Security Framework for Action 2023-28* report.
- Supported Monash Health in implementing the Achievement and Healthy Sports Club and Vic Kids Eat Well program in Casey.
- Continued the Enhancing Community Resilience to Climate Change research project with South East Councils Climate Change Alliance (SECCCA).
- Partnered with the South East Local Drug Action Team to deliver local initiatives.
- Developed the Safe in Her City Gender Audit Tool in partnership with Monash University XYX Lab.
- Partnered with Gender and Disaster Australia (GDA) to develop a new gender emergency relief centre checklist.



Infrastructure Strategy 2021–25

The purpose of the Infrastructure Strategy is to provide an overarching direction for infrastructure within the City of Casey.

The strategy calls out our highest need for change, doing things differently, and pushing the boundaries to make the most of opportunities and strengthen gaps in Council’s infrastructure planning, delivery, maintenance and servicing.

Strategic objectives

- Partner and advocate to deliver infrastructure for Casey and the region
- Improve and use technology, digital infrastructure and community feedback
- Revitalise our existing infrastructure and places
- Deliver sustainable and resilient infrastructure

2024/25 highlights

- Completed the expansion of the Casey Fields stormwater harvesting system and the upgrade of the Wilson Botanic Park stormwater irrigation network, providing access to an additional 68 million litres of treated stormwater for open space irrigation.
- Progressed the design of the Muddy Gates, Myuna and Betula stormwater harvesting systems.
- Incorporated community feedback into the review of the *Asset Plan 2025–35* and the *Road Management Plan*, while also preparing digital asset management plans to assess current and future asset demands.
- Installed sensors to monitor public toilet usage, providing data to inform infrastructure planning.
- Partnered with developers to deliver over \$13.8 million in road, intersection and sports reserve projects within Casey’s growth areas.
- Prepared the *Draft Berwick Village Major Activity Centre Structure Plan* and progressed it to public exhibition.
- Adopted the *Environmentally Sustainable Design Policy*, establishing a foundation for the design and delivery of new and renewal building projects.

It’s a wrap!

2024/25 marked the final year of our Infrastructure Strategy. With this now complete, we shift our focus to the *Liveable City Strategic Outcome* in our new *Council Plan 2025-29*.

Over the past four years, we’ve worked to ensure our infrastructure keeps pace with the region’s growth while responding to community needs and expectations.

Through strong partnerships, smarter use of technology and a commitment to sustainability, we’ve delivered improvements that enhance the way people live, move and connect across Casey. Our focus has also remained on making the most of what we already have by revitalising ageing infrastructure and places to better serve current and future generations.

We’re proud of the progress made and the strong foundations laid. As we move forward under the new Council Plan, we’re committed to continuing this momentum, ensuring our infrastructure supports the wellbeing, growth and liveability of our community for years to come.

Key achievements

- Invested over \$500 million in capital works, increasing the provision and improving the quality of existing infrastructure throughout the municipality.
- Delivered projects that enhanced the sustainability of Council infrastructure.
- Developed the *Bunjil Place Precinct Concept Master Plan*, setting Council’s vision for the site’s future and enabling potential sale and development opportunities.
- Significantly increased the renewal of playgrounds across the city, with community consultation shaping the design of each space.
- Established the Digital Equity Living Lab, which led to the scaling up of two impactful trials: a digital literacy program and a smart infrastructure initiative.
- Implemented Smart City initiatives, including the integration of sensors in redevelopment projects at High Street and Greg Clydesdale Square in Cranbourne.

Economic Development Strategy 2021–25

The Economic Development Strategy is a blueprint to achieve a vibrant economic future for our city.

It provides insights into our economy’s current and emerging conditions, including its strategic opportunities and risks, while illuminating a path towards innovation and diversification.

Strategic objectives

- Advocate and partner on behalf of our regional business community
- Revitalise and preserve employment land and places
- Innovate current strategic sectors and grow emerging sectors
- Be investment ready
- Enable upskilling, skill alignment and employment pathways

2024/25 highlights

- Department of Transition initiative that supported local businesses in adapting to artificial intelligence through practical workshops, personalised mentoring and community engagement. This data-driven, people-led approach boosted productivity and digital confidence while creating a replicable model for navigating technological change.
- International Women’s Day event which brought together women from the community, business leaders and advocates to connect, celebrate achievements and support local businesses.
- End of Financial Year Business Breakfast that helped businesses prepare for the new financial year with expert insights on tax changes and financial planning, while offering valuable networking opportunities.

It’s a wrap!

2024/25 marked the final year of our Economic Development Strategy. With this now complete, we shift our focus to the *Thriving Local Economy Strategic Outcome* in our new *Council Plan 2025-29*.

Over the past four years, we’ve worked to build a stronger, more resilient regional economy by supporting local businesses through tailored programs and resources, protecting and enhancing employment land to ensure space for future growth and strengthening both established and emerging industries.

We also focused on attracting new investment to the region and improving access to training, education and employment opportunities to help residents build skills and secure meaningful jobs.

We’re proud of the progress made and excited to build on this momentum as we move into the next phase of economic development under the new Council Plan.

Key achievements

- Reintroduced the Casey Business Awards in 2021, now held annually.
- Recognised as a top-performing Jobs Victoria Advocate site, supporting thousands of jobseekers.
- Established the Business Concierge Program in partnership with the Victorian State Government to streamline support for local businesses.
- Launched the Casey Business Directory in 2024, a central platform for connecting local enterprises.
- Launched 'Choose Casey', an investment attraction initiative, positioning Casey as a prime destination for business expansion, innovation and investment.
- Hosted the Innovation Summit 2023, fostering cross-sector collaboration and forward-thinking solutions.
- Facilitated Humble Hustle networking events, attended by over 500 local businesses including start-ups and entrepreneurs.
- Won the 2022 Local Government Professionals (LGPro) Award for Special Project Initiative for the Changing Perceptions in Employment project.
- Hosted the Economic Development Forum 2024, exploring opportunities for regional growth and innovation.

Transformation Strategy 2022-26

This strategy describes the plan to transform the way Council operates, ensuring we deliver maximum benefit to our community now and in the future.

It ensures Council continues to deliver quality services to a growing community and that our organisation is high performing.

Strategic goals

Strong partnerships

Our community, commercial and strategic partnerships are maximised, productive, and purposeful, delivering shared benefit

Customers and community

We have a deep connection with the community and deliver increased impact and outcomes. We have a single view of our customers, and we are easy to do business with.

Service excellence

We have a deliberate and scalable mix of services that are co-designed, appreciate lifecycle and constantly adapt to conditions and emerging needs.

Sustainable business model

We have a lean, innovative and sustainable operating model, which enables our people to focus on meaningful work.

Strategy and adaptability

We use an evidence-based approach, with strategic focus, to ensure our organisation is ethically governed, responsive and adaptable.

People focused organisation

We have a diverse workforce that works together as one team. Our people are proud to work at Casey, have the right capabilities and mindset, and are empowered to achieve.

Shared leadership

Our leaders coach, empower, and demonstrate brave thought leadership in how we operate and deliver services.

2024/25 highlights

- Delivered a suite of customer service improvement initiatives, including:
 - Expansion of digital service offerings
 - Preparation for launching an online booking platform
 - Enhancements to payment processes
 - Progression of the tiered customer service delivery model.
- Conducted multiple service reviews to ensure alignment with Council strategy and evolving community needs.
- Completed the first phase of upgrades to Council's core technology systems, focusing on finance, asset management and information management.
- Continued investment in organisational development and transformation to strengthen capability, culture and operational efficiency.

2025/26 Action Plan objectives

- Finalise implementation of the new customer service delivery model, increasing self-service options and enhancing the customer experience.
- Launch a new payment platform and online booking system for community facilities.
- Undertake further service reviews to maintain alignment with Council strategy and community expectations.
- Continue phased upgrades to core technology systems, with a focus on finance, contract management, information management and customer request management.

As the Transformation Strategy enters its final year in 2025/26, our focus will shift to ensuring a seamless transition into the next phase of organisational development, guided by the *High Performing Organisation Strategic Outcome* in our new *Council Plan 2025–29*.

This approach builds on the strong foundations laid by the Transformation Strategy, ensuring we continue to strengthen our capability, adaptability and impact across the organisation and community.

What your rates and charges provided in 2024/25

For every \$100 of rates and charges revenue that Council receives, we allocated these amounts to the following service categories:



Our Environment
\$19.39



My Council
\$22.50



My Family and Community
\$24.24



Our Transport Network and Infrastructure
\$9.98



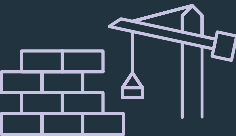
Our Sport and Recreation
\$10.43



Our Arts and Culture
\$7.44



My Business and Employment
\$1.12



Our Property and Planning
\$4.13



My Pets and Animals
\$0.77

Note: For more information regarding these service categories please refer to the Service Catalogue on the City of Casey website

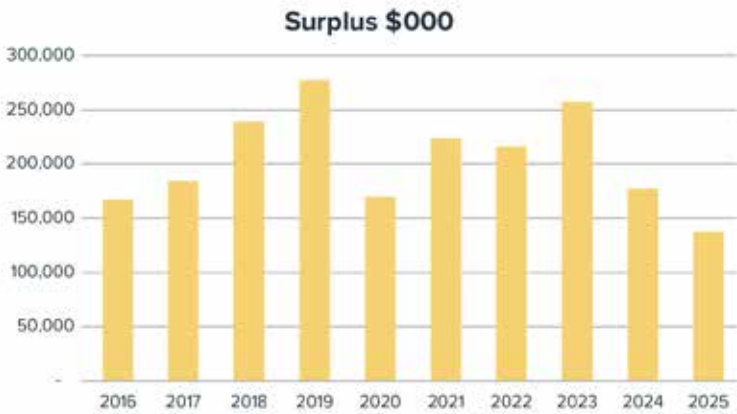
Financial summary

Operating Position

Council achieved a surplus of \$139.7 million in the 2024/25 financial year, which is lower than the prior year’s restated surplus of \$170.2 million.

This decrease is primarily due to the reclassification of \$52.6 million as a prior period item and an increase in employee costs due to expenses related to operating and transformation projects which were initially classified as capital projects.

The 2024/25 surplus is supported by contributed assets from new estates and subdivisions amounting to \$52.7 million, developer contributions from Development Contribution Plans totalling \$82.8 million, capital grants for specific



projects of \$31.6 million, and supplementary rates in line with development activity. This operating surplus underpins the continued delivery of services and the necessary development

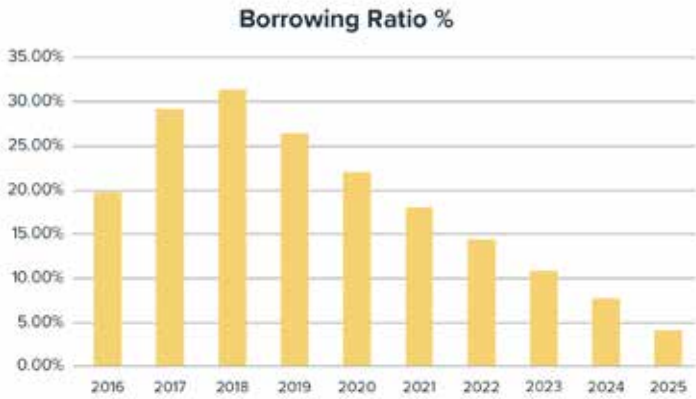
and maintenance of community infrastructure.

Obligations

Council's debt ratio, measured by comparing interest-bearing loans and borrowings to rate revenue, was 4.46 percent at the end of 2024/25.

This ratio is within the target band of up to 60 per cent and below the Council's preferred maximum of 40 percent.

The Council plans to progressively repay all existing loans over the following long-term financial plan period.

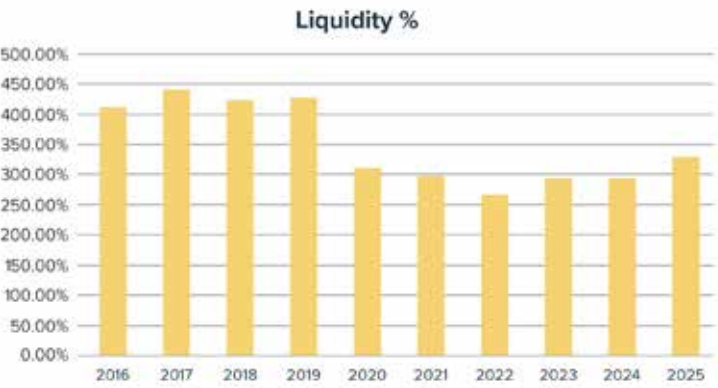


Liquidity

Short-term cash and other current financial assets as of June 2025 totalled \$401.2 million, an increase of 8.8 per cent from \$368.8 million over the year, influenced by the profile of the Capital Works Program and early receipt of Financial Assistance Grants.

This resulted in a major positive change in the working capital ratio, which stood at 326 per cent, indicating a satisfactory financial position well above the target band of 98 to 200 per cent.

This reflects the Council’s management of financial reserves, including Developer Contributions and Statutory requirements (\$185 million), Assets Reserve (\$45.9 million), General Reserve (\$21.9 million),



grants received in advance and deferred capital grants (\$20.4 million), cash-backed liabilities such as trusts and deposits (\$51.7 million), creditors and payables

(\$33.6 million), and employee entitlements (\$32.6 million).

Stability and Efficiency

Council revenues include rates, user fees, fines, grants and contributions.

Despite this, Council's rates concentration, which compares revenue from rates and waste charges to adjusted underlying revenue, was 60.8 per cent for the 2024/25 year, which has decreased from 68.6 per cent in 2023/24.

This was affected by the timing of receipt of funding grants from the Commonwealth Government. Rates concentration is within the expected target band of 40-80 per cent.

Council focused on broadening its revenue base in recent budgets. Average rate per property assessment of \$1,767.38 in 2024/25 compares favourably to similar councils in the outer metropolitan area.



Major capital works highlights

During the year, Council continued to invest in vital infrastructure and community assets, delivering a broad range of capital works projects that enhance liveability, safety and connectivity across the municipality. These works include upgrades to recreational facilities, road networks and community spaces.



Hallam Recreation Reserve AFL/cricket pavilion renewal

Completed in June 2025, this \$1.94 million project, jointly funded by the State Government through the 2021/22 Strategic Projects Program (\$1 million) and Council, delivered a major upgrade to the AFL/cricket pavilion.

Works included changeroom redevelopment, a new façade, external concreting, and the addition of a community room, kitchen, office and public amenities.

Playground renewal projects

12 local-level playgrounds were scheduled for upgrade in 2024/25, with five completed just before Christmas, including Roberts Road Reserve (Cranbourne), Calrossi Close Reserve (Endeavour Hills), Kalora Park Oval (Berwick), and Ribbon Gum Drive Reserve (Lyndhurst).

The average budget for these projects was approximately \$150,000, with all removed equipment repurposed through the Rotary Overseas Recycled Playgrounds Program.



Berwick Springs pedestrian bridge replacement, Narre Warren South

Completed in May 2025, this \$476,000 project involved the demolition of the existing structure and the design and construction of a new pedestrian bridge over the Berwick Springs Wetlands.

Funded through the Federal Government Local Roads and Community Infrastructure Program, the new bridge enhances connectivity and supports community activities, including the Berwick Springs Park Run Club.

Brentwood Park Neighbourhood House renovation, Berwick

This project was completed in June 2025 and delivered significant improvements to a local community facility. The total cost was \$590,000 - \$287,100 of which was funded by the State Government Growing Suburbs Fund.

Works included renovations to reception areas and kitchenettes, cosmetic upgrades, and enhancements to sustainability and accessibility through solar power installation and improved security.

The project also featured playground replacement and landscaping to support inclusive play and address anti-social behaviour through strategic design changes.

Tyabb-Tooradin Road rehabilitation, Pearcedale

This project addressed significant surface deterioration along a 1.8km stretch near the Tyabb-Tooradin, Baxter-Tooradin, and South Boundary Road intersection.

The \$2.43 million project was completed in March 2025 over a two-week period and was jointly funded by the Federal Government through the Local Roads Grants Commission (\$1.824 million) and Council (\$604,000).

Works included deep road base rehabilitation, asphalt resurfacing, verge and driveway reinstatement, and final line marking to improve safety and durability.

Other capital projects delivered in 2024/25

- Berwick Springs Wetland Reserve (West) Playground Renewal - \$697,000
- Bunjil Place Audio and Lighting upgrades - \$1,394,000
- Canning Drive Road Rehabilitation - \$368,000
- Cardinia Creek Park (North of Inglis Road) Recreational Shared Paths - \$845,000
- Casey Fields Athletics Track Sports Surface Renewal - \$943,000
- Charles Green Reserve Sportsfield Renewal - \$155,000
- Clyde Township New Family and Community Centre - \$9,825,000
- Community Centres and Halls Building Renewal (various locations) - \$260,000
- Craig Road Linking Paths - \$328,000
- Cranbourne Drive Road Rehabilitation - \$947,000
- Cricket Practice Wickets and Nets Sports Surface Renewal (various locations) - \$265,000
- Emerging Artists Hub at Narre Warren Mechanics Institute Hall - \$347,000
- Flat-top Speed Hump Installation (six school locations) - \$144,000
- Hallam Recreation Reserve Tennis Pavilion Renewal - \$1,276,000
- IT Network and Infrastructure - \$1,068,000
- Kerb, Channel and Footpaths (various locations) - \$2,057,000
- Land Purchases (various locations) - \$35,217,000
- Lynbrook Boulevard (Paterson Drive to Dyson Drive) Road Resealing - \$156,000
- Lyndhurst Boulevard (Thompsons Road to Marriott Boulevard) Road Resealing - \$332,000
- Minor Shade Structures (various locations) - \$255,000
- Ormond Road (from No. 21 to 81) Road Rehabilitation - \$308,000
- Pearcedale Recreation Reserve Netball Facility Upgrade - \$1,091,000
- Robinson Road (Randle Court to Kostic Boulevard) Road Rehabilitation - \$329,000
- Short Footpath Segments (various locations) - \$301,000
- Tooradin Station Road (1,150m from Railway Line North to Manks Road), Stage 1 of unsealed road construction - \$2,297,000
- Wilona Way Road Rehabilitation - \$291,000



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**OUR STRATEGIC
PRIORITIES**
05

Cultivating Creative Cultures with Communities (4Cs)
Bunjil Place Theatre 2024
Photo credit: Phill Star



Integrated Strategic Planning Framework

The City of Casey operates under the *Local Government Act 2020*, which sets out the legislative framework for Victorian councils. Part 4 of the Act, which came into effect on 24 October 2020, outlines the statutory requirements for strategic planning, budgeting and annual reporting.

These requirements ensure that Council’s planning and financial management practices are transparent, accountable and aligned with community priorities. They include the development of the following key documents:

- **Community Vision** - for at least the next 10 financial years
- **Council Plan** - for at least the next 4 financial years
- **Financial Plan** - for at least the next 10 financial years
- **Asset Plan** - for at least the next 10 financial years
- **Revenue and Rating Plan** - for at least the next 4 financial years
- **Annual Budget** - for the next 4 financial years
- **Quarterly Budget Report**
- **Annual Report** - for each financial year
- **Financial Policies**

The Act also requires Council to prepare a **Workforce Plan**, including projected staffing requirements or at least 4 years

Each of these documents plays a critical role in guiding Council’s decision-making and service delivery. Together, they form an Integrated Strategic Planning and Reporting Framework that supports long-term sustainability and community wellbeing.

Integrated Strategic Planning Framework



Council Plan and Annual Action Plan

The *Council Plan 2021-25* outlines how the City of Casey will work towards its Vision of becoming a more connected, bold and resilient community. It is structured around seven strategic objectives, which guide the development of supporting strategies and initiatives:

1. Deliver sustainable infrastructure and activate places
2. Grow Casey’s current and emerging sectors
3. Foster environmentally sustainable practices and work towards being climate ready
4. Advocate to State and Federal Governments for key service and infrastructure delivery
5. Create a resilient, active and connected community
6. Ensure good governance and transparent decision making
7. Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit

To operationalise these strategic objectives, Council develops an *Annual Action Plan* each year. This plan translates the high-level priorities of the Council Plan into a practical roadmap for the year ahead. It outlines specific services, projects, and initiatives that directly contribute to achieving the strategic objectives.



Performance

The following section outlines Council’s performance in delivering the strategic objectives of the *Council Plan 2021–25*. Performance is assessed through a combination of indicators, initiatives, and service outcomes, providing a clear picture of Council’s progress and accountability.

Performance is measured across four key areas:

- **Strategic indicators:** Outcomes achieved against the indicators set out in the Council Plan, reflecting progress towards long-term goals.
- **Major initiatives:** Delivery status of key projects and initiatives identified in the Annual Budget and Annual Action Plan.
- **Service delivery:** Analysis of services funded through the Budget, including the reach and impact on different sections of the community.
- **Service performance indicators and measures:** Results against legislated service performance indicators, enabling consistent benchmarking and transparency.

Together, these measures provide a comprehensive view of Council’s performance in implementing its strategic commitments.

Strategic Objective 1:

Deliver sustainable infrastructure and activate places

Strategies

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

S01

The Stars shine bright at Casey Fields

On Sunday 5 January 2025, the excitement of the Big Bash League came alive in Melbourne’s south-east as the Melbourne Stars Family Day returned to Casey Fields.

Delivered in partnership with Council, the event welcomed cricket fans of all ages for a day packed with free, family-friendly activities, celebrating sport, community and summer fun.

Attendees enjoyed meet-and-greet sessions with the Melbourne Stars playing squad, interactive cricket

activities, roaming entertainment, activations and a variety of food trucks to keep the crowd fuelled throughout the day.

Council continues to support initiatives that bring elite sport closer to the community and foster local engagement.

The event not only showcased the Stars’ commitment to grassroots engagement but also reinforced Casey Fields as a premier destination for major sporting events in Victoria’s south-east.



Major initiatives

Facilitate the delivery of developer-led road development to improve infrastructure for the growing Casey community.

Council actively manages developer contributions to ensure the timely delivery of arterial roads and intersections in Casey’s growth areas through formal developer agreements.

Over the 2024/25 financial year, developers constructed more than \$11.64 million worth of arterial road and intersection projects (excluding works-in-kind). Key projects delivered included:

- Sofra Road extension to Bells Road (Clyde North)
- Stage 1 of Missens Road (Cranbourne West)
- Bells Road between Huckerby Drive and Thompsons Road (Clyde North), which replaced the congested Thompsons Road/Soldiers Road intersection

The completion of these projects marked a significant milestone in supporting infrastructure delivery aligned with Casey’s growth.

Promote partnerships and events of significance, to offer our residents opportunities to participate in arts and cultural activities across Casey.

Council delivered a dynamic and high-impact cultural program throughout the year, featuring major exhibitions and performances that engaged diverse audiences across the municipality.

Key exhibitions included:

- Generation Clay: Reimagining Asian Heritage – over 6,000 visitors, artist market, and public programs.
- Frock A Whanaungatanga – Pacific Sisters’ exploration of ancestral connections.
- Floribunda – in partnership with NGV and local sponsors, featured on Channel 9’s Postcards and tracking as one of the highest attended exhibitions in recent years.

The performing arts program included:

- The Very Hungry Caterpillar
- Emergent Showcase
- Wil Anderson
- Urzila Carlson

- Kumarayan – The King
- A Farewell to Doris
- The Ten Tenors
- The Princess, The Pea and the Brave Escapee

A wide range of strategic partnerships supported the year’s programming, including:

- Arts and cultural organisations: Asia TOPA, Arts Centre Melbourne, Museums Victoria, Melbourne Symphony Orchestra, MIFF, Midsumma Festival.
- Education and youth partners: Monash University, Maoriland Film Festival NZ, Cine Space.
- Local sponsors: AWM Metal Manufacturers, Orana by Balcon, Robert Gordon Australia, Mercedes-Benz Berwick, Carlei Wines, The Body Shop Fountain Gate.

These collaborations enabled events such as KOZY FEST, Glitter Groove, Bunyi Bunyi Bumi and Maoriland Mini Film Festival.

Council also partnered with VicHealth to deliver the 4C’s events, enabling hundreds of students to present culturally significant performances and engage in health-focused learning at Bunjil Place.

Additionally, in-school Indigenous theatre workshops were also delivered through the Victorian Department of Education Strategic Partnership Program, enriching the cultural offering and supporting youth engagement.

Enhance opportunities that support and encourage women to participate in sport across Casey.

Council delivered a successful year of #CaseyGirlsCan programming, supporting women’s participation in sport through a series of inclusive, beginner-friendly initiatives.

Programs were delivered in partnership with elite sporting organisations and local clubs, creating pathways for women to engage with community sport in a safe and welcoming environment.

Highlights included:

- Women’s football program with Melbourne Football Club, attracting 37 participants and 40 children through a parallel Auskick program, helping remove barriers for women with caring responsibilities.

Major initiatives

- Women’s soccer program with Melbourne City Football Club, engaging 20 participants weekly over eight weeks.
- Women’s cricket program with Melbourne Stars and Casey South Melbourne Cricket Club, with around 20 participants each week over a six week period.
- Women’s tennis program in partnership with Harkaway, Hallam and Clyde tennis clubs, with 22 participants each week across an eight week period.

These programs fostered skill development, social connection, and stronger links between participants and local sporting clubs, reinforcing Council’s commitment to inclusive sport and community wellbeing.

Implement the Sport4All program to enable Council to be accessible, inclusive and welcoming for those people that identify as having a disability.

Council progressed the implementation of the nationally recognised Sport4All program, aimed at enhancing inclusivity in sport by supporting local clubs, schools and communities to embrace diversity and create opportunities for people with disability.

Key achievements included:

- Execution of a partnership agreement and recruitment of a dedicated inclusion coach, who commenced in November 2024.
- Completion of a club survey to guide program prioritisation.
- Promotion of the program across Casey through community events such as Melbourne Stars Family Day and Melbourne Derby, as well as online and in-person drop-in sessions.
- Delivery of information sessions for sporting clubs, with Hampton Park Tennis Club becoming the first in Casey to complete all three stages of the program and develop an inclusion action plan.

The program will continue in 2025/26, with ongoing efforts to build awareness and capacity for disability inclusion in sport across the municipality.

Commence construction of the Hardys Road Community Centre to create a space where residents can gather, connect and access important community services.

During 2024/25, Council progressed the development of the Hardys Road Community Centre in Clyde North, an integrated facility designed to meet growing demand for kindergarten places and provide Maternal and Child Health services, along with flexible community spaces.

Key milestones included:

- Finalisation of the construction design and completion of the tender process, with the building contract awarded in December 2024.
- Commencement of construction in February 2025, with 25 per cent of the construction complete by the end of the financial year.

Practical completion of the centre is expected in March 2026.

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.

Council advanced planning and engagement for the proposed Cranbourne Community Hub, a purpose-built facility that will bring together Council and community services in central Cranbourne.

Throughout the year, a co-design process was undertaken with key stakeholders, service users and preferred partner tenants. This led to the finalisation of the concept design, followed by community consultation which concluded in March 2025.

The findings from this engagement informed Council’s decision to formally endorse the project and allocate funding through the 2025/26 Capital Works program (included in the *Budget Report 2025/26* and *Financial Plan 2025-35*).

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.

Council made significant progress on stage one upgrades of the Doveton Pool in the Park, advancing the delivery of this major community infrastructure project.

Key achievements included:

- Securing \$7.492 million in external funding through the Federal Government’s *Thriving Suburbs Program*.
- Finalisation of designs for the 50m pool and surrounds, with tenders prepared and contracts awarded.
- Completing 50 per cent of demolition works, including removal of small pools, slides and plant room infrastructure in preparation for new construction.

Practical completion of the project is expected in March 2026.

Respond to building and planning reforms to make the planning system clearer, fairer and faster for the community.

Council actively engaged in planning reform throughout 2024/25, advocating for the needs of growth areas like Casey and contributing to key state-level initiatives.

Council provided feedback to the Department of Transport and Planning on legislative changes impacting the Casey Planning Scheme and contributed to the review of the emerging Municipal Building Control Plan. Officers also supported updates to the *Planning and Environment Amendment Regulations 2024*, which commenced in December.

Council made a formal submission to the Infrastructure Victoria Strategy and contributed to the Municipal Association of Victoria (MAV) through its Infrastructure Contributions Advisory Committee, Planning Reform Working Group, and Sector Submission for the

Planning and Environment Act reform. The Mayor and Council officers appeared before the Inquiry into Victoria Planning Provisions, advocating for Casey’s role in supporting housing supply.

These activities reflect Council’s ongoing commitment to shaping planning policy and ensuring Casey’s growth needs are represented in statewide reforms.

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.

In 2024/25, Council continued working with the Victorian Planning Authority (VPA) to finalise key Precinct Structure Plans that will unlock future housing and employment opportunities. Progress included:

- **Croskell (Employment) PSP:** advancement of the finalisation of the plan by the VPA for submission to the Minister for Planning, following the Standing Advisory Committee report.
- **Casey Fields South (Employment) and Devon Meadows PSPs:** adopted Councils submission of the draft PSP in May 2025 following the public exhibition period in March 2025. A VPA Projects Standing Advisory Committee hearing for the draft PSP is scheduled for September 2025.

This work supports future growth by preparing land for development and creating opportunities for housing and jobs in key precincts.

Undertake a strategic review of Council’s property portfolio to ensure Council’s landholdings are appropriate for current or future service need.

In 2024/25, Council undertook a comprehensive review of its property portfolio and Strategic Property Program to ensure alignment with long-term service delivery and asset management priorities. This included:

- Assessing the current Strategic Property Program and identifying underutilised land parcels.
- Progressing due diligence on identified parcels, with potential disposal opportunities to be considered in 2025/26.

Major initiatives

- Developing an updated Property Plan policy, scheduled for endorsement in the next financial year.

This strategic review directly informed the implementation of the action detailed under Strategic Objective 2 titled ‘Progress the revitalisation of Council land to create opportunities for new civic, community and commercial outcomes’.

Deliver Council’s capital works program which balances renewal and upgrades with existing infrastructure and new projects to service a growing community.

Council continued to deliver its capital works program in line with the adopted budget, with renewal allocations guided by asset depreciation, condition data, and predictive modelling. The program includes the required level of asset renewal in line with Council’s Asset Management Plans, alongside significant new infrastructure projects to support Casey’s growing community.

Throughout the year, a number of key projects were completed, including:

- Ackland Park drainage and open space
- Berwick Springs pedestrian bridge
- Brentwood Park Neighbourhood House in Berwick
- Hallam Recreation Reserve AFL/cricket pavilion renewal
- Tyabb-Tooradin Road rehabilitation (1.8km) in Pearcedale

Further details on project delivery and performance are available in the capital works section of this report.

Ensure the community has access to safe and purpose-built open spaces by renewing parks and playgrounds in Casey.

Council successfully delivered its 2024/25 Parks and Playgrounds Renewal Program, ensuring the community continues to enjoy safe, accessible and high-quality public open spaces.

Over the year, all planned playground renewals were completed, including the renewal of 12 local playgrounds, four district-level playgrounds and one regional playground.

Completions included:

Local playgrounds:

- Arch Brown Recreation Reserve (Berwick)
- Gracehill Mews Reserve (Cranbourne)
- Essex Park (Endeavour Hills)
- Buckeye Drive Reserve (Hallam)
- Ribbon Gum Drive Reserve (Lyndhurst)
- Kalora Park Oval (Narre Warren North)
- Warneet Recreation Reserve (Warneet)

District playgrounds:

- Berwick Springs Wetland Reserve (West) (Berwick)
- Baden Powell Reserve (Endeavour Hills)
- Lochard Terrace Reserve (Narre Warren South)

In addition to playgrounds, park infrastructure upgrades were delivered across the municipality, including new seating, picnic tables, fencing and lighting.

These works reflect Council’s ongoing commitment to maintaining high-quality recreational spaces.

Ensure parks and open spaces across Casey are kept safe, accessible, well-maintained and attractive for our community.

Council successfully delivered its 2024/25 Parks Maintenance Program, ensuring Casey’s parks and open spaces remained clean, safe and well-maintained throughout the year with positive community feedback received on the improved service levels.

Maintenance activities were delivered through a range of contracts and included:

- regular grass mowing
- garden bed maintenance and renewal
- scheduled and responsive tree management activities, including routine inspections to prevent or respond to issues (proactive) and urgent actions taken in response to hazards or incidents (reactive).
- path maintenance

The new District Parks Plus contract was awarded and will commence on 1 July 2025, providing fortnightly maintenance for some of the municipality’s most high-profile and heavily used parks. This contract includes mowing, garden bed maintenance, rubbish collection and vegetation management.

Pearcedale Recreation Reserve reopens with state-of-the-art facilities

On Tuesday 11 February 2025, the City of Casey officially opened the redeveloped Pearcedale Recreation Reserve pavilion and netball courts, marking the completion of this major community infrastructure project.

The redevelopment included the demolition of the old pavilion and construction of a modern facility featuring a community room, kitchen, four changerooms with unisex amenities, a first-aid room, umpires’ rooms and storage space.

Outside, the netball courts were transformed with the installation of two new courts, player shelters and lighting.

The project also delivered upgrades to the road network, landscaping and the installation of *The Ovals* - a striking public art series by artists Jonathan Thompson and Mark Cuthbertson.

Council contributed \$2.4 million toward the pavilion and \$800,000 for the netball facilities. The project was also supported by the Victorian Government, whose funding was instrumental in bringing the redevelopment to life.

This revitalised space will serve as a vibrant hub for local sport, recreation and community connection for years to come.



Strategic Indicators

Indicator	Commentary
<p>Ensure high level of input from Council is provided on all major rail and road upgrades across the City of Casey.</p> <p>Status: Achieved</p>	<p>Council has actively contributed to the planning, delivery and oversight of key infrastructure projects throughout the 2024/25 financial year.</p> <ul style="list-style-type: none">• Hallam North Road and Heatherton Road Upgrade (Hallam): Completion was achieved in March 2025. Notable achievements included successful advocacy for replacing rubber paths with concrete, and completion of shared user paths.• Camms Road Level Crossing Removal (Cranbourne): Defects correction periods commenced for both road assets and the Cranbourne Station Plaza. Inspections identified minor civil and landscape defects, which Level Crossing Removal Project (LXRP) committed to remedy.• Thompsons Road and Berwick-Cranbourne Road Intersection Upgrade (Clyde North): Design development transitioned into construction, with the delivery contract awarded in May and construction commencing in June 2025. Completion is expected by November 2026.• Clyde Road Upgrade - Enterprise Avenue to Bemersyde Drive (Berwick): Construction continued throughout the year with strong communication between Council and the project team to manage disruptions. Physical completion is anticipated by February 2027.• South Gippsland Highway Intersection Upgrades - Clyde-Fiveways Road and Fisheries Road (Clyde): Preliminary drawings were reviewed with no major issues identified. Construction is scheduled to begin in early 2026 and expected to take 3 to 6 months.• Webb Street Level Crossing Removal (Narre Warren): Completed earlier in the financial year, this project improved traffic flow and pedestrian safety near Narre Warren Station.• Station Street Level Crossing Removal (Beaconsfield): Also completed earlier in the year, this project contributed to smoother traffic movement and enhanced safety in the Beaconsfield area.

Indicator	Commentary
<p>Attract events of regional, state, national and international significance to Casey.</p> <p>Status: Achieved</p>	<p>The City of Casey continued to attract significant events to provide arts and cultural experiences to residents and visitors.</p> <p>Sporting events:</p> <ul style="list-style-type: none">• A-League women’s matches: Multiple matches hosted at Casey Fields, including a semi-final in May 2025 attended by over 1,500 people and televised nationally.• AFLW matches: Matches were hosted at Casey Fields across multiple quarters, with over 5,000 attendees and five more games scheduled for September to October 2025.• NRL trial match: This match was between Melbourne Storm vs North Queensland Cowboys.• Victorian Special Olympics: Held in September 2024 at Casey Fields, the event featured athletics, soccer, and tennis with over 200 athletes and 500 spectators attending.• Fiji Amazon Netball Tournament: Held at Olive Road Sporting Complex, Eumemmerring.• Starstruck Dance and Cheerleading State Championships: Held at Casey Stadium.• Maccas City Cup: Held at Casey Fields and other local locations in January 2025. <p>Arts and cultural events:</p> <ul style="list-style-type: none">• Bangarra Dance Theatre – Waru: First children’s show presented at Bunjil Place.• Andy Griffiths Author Talk: Delivered to a packed, intergenerational audience at Bunjil Place Theatre.• Frock A Whanaungatanga Exhibition: Celebrated Pacific Sisters’ legacy through fashion, film, and music at Bunjil Place Gallery.• Kungka Kunpu (Strong Women): An exhibition that showcased paintings and woven sculptures by women artists from the Anangu Pitjantjatjara Yankunytjatjara Lands. Kungka Kunpu is part of the Art Gallery of South Australia acclaimed <i>Tarnanthi</i> exhibition program and has been assisted by the Australian Government’s Visions of Australia program.• ILBIJERRI’s Scar Trees: First Peoples theatre production addressing family violence, presented at Bunjil Place Theatre.• Jams for Juniors: The Sorcerer’s Apprentice: Delivered in partnership with Melbourne Symphony Orchestra.• Melbourne International Film Festival: Satellite screenings held at Bunjil Place.• NGV Collection Exhibition: Over 150 works presented at Bunjil Place.

Strategic Indicators

Indicator	Commentary
Become a nationally-recognised destination for cultural and civic excellence. Status: Achieved	<p>During 2024/25 the City of Casey continued to attract national events to the region, including:</p> <ul style="list-style-type: none">• Asia TOPA Festival at Bunjil Place: Featured events such as the Opening Gathering, <i>Bunyi Bunyi Bumi</i>, and the Maoriland Mini Film Festival, enhancing the precinct’s reputation for First Nations representation and high-quality productions.• Floribunda exhibition partnership with the National Gallery of Victoria: Elevated the gallery’s profile and attracted philanthropic and commercial support, reinforcing Casey’s cultural standing.• Live Nation presentations at Bunjil Place Theatre: National partners showcased work, strengthening the venue’s reputation as a premier destination for performing arts.
All new Council facilities will be designed to improve community safety outcomes. Status: Achieved	<p>Council buildings are designed with community safety as a top priority. Council draws on the expertise of both in-house experts and external professionals - such as structural and electrical engineers - to inform building design. All designs comply with relevant legislation, Australian Standards, and best practices in the industry. Council ensures all buildings are safe, easy to access, welcoming and suitable for their purpose.</p> <p>Council also carefully select locations that help people feel safe. For example, placing buildings where there’s good visibility, nearby parking, and active neighbourhoods. This helps with natural surveillance and improves public safety.</p>
Increased use of Environmentally Sustainable Design principles within infrastructure. Status: Achieved	<p>Council made meaningful progress in embedding environmentally sustainable design (ESD) principles into infrastructure projects, guided by expert consultants and Council’s ESD policy.</p> <p>Key achievements:</p> <ul style="list-style-type: none">• Green Star certification was awarded to Clyde Township Family and Community Centre and to Council’s first recreation pavilion at Clyde Reservation Reserve AFL/Cricket Pavilion.• Commencing construction on Hardys Road Family and Community Centre and commencing design for the Ballarto Road Family and Community Centre. <p>This year’s achievements lay a strong foundation for future sustainable infrastructure, helping create healthier, more resilient spaces for our community.</p>
Decrease the renewal gap Status: Achieved	<p>Over the past year, Council diligently prepared its 2025/26 capital works program to address the renewal needs of its infrastructure and assets. When preparing this program, Council took a data-driven approach, analysing asset depreciation and condition information to inform funding allocations in line with Council’s Asset Management Plan. The program was adopted on 17 June 2025 as part of the <i>Budget Report 2025/26</i>.</p>

Indicator	Commentary
Increased digital infrastructure within the public realm. Status: Achieved	<p>Council continued to expand and refine its digital infrastructure to support smarter, safer and more efficient community spaces. Throughout the year, key installations and upgrades were completed, and planning progressed to improve how data from digital assets is used.</p> <p>Key outcomes:</p> <ul style="list-style-type: none">• Digital infrastructure was upgraded at The Factory Rehearsal Centre for the Arts, Casey Fields, and seven leisure and sporting centres across the municipality.• Smart benches were permanently adopted following a successful trial, with new installations including Banjo Patterson Park.• Public WiFi scoping progressed for Arthur Wren Hall and Ray Perry Park.• Sensor installations were scoped for Lochard Terrace (Narre Warren South) and the Old Cheese Factory (Berwick).• Internal dashboards were refined to improve the usefulness of data collected from community-based digital assets.• Smart devices were relocated to optimise performance, including adjustments at Casey Fields.
Increase Customer Satisfaction for appearance of Public Areas. Status: Achieved	<p>Council’s commitment to improving the community’s satisfaction with the appearance of public areas was reflected in the 2025 Community Satisfaction Survey, which recorded a score of 56 out of 100, up from 54 in 2024.</p> <p>This result highlights a positive shift in how the community perceives Council’s efforts in maintaining and enhancing public spaces.</p>

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
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.	2,854	3,381	(527)
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.	8,362	8,699	(337)
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.	9,906	9,363	543
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.	9,113	8,875	238
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.	6,979	6,873	70
Parks and Open Spaces Designs, delivers, maintains and renews neighbourhood parks, parks infrastructure, playgrounds and open space, by managing the collections planning, plant sourcing and capital works projects in parks.	23,051	18,776	4,274

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Pets and Animals Coordinates pet and animal registrations to support responsible pet ownership, reunite lost pets with owners, remove pets from harm and provide a safe community free from dangerous animals.	(54)	(914)	896
Sports and Leisure Provides quality sport, leisure, and recreation facilities and partners with commercial organisations and community groups to provide educational, leisure and sporting programs to improve the physical activity, health and wellbeing of community. Provides support to local sporting and recreational clubs to strengthen their sustainability, plans for new recreation and sporting infrastructure and supports optimal utilisation of local sporting and recreational facilities.	10,458	10,668	(210)
Tourism Destinations and Events Supports visitation and tourism through the development and delivery of a suite of large and small-scale community and mayoral events. Provides local attractions such as the programming and management of Bunjil Place Theatre, Gallery, Plaza and Studio, Myuna Farm and the Old Cheese Factory. Includes the provision of advice, support and training to community groups in the delivery of community events, as well as management of event approvals.	11,790	11,696	93
Transport Strategically plans and programs Casey's overall transport network servicing Casey whilst maintaining the transport infrastructure (including roads, paths, parking and public lighting functions). Liaises with and advocates to State Government Agencies on arterial road, public transport, active transport, and land use planning issues affecting Casey. Coordinates Council's involvement in the planning, delivery and construction of major road and rail projects across Casey and advocate to ensure these projects deliver maximum community benefit and integrate effectively with Council infrastructure.	20,603	18,375	2,228

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2021/22	2022/23	2023/24	2024/25	
Aquatic Facilities					
Service standard					
Health Inspections of aquatic Facilities [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	2.20	2.40	3.00	3.60	There has been a 20% increase in the number of health inspections of aquatic facilities since last year. This can be attributed to officer inspections conducted in response to outbreak investigations. It should be noted that these aquatic facilities are operated by third party organisations, but owned by Council. The result remains in the expected range.
Service cost					
Cost of aquatic facilities [Direct cost of the aquatic facilities less income received/ Number of visits to the aquatic facilities]	\$2.08	\$0.55	(\$0.32)	(\$0.08)	There has been a 76% decrease in the cost of aquatic facilities since last year. This can be attributed to implementation of new Leisure Contract that guarantees return to Council. In addition, the new Leisure Management company have successfully reduced expenditure across all sites.

Service Performance Indicators	Results				Material Variations and Comments
	2021/22	2022/23	2023/24	2024/25	
Animal management					
Timeliness					
<i>Time taken to action animal management requests</i>	1.25	1.46	1.60	1.56	Result is in the expected range.
[Number of days between receipt and first response action for all animal management requests/Number of animal management requests]					
Service standard					
<i>Animals reclaimed</i>	35.54%	28.86%	22.31%	20.07%	There has been a 10% decline in the number of animals reclaimed compared to last year. This decrease is primarily due to a rise in nuisance complaints involving cats, resulting in more impounded cats and kittens that are not microchipped or registered. Without proper identification, these animals cannot be effectively reunited with their owners. Additionally, the number of dogs being reclaimed has dropped, with many owners surrendering their pets due to ongoing cost-of-living pressures.
[Number of animals reclaimed/ Number of animals collected] x 100					
<i>Animals rehomed</i>	24.88%	28.50%	37.44%	33.89%	Result is in the expected range.
[Number of unclaimed collected animals rehomed/Number of unclaimed collected animals] x 100					
Service cost					
<i>Cost of animal management service per population</i>	\$4.70	\$5.03	\$5.78	\$6.90	Animal management service costs have risen by 19% compared to last year. This increase is largely driven by higher contract expenses and a surge in the number of uncontained and unregistered animals being impounded. It's important to note that this figure excludes revenue generated from animal registration, Domestic Animal Business registration, infringement notices, and pound reclaim fees.
[Direct cost of the animal management service/ Population]					

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2021/22	2022/23	2023/24	2024/25	
Food Safety					
Timeliness					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints/Number of food complaints]	1.22	1.25	1.40	1.62	There has been a 16% increase in time taken to action food complaints since last year. This can be attributed to an increase in the number of complaints compared to prior periods. With the requirement to include weekends and public holidays in the total response time, Council has been restricted in its ability to resolve complaints within one day. However, the vast majority of complaints have been addressed on the same working day or the day after receipt. The result remains in the expected range.
Service standard					
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x 100	95.88%	104.60%	100.00%	100.00%	Result is in the expected range.
Food safety samples [Number of food samples obtained/Required number of food samples] x 100	N/A	N/A	128.57%	127.76%	Result is in the expected range.
Service cost					
Cost of food safety service [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984]	\$454.12	\$440.44	\$408.81	\$465.86	There has been a 14% increase in the cost of the food safety service since last year. This can be attributed to increasing contract cost associated with the delivery of this service. The result remains in the expected range.

Service Performance Indicators	Results				Material Variations and Comments
	2021/22	2022/23	2023/24	2024/25	
Libraries					
Resource currency					
Recently purchased library collection [Number of library collection items purchased in the last 5 years/Number of library collection items] x 100	67.64%	53.30%	69.58%	70.96%	The proportion of the library collection purchased over the past 5 years has remained stable (a 1.99% increase) since the previous year, when there was a 31% increase due to the renewal of stock following the departure of Cardinia Shire from the Regional Library, continued investment in e-books and e-audio books and the opening of the Cranbourne West Library Lounge.
Service cost					
Cost of library service per population [Direct cost of the library service/Population]	\$12.13	\$12.87	\$12.20	\$16.52	There has been a 35% increase in the cost of the library service per population since last year, however the result is still in the expected range. The cost this year includes capital expenditure on library collections.
Utilisation					
Loans per head of population [Number of library collection item loans/Population]	N/A	N/A	3.60	3.65	Library loans per population have remained stable (a 1.41% increase) and are significant, given the recent population growth (revised to 405,415), noting that there is a lag between population growth and provision of additional services.
Participation					
Library visits per head of population [Number of library visits/population]	N/A	N/A	1.89	1.91	Library visits per population have remained stable, with a 1.33% increase. This does not include use of click-and-collect Library Lockers at 3 locations or outreach programming (including the library van), which are predominant in the south and growth areas of Casey where there are no permanent library branches.

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2021/22	2022/23	2023/24	2024/25	
Maternal and Child Health (MCH)					
Service standards					
Infant enrolments in the MCH service	101.09%	101.25%	101.00%	101.16%	Result is in the expected range.
[Number of infants enrolled in the MCH service (from birth notifications received)/Number of birth notifications received] x 100					
Service cost					
Cost of the MCH service	\$106.67	\$110.19	\$100.40	\$109.78	Result is in the expected range.
[Cost of the MCH service/Hours worked by MCH nurses]					
Satisfaction					
Participation in 4-week Key Age and Stage visit	96.58%	94.09%	92.17%	96.21%	Result is in the expected range.
[Number of 4-week key age and stage visits/Number of birth notifications received]					

Service Performance Indicators	Results				Material Variations and Comments
	2021/22	2022/23	2023/24	2024/25	
Roads					
Satisfaction					
Sealed local road requests	118.52	139.39	160.33	189.23	The rise in service requests is primarily due to the expansion of the road network transferred to Council by developers, along with a surge in residential and subdivision construction across the municipality. Various infrastructure projects across multiple locations have also contributed to the increase in complaints. This has led to higher traffic volumes and accelerated road deterioration, particularly where heavy vehicles bypass major routes to access construction sites. In additional, many residents are unaware of the distinction between roads managed by the Department of Transport and Planning (DTP) and those managed by Council, resulting in misdirected concerns. Council are currently reviewing raw data to support improvements in the Request for Service (RFS) and Work Order (WO) recording system. These enhancements, as part of the recent RMP (Road Management Plan) implementation process and corporate system upgrade (One Council), will enable more accurate categorisation of requests based on road ownership and defect types.
[Number of sealed local road requests/Kilometres of sealed local roads] x 100					
Service cost					
Cost of sealed local road reconstruction	\$71.65	\$59.90	\$94.68	\$67.88	There has been a 28% decrease in the cost of sealed local road reconstruction since last year. This reduction is primarily due to an increase in footpath and concreting works within the program, which required less expenditure on asphaltting. The savings achieved were redirected to support other projects that experienced budget overruns.
[Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]					
Cost of sealed local road resealing	\$18.33	\$31.63	\$45.82	\$37.44	The cost of sealed local road resealing has decreased by 18% since last year. This is attributed to a strategic shift in the program towards repairing and strengthening roads with lower traffic volumes, rather than focusing on high-traffic areas. The cost reduction is evident in the reduced thickness of asphalt applied to these lower-volume roads.
[Direct cost of sealed local road resealing/Square metres of sealed local roads resealed]					
Satisfaction					
Satisfaction with sealed local roads	56.00	44.00	46.00	46.00	Result is in the expected range.
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]					

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

Strategies

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

S02

Entrepreneurial powerhouse wins Casey Business of the Year 2024

KDS Gourmet was named Casey Business of the Year 2024 at an awards ceremony held at Bunjil Place on Friday 15 November 2024.

Their innovative business model that rents food trucks to aspiring food entrepreneurs, has transformed the industry by lowering entry

barriers and reducing upfront costs. This allows customers to focus on building their business dreams with confidence.

In recognition of their strong focus on innovation, KDS Gourmet also received the Innovation Award.



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.

Throughout 2024/25, Council collaborated with a broad network of industry, education and training organisations to strengthen employment pathways and support inclusive workforce development for Casey residents.

Key initiatives included:

- Hosting and supporting major events such as the Youth Careers Forum, Aged Care Careers Expo, SELLEN Careers and Try a Trade Expo, and youth-focused workshops as part of the Casey Youth Summit.
- Participating in regional events such as the Cardinia Jobs and Skills Showcase and supporting the SELLEN Job Readiness Bootcamp for school leavers.
- Delivering online ‘Learn from a Local Employer’ sessions, attended by over 250 local job seekers and featuring seven local businesses and training providers.
- Partnering with Chisholm Institute of TAFE to create accessible employment pathways and increase local hiring opportunities.

These programs enhanced job readiness, youth engagement, and access to local employment opportunities, particularly in key growth sectors such as aged care and trades. Council’s efforts reflect a strong commitment to inclusive economic development and community wellbeing.

Implement recommendations from Business-Friendly Council Approvals (PLUS!) program to improve Casey’s statutory planning processes to make it easier to do business in Casey.

Throughout 2024/25, Council supported local business growth and development through its Business Permit Support (BPS) Program, helping over 550 businesses to open or expand their services.

Key initiatives included:

- Launch of a new permit assessment form to help business customers navigate approval requirements.

- Publication of building approval and classification fact sheets and updates to the food premises webpages to improve access to regulatory information.
- Delivery of online support sessions and updates to the Council website to provide clearer guidance for small businesses.
- Strategic partnership with Chisholm Institute of TAFE to strengthen local employment pathways and hiring opportunities.

These efforts reflect Council’s commitment to creating a business-friendly environment and improving the customer experience for Casey’s business community.

Progress the revitalisation of Council land to create opportunities for new civic, community and commercial outcomes.

Building on the outcomes of the strategic review of Council’s Property Portfolio under Strategic Objective 1, Council progressed its Strategic Property Program in 2024/25 with a focus on revitalisation, development and potential disposal of land to deliver improved civic, community, housing and commercial outcomes.

Key highlights included:

- Preparing and reviewing business cases and concept designs for Narre Warren Village sites, including options to relocate Council services and unlock land for industrial development.
- Continuing work on the Bunjil Place Precinct, with timing and staging aligned to market conditions.
- Approving and registering a subdivision in Cranbourne to support the proposed sale of Council-owned land.
- Contributing to the Berwick Village Major Activity Centre Structure Plan to optimise Council land use.
- Supporting the upcoming opening of the Cranbourne Community Hospital.

These activities reflect Council’s strategic approach to managing its property portfolio to deliver long-term value and community benefit.

Aged Care Careers Expo blossoms at Bunjil Place

On Thursday 5 June 2025, the City of Casey proudly hosted the Aged Care Careers Expo at Bunjil Place, bringing together job seekers, training providers and employers in a dynamic showcase of opportunities within the aged care sector. This free event welcomed attendees of all ages, particularly adults and seniors, who were eager to explore pathways into one of Australia’s fastest-growing industries.

With the aged care sector continuing to expand in response to an ageing population, the expo served as a timely and impactful initiative to connect local talent with meaningful career prospects.

Participants had the chance to engage directly with employers and training organisations offering roles and courses in aged care, take part in speed interviews, providing a fast-tracked opportunity to make a strong first impression and learn about career pathways, qualifications, and support services available to help them enter or advance in the sector.

The event was more than a recruitment drive, it was a celebration of purpose-driven work and community care. Attendees left with valuable insights, new connections and a renewed sense of possibility.



Strategic Indicators

Indicator	Commentary
Growth in employment in Casey’s top four strategic sectors (healthcare and social assistance, retail, construction, and education and training).	<p>Council continued to support local employment growth across Casey’s four key strategic sectors: construction, healthcare and social assistance, retail and hospitality, and education and training.</p> <p>Throughout the year, data from the local jobs portal showed steady growth in job opportunities across these sectors. While opportunities were spread across the municipality, Narre Warren recorded the highest number of job listings by year-end, highlighting its role as a major employment hub.</p> <p>Earlier in the year, Cranbourne also showed strong activity, reflecting broad-based growth across the region. This trend demonstrates the positive impact of Council’s ongoing efforts to strengthen Casey’s local economy and create more opportunities for residents.</p>
Status: Achieved	
Number of businesses supported to open in Casey through dedicated assistance program.	<p>Council’s business concierge service played a key role in helping local businesses open and expand throughout the year. A total of 482 businesses wanting to expand or open in Casey received support through the concierge service in 2024/25.</p> <p>This dedicated assistance service continues to be a valuable resource for entrepreneurs and business owners, helping to streamline processes, reduce barriers, and encourage economic growth across the municipality.</p>
Status: Achieved	
Increase in awareness of Casey’s investment support services and business development services.	<p>Council actively promoted investment and business development opportunities throughout the year, using a mix of digital platforms, direct engagement and strategic planning.</p> <p>Key activities and outcomes:</p> <ul style="list-style-type: none">Promotion of business development opportunities via the <i>Backing Business</i> in Casey website and Facebook page and a monthly eNewsletter.Investment opportunities promoted through <i>Choose Casey</i> website and LinkedIn page.Development of an updated Investment Prospectus to showcase Casey’s competitive advantages, scheduled for release by the end of 2025.Council’s investment and business support services featured at events, including the End of Financial Year Business Breakfast.Website improvements made to enhance access to business and permit support services. <p>These efforts have strengthened Casey’s position as a business-friendly city, helping attract investment and support the growth of local enterprises.</p>
Status: Achieved	

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$’000	Budget \$’000	Variance \$’000
Business, Skills and Jobs 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.	1,627	1,775	(148)
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.	3,027	4,311	(1,285)

Strategic Objective 3:

Foster environmentally sustainable practices and work towards being climate ready

Strategies

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

S03

Council hosts inaugural Electric Vehicle Expo at Bunjil Place

On Saturday 9 November 2024, Bunjil Place buzzed with innovation and community engagement as the City of Casey proudly hosted its Electric Vehicle (EV) Expo - a milestone event showcasing the city’s commitment to sustainability and future-focused transport solutions.

The expo attracted more than 700 attendees, eager to explore electric transport. Over 30 vehicles were on display, from passenger cars to commercial EV’s, featuring top manufacturers such as BMW, Mini, Mercedes-Benz, Tesla, Subaru and Nissan. Many visitors took advantage of test drives to experience the smooth, quiet and efficient performance of EVs.

Throughout the event, residents connected with EV owners, industry professionals including representatives from the Australian Electric Vehicle Association, and local advocates to learn about vehicle technology, charging infrastructure, cost savings, and environmental benefits. The open, welcoming atmosphere made it easy for people to see how an electric vehicle could fit into their daily routines.

Council’s EV Expo underscores its growing leadership in environmental innovation and its dedication to building a cleaner, smarter and more resilient future for the community.



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.

Council successfully delivered its annual tree planting program under *Greening Casey* plan, a long-term strategy to increase tree canopy cover and improve urban cooling, amenity and biodiversity across the municipality.

Throughout 2024/25, 25,000 trees were planted in streets and parks, with planting locations prioritised based on four key criteria: thermal hotspots, low tree canopy cover, high heat vulnerability and high pedestrian intensity.

The program’s implementation was embedded into Council’s operational work plans, and community feedback remained positive.

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.

Council completed a comprehensive biodiversity assessment in 2024/25 to identify and protect areas of ecological significance across the municipality.

The study covered 1,704 sites across 5,608 hectares, revealing that 61 per cent of sites contain critical habitat for threatened species and over 85 per cent support at least one threatened floral species.

These findings from the study will inform the development of Casey’s Biolinks Plan, Biodiversity Strategy, and a Planning Scheme Amendment, while also supporting improved landowner and community engagement. The assessment provides a strong evidence base to guide future environmental planning, capital works, and biodiversity education programs.

This work complements Council’s broader environmental initiatives and reflects its commitment to protecting and enhancing Casey’s natural assets.

Empower and educate the community to partner in biodiversity conservation and restoration initiatives.

Council delivered a diverse and engaging biodiversity education and community participation program throughout 2024/25, aimed at raising awareness and fostering stewardship of Casey’s natural environment.

Highlights included:

- Over 12,000 trees planted by residents during events such as National Tree Day and friends group activities, including 1,500 plants planted by Friends of Cardinia Creek.
- Eight new volunteers joined the Gardens for Wildlife program, with multiple site visits and native plant giveaways totalling more than 1300 plants across several events.
- More than 10 community events and workshops were held, including frog nights, waterbug sessions, wildflower pollinator workshops, and biodiversity-themed activities at libraries and kindergartens, engaging hundreds of participants.
- Community nominations commenced for the significant tree register to help identify and protect significant trees across the municipality.
- Ongoing collaboration continued with friends groups and the community reference group, including sharing findings from the biodiversity assessment at the June 2025 meeting with 17 members.

These initiatives supported biodiversity education, conservation action and strengthened community connections to Casey’s natural environment.

Continue implementation of the State Government kerbside waste reforms to ensure waste services across Victoria enable the increased recovery of recyclable materials.

Council continued implementation of the State Government’s Waste Kerbside Reform Program throughout 2024/25, supporting statewide efforts to improve recycling quality and resource recovery.

Major initiatives

- Key milestones included:
- Completion of tender evaluations and awarding of contracts for the bin lid changeover and new bin deliveries.
- Finalisation of bin lid quantity assessments and order placement.
- Delivery of public communications to support the rollout of compliant bin lid colours.
- Continued rollout of compliant bin lid colours for new and replacement kerbside bins.
- Ongoing planning for the introduction of a dedicated glass bin service, targeted for implementation by the end of 2026.

These actions reflect Council’s commitment to aligning with state reforms and improving the effectiveness of local waste services.

Deliver an education program to the community to help reduce the amount of contamination in kerbside services.

Throughout the financial year, Council’s waste education team actively engaged with the community to promote sustainable waste practices, recycling and composting.

The team delivered a diverse range of initiatives and events, resulting in strong community participation and positive feedback.

Key achievements:

- Delivered over 100 sessions and events, engaging with more than 5,000 residents. Sessions included market stalls, school visits, professional development workshops and targeted recycling education.
- Trialled ‘Recycling Right’ sessions for residents with removed bins, supporting quicker reinstatement through improved understanding.
- Active involvement in major sustainability events including Buy Circular (hosted by Sustainability Victoria) and Innovate Casey, featuring presentations and displays.
- Hosted a successful textile and e-waste drop-off event, collecting more than 2200kg of textiles and almost four tonnes of e-waste from approximately 260 households.
- Delivered the Sustainability Victoria grant program,

with recycling messages promoted via bus shelters, billboards, shopping centre signage, and Casey Fields perimeter fencing.

These initiatives reflect Council’s commitment to building environmental awareness, promoting sustainable behaviours, and supporting the community in reducing waste and improving recycling outcomes.

Progress the regional procurement of Advanced Waste Processing services to secure a long-term sustainable solution for managing Council’s kerbside waste.

Throughout 2024/25, the City of Casey continued working in partnership with eight other councils to advance the South East Metropolitan Advanced Waste Processing (SEMAWP) initiative. This regional effort aims to reduce reliance on landfill and deliver more sustainable waste management solutions.

In August 2024, the participating councils signed a Waste Supply Agreement with Maryvale EfW* Project Co Pty Ltd - a consortium comprising Veolia Australia and New Zealand, Opal Australian Paper, and Masdar Tribe Australia. This agreement marks a significant shift in how waste is managed across Victoria, with waste to be processed at the advanced facility in Maryvale, located in the Latrobe Valley.

Council, through its involvement in SEMAWP, is helping lead the transition to more sustainable and innovative waste solutions for the region.

*Energy from Waste

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.

During the year Council made strong progress in delivering the *Climate Action Plan 2022-30*, implementing a range of initiatives to reduce emissions and improve energy efficiency across its facilities.

Key achievements:

- Powered all facilities by renewable electricity through power purchasing agreements and the Victorian Energy Collaboration (VECO).
- Completed a major solar upgrade at Casey Recreation and Aquatic Centre (RACE), with a new 312kW system installed alongside the existing 99kW system.

- Replaced gas hot water systems with efficient electric heat pumps at five community facilities.
- Installed solar batteries at two family and children’s centres to reduce grid reliance and maintain operations during blackouts.
- Began LED lighting upgrades for mercury vapour fittings in carparks and open spaces, with completion expected by August 2025.
- Endorsed a revised environmentally sustainable design (ESD) policy and joined the Council Alliance for a Sustainable Built Environment (CASBE) to strengthen sustainable building practices.
- Progressed building improvement projects, including lighting and HVAC upgrades, and developed a building electrification roadmap.

Through these efforts, Council is reducing emissions and improving energy resilience across its facilities.

Educate the community to prepare for the changing climate and to reduce carbon emissions.

Throughout the year, Council delivered a diverse range of initiatives aimed at fostering climate resilience, sustainability awareness, and community empowerment, including:

- Delivery of “Sustainability with Button the Bandicoot” kits to kindergartens.

- Youth Climate Action Committee (YCAC) activities, including workshops at the Casey Youth Summit, excursions, and a recognition event at Bunjil Place.
- Community engagement at major events such as the Doveton Show and Casey Kids Carnival, where residents explored sustainable living practices.
- Implementation of the Business Energy Savers program, which engaged 164 businesses and facilitated approximately \$117,000 in Federal Government grants.
- Use of innovative engagement tools like the climate adaptation game and Cool Walks to help residents understand and respond to climate challenges.
- Community-led working groups in Blind Bight, Warneet, Cannons Creek and Hampton Park identified key focus areas, ranging from emergency risk education to tree canopy enhancement.

These collective efforts strengthen community resilience, deepen climate awareness, and empower residents to take meaningful action toward a more sustainable and connected future.



City of Casey ignites innovation with Climate Action Living Lab

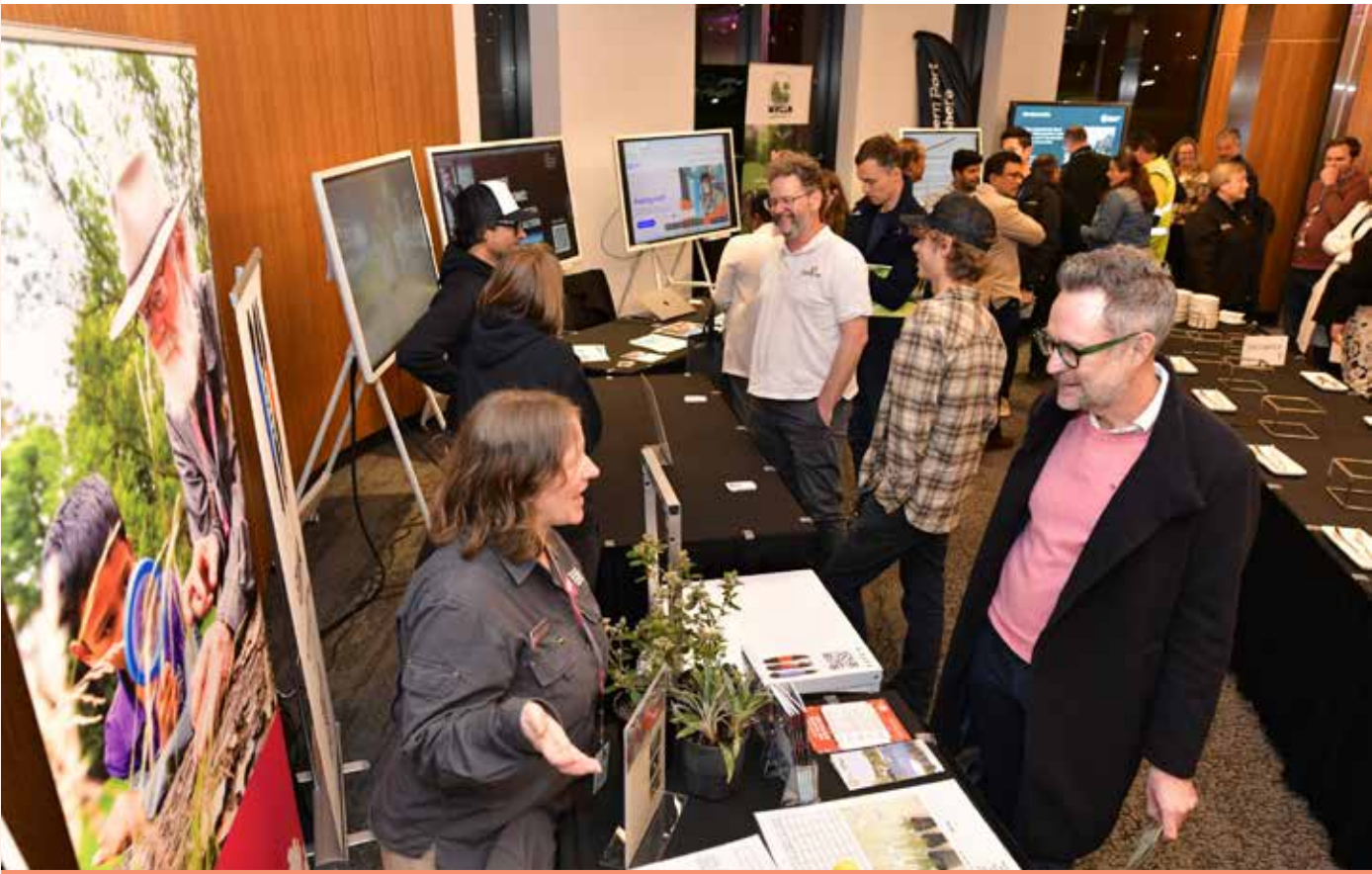
The City of Casey officially launched its groundbreaking Climate Action Living Lab, a bold initiative designed to tackle climate challenges head-on and pave the way for a safer, more sustainable future.

Following a highly competitive application process, six pioneering organisations were selected to partner with Council over a 12-month period from February 2025 to trial innovative, real-world climate solutions across the municipality.

The selected projects are as diverse as they are impactful:

1. Empowering youth through climate education in local secondary schools — delivered by the Monash Climate Change Communication Research Hub.

2. Cultivating endangered native plants with primary school students to boost biodiversity — led by the Royal Botanic Gardens Cranbourne.
3. Trialling UV-C light technology as a chemical-free weed control method in wetlands — a project by Federation University.
4. Deploying mobile battery-powered “Power Droids” to replace diesel generators at Council events — implemented by Equoia.
5. Creating a ‘community of bandicoot buddies’ to protect native wildlife — coordinated by the Western Port Catchment Landcare Network.
6. Establishing a koala corridor to support habitat connectivity — driven by the Mornington Peninsula and Western Port Biosphere Reserve Foundation.



Strategic Indicators

Indicator	Commentary
Support a healthy natural ecosystem. Status: Achieved	<p>Council continued to implement <i>Greening Casey</i> plan, with a focus on increasing tree canopy cover, building climate resilience, and creating greener, more liveable spaces across the municipality.</p> <p>Key outcomes:</p> <ul style="list-style-type: none">• A total of 26,000 trees were planted during 2024/25, exceeding Council’s annual target of 25,000.• An ecological burn was completed to support bushland health and regeneration.• Ongoing bushland management and community education supported long-term environmental outcomes.
Decrease the kerbside contamination rate. Status: Not achieved	<p>Council continued its efforts to reduce contamination in kerbside recycling bins through education, audits, and community engagement.</p> <p>While some progress was made earlier in the year, the final audit showed an increase in contamination, meaning the target to reduce rates was not achieved.</p> <p>Key activities undertaken to reduce contamination:</p> <ul style="list-style-type: none">• Conducted qualitative interviews with residents to better understand recycling behaviours and barriers.• Maintained a strong community presence, leading or attending over 50 events and engaging more than 3,000 people with key messages on recycling right.• Continued the bin inspection program, which involved conducting pre-collection inspections on bins with previous contamination issues. <p>Despite these efforts, the increase in contamination highlights the complexity of behaviour change in waste management. Council will use the insights gathered to refine its approach and better target future education and engagement initiatives.</p>
Enhance community participation in environmental education and events. Status: Achieved	<p>Council delivered a wide range of education and engagement activities throughout the year to promote sustainability and waste awareness across Casey’s diverse communities.</p> <p>Key activities included:</p> <ul style="list-style-type: none">• Partnering with community facilities to deliver tailored Recycling Right sessions.• Presenting to groups such as the Casey Deaf Club (with translators), Chinese Disability Support Group, and attendees at events like the Ageing Well at Home Expo and Inspire Youth School Event.• Leading or attending events, including Berwick Show, Casey Kids Carnival, Clyde Community Centre opening, and Balla Balla Harmony Day, engaging over 3,000 residents.• Promoting sustainability messages through the ‘Green Living in Casey’ Facebook group, newsletters, and public signage.• Featuring key messages in the Casey Catch Up publication and participating in joint initiatives like the sustainability precinct at the Doveton Show.

Strategic Indicators

Indicator	Commentary
Increase the energy sourced from renewable sources for all council buildings, facilities and public lighting.	<p>Council made strong progress in delivering renewable energy initiatives aimed at reducing emissions and improving energy efficiency across its operations.</p> <p>Key achievements:</p> <ul style="list-style-type: none">Since joining the Victorian Energy Collaboration (VECO) on 16 April 2024 - a consortium of 51 councils sourcing renewable energy from Victorian wind farms - all Council buildings are now powered by renewable energy through this agreement.Continued sourcing renewable energy for public lighting through a separate Power Purchase Agreement (PPA). <p>Progressed rooftop solar works across Council facilities, with completion expected by August 2025. Once complete, this will result in an estimated annual emissions reduction of more than 270 tonnes.</p>
Status: Achieved	

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'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.	14,152	12,802	1,350
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.	1,919	2,128	(208)
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.	51,981	58,049	(6,068)

Service Performance Indicators	Results				Material Variations and Comments
	2021/22	2022/23	2023/24	2024/25	
Waste collection					
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000.	6.17	3.64	2.85	8.61	Missed kerbside collection bins have increased by 202% compared to last year. This rise is largely attributed to changes in project activities and reporting mechanisms. Although Quarters 1 and 4 recorded relatively low volumes of missed collections, they were still higher than previous years. In Quarter 2, Casey relied on raw data from a contractor's bin container audit, which was not fully validated due to limited resources to verify whether bins were presented on time. Quarter 3 also used raw data, following a change in how Casey’s waste management team handled reporting. The overall results remain in the expected range
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/ Number of kerbside garbage collection bins]	\$131.17	\$141.34	\$145.96	\$148.22	Result is in the expected range.
Cost of kerbside recyclables bin collection service [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$68.38	\$70.99	\$66.58	\$50.98	The cost of the kerbside recyclables collection service has decreased by 23% compared to last year. This reduction is primarily due to the introduction of the Container Deposit Scheme (CDS) in November 2024, which led to a lower volume of materials being collected—resulting in cost savings. In addition, revenue from CDS eligible containers found in kerbside bins has increased, with the council receiving 50 per cent of that income.

Strategic Objective 4:

Advocate to State and Federal Governments for key service and infrastructure delivery

Strategies

- Secure funding through Council’s advocacy campaign, Connecting Casey, to provide transport, infrastructure and community services

S04

Federal funding for local roads

In February 2025, the Federal Government announced \$41.75 million in funding to upgrade the Thompsons Road and Berwick-Cranbourne Road intersection, a location frequently raised by residents as needing improvement.

Council welcomed the announcement and commenced on next steps, including negotiating a

\$5.69 million contribution with Major Road Projects Victoria (MRPV) to support construction.

This funding is part of broader advocacy efforts by Council, which also include pushing for the full upgrade and extension of Thompsons Road and improvements along the Clyde Road corridor.



Major initiatives

Influence direction and priority actions within the Greater South East Melbourne group of councils to maximise benefit for the Casey community.

Over the year, Council worked with Greater South East Melbourne (GSEM) to support jobs, transport and local businesses in the region. Some of the key actions included:

- Attending the GSEM Jobs and Skills Summit, which helped create a plan to fix skill shortages in the area.
- Sharing local data to help GSEM plan for future growth and job opportunities.
- Talking to the Minister for Employment about problems with local job systems.
- Supporting big projects like the South East Region Airport and plans to reduce emissions.
- Helping set up a GSEM Transport Working Group to improve roads and public transport.
- Pushing for the upgrade of Thompsons Road, a major road in the region.
- Working with GSEM to build strong partnerships and get more support for local businesses.

These actions help improve transport, create more job opportunities and make Casey a better place to live and work.

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.

Throughout 2024/25, Council strongly promoted these key projects to state and federal governments. This included regular meetings with MPs, submissions to government budgets and participation in advocacy groups.

As a result of this work:

- \$10 million was committed to build the Women’s Centre of Excellence.
- \$100 million was committed to upgrade the Berwick-Cranbourne Road, Pattersons Road, Clyde-Five Ways Road intersection.
- \$42 million was committed to the Thompsons Road and Berwick-Cranbourne Road intersection, with the contract awarded to Whelans Group Investments.
- Additional funding was secured for local reserves, road upgrades and planning for future infrastructure.

Council also worked with groups like the National Growth Areas Alliance, Local Government Professionals (LGPro), and Outer Melbourne Councils, and attended national forums to raise Casey’s priorities.

These efforts help secure vital funding, improve transport and community facilities, and ensure Casey continues to grow in a way that supports the needs of its residents now and into the future.

GSEM Jobs and Skills Summit

On 26 March 2025, the City of Casey joined regional partners at the Greater South East Melbourne (GSEM) Jobs and Skills Summit, a strategic event focused on addressing workforce challenges and unlocking employment opportunities across Melbourne’s south-east.

Held in alignment with the Cardinia Jobs and Skills Showcase, the summit brought together local governments, industry leaders, education providers, and community organisations to explore collaborative solutions to skills shortages, youth unemployment, and future workforce needs.

Key priorities discussed:

- strengthening pathways between education and employment

- attracting and retaining skilled workers in growth sectors such as health, construction, and advanced manufacturing
- improving access to training for underrepresented groups
- advocating for infrastructure that supports economic development and workforce mobility

The summit also reinforced Councils advocacy for key projects such as the Clyde Rail Link, Thompsons Road extension, and expanded TAFE and training facilities.

The summit outcomes will inform ongoing regional planning and advocacy, ensuring the south-east remains a thriving, inclusive and future-ready region.



Strategic Indicators

Indicator	Commentary
The level of State/Federal commitments toward infrastructure and services align with Council's advocacy on priorities.	Council's advocacy efforts in 2024/25 led to major funding commitments and increased political interest in the City of Casey's transport and infrastructure priorities. Highlights included: <ul style="list-style-type: none">Significant federal funding commitments for key road upgrades, including:<ul style="list-style-type: none">Thompsons Road (Cranbourne, Clyde North)Clyde Road (Clyde)Evans Road (Lyndhurst, Cranbourne West)Continued state-level interest in transformative projects such as:<ul style="list-style-type: none">The Clyde Rail Link (Clyde, Cranbourne)Thompsons Road extension (Clyde North, Cranbourne East)Council secured Growth Areas Infrastructure Contribution (GAIC) funding for:<ul style="list-style-type: none">Shared paths to enhance active transportExtended bus services improving accessibility across growth areasAdvocacy also extended to broader policy reform areas, including:<ul style="list-style-type: none">Telecommunications planningKindergarten accessFood security Council's strategic advocacy has positioned the City of Casey for future investment and policy reform, with strong engagement from both federal and state representatives.
Status: Achieved	

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Communication and Engagement 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.	3,635	3,732	(97)

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

Strategies

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

S05

Rainbow events shine across Casey

The City of Casey proudly celebrated its ongoing commitment to the LGBTQIA+ community by hosting a vibrant series of rainbow events aimed at promoting equality, safety and connection.

In partnership with the Melbourne Queer Film Festival and Midsumma Festival, Council supported a diverse program of activities including film screenings, community picnics, live performances and inclusive celebrations such as Glitter Groove, the south east’s summer queer party.

These events created welcoming spaces for LGBTQIA+ residents and allies to come together, celebrate diversity and access local support services.

They also helped raise awareness and reduce discrimination, reinforcing Council’s commitment to building a more inclusive and respectful community for all.

Council continues to champion visibility, inclusion and pride.



Major initiatives

Work with children to develop programs that encourage healthy eating, being active and feeling safe.

Council worked closely with young people to improve health, wellbeing and food security in the community. Some of the key actions included:

- Running sessions at the Casey Youth Hub to co-design food-related projects that teach practical skills like growing, preparing and cooking food, while celebrating cultural traditions.
- Planning a community garden at the Narre Warren Youth Centre, with young people helping to design it and once built will help maintain it.
- Supporting the Kids Co-designing Healthy Places project, which gathered feedback from children and young people about what matters most to them.

The top concerns were:

- better parks and public spaces
- feeling safe and included
- reducing exposure to drugs and crime
- delivering school and youth group sessions on healthy eating, being active and feeling safe.

Feedback and data collected helped inform the Health and Wellbeing Focus Areas in the new *Council Plan 2025-29*.

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.

Throughout the year, Council worked to make facilities more welcoming and accessible for older residents. Key achievements included:

- Using the new *Open Spaces Strategy* to guide upgrades at Ray Bastin Reserve, including seniors exercise equipment (due for completion July 2025), and in the planning of the redevelopment of Doveton Pool in the Park.
- Installing defibrillators at ten public sites often used by older people, helping improve safety and confidence. Locations included Casey Fields Athletics Track, Wilson Botanic Park, Endeavour Hills Library, and several senior centres.
- Running campaigns to promote access to facilities and increase senior-led groups.

- Reviewing hire agreements and rates to make it easier for older people to utilise community spaces.
- Assessing how accessible Council facilities are and improving transport options for older people who need extra support.

Work in partnership with the community to support the activation of a new Family and Community Centre in Clyde North to increase opportunities for families to access key services.

Throughout 2024/25, Council worked closely with the Clyde community to open and activate the new Family and Community Centre. The centre officially opened on 29 March 2025, offering a kindergarten run by Kids First, Maternal and Child Health services and flexible spaces for programs like storytime, music therapy and parenting support.

To strengthen community involvement, the Clyde Township Residents Committee was formed and new programs were introduced. The centre also welcomed the Lions Club of Casey and hosts groups like the first-time parents’ group.

Community use of the space continues to grow, with 51 per cent utilisation recorded up to the end of June 2025.

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.

Throughout 2024/25, Council made strong progress on the first year of the *Innovate Reconciliation Action Plan (RAP) 2024-26*.

Key achievements included:

- Embedding reconciliation principles across the organisation to build cultural awareness and inclusive practices.
- Launching a public progress tracker on Council’s website to keep the community informed.
- Creating a staff engagement strategy with immersive learning experiences like ‘Your Special Place’ staff installation, Koorie Heritage Trust Workshops and Living Culture Guided Walks
- Hosting the first community event for National Reconciliation Week, involving collaboration across multiple teams.

Saturday sessions boost access to vital child health services

In a major win for Casey families, the introduction of Saturday Maternal and Child Health (MCH) sessions has significantly improved access to essential health checks for children.

Launched in May 2025, the initiative aims to re-engage families of children aged 2 and 3.5 years by offering targeted Saturday appointments. These sessions provide greater flexibility for working parents and carers, helping ensure children receive timely developmental assessments and support.

This initiative has already led to a 25 per cent increase in participation among 2-year-olds and a 10.5 per cent increase among 3.5-year-olds - a clear sign that families are engaging when services are available at times that suit them.

This initiative was developed in response to rising demand and long-standing workforce challenges that had impacted service accessibility over recent years. With Casey recording the highest birth rates in Victoria, Council recognised the urgent need to adapt.

Alongside the Saturday sessions, Council has partnered with Mirvac to open interim MCH sites in growth areas and launched Victoria’s first MCH workforce strategy to attract and retain skilled staff.

Together, these efforts are helping ensure that families across Casey can access the support they need to thrive, when and where they need it most.



Strategic Indicators

Indicator	Commentary
Form a greater understanding of community needs and decision making at a place-based (local) level through data and research. Status: Achieved	<p>Council delivered key research initiatives in 2024/25 to strengthen evidence-based planning and service delivery.</p> <p>Highlights included:</p> <ul style="list-style-type: none">• The Casey Health and Wellbeing Household Survey 2024 was completed and analysed. Insights from the survey directly informed the Health and Social Profile and shaped key Health Focus Areas in the <i>Council Plan 2025–29</i>.• The Barriers to Accessing Community Services Survey was delivered to identify challenges and opportunities for improving service quality and accessibility across Casey.• The Social Research Hub was launched to centralise research and data for staff, including the Household Survey Dashboard, which enables exploration of survey results by demographic group. This supports more targeted planning and helps deliver better outcomes for Casey’s diverse community.
Increase opportunities for community participation in community events and social groups to reduce social isolation. Status: Achieved	<p>Council delivered a broad and consistent range of programs throughout 2024/25, aimed at fostering social connection and reducing isolation across the Casey community.</p> <p>During the year, an estimated 5,540 programs were delivered, averaging approximately 462 programs per month. Between 44 per cent and 53 per cent of these programs were classified as social inclusion activities, supporting diverse participation and community wellbeing.</p>
Improve community led preparedness to plan for and mitigate local emergency risk. Status: Achieved	<p>Council supported a range of initiatives throughout 2024/25 to strengthen emergency preparedness and build local resilience.</p> <p>Highlights included:</p> <ul style="list-style-type: none">• Approximately 550 emergency preparedness packs distributed at various events including the Casey Kids Carnival, Warneet Market, and Ageing Well at Home Expo.• Holding the first Person-Centred Emergency Preparedness (PCEP) workshop was held, helping residents assess and plan for emergencies.• Establishing two community-led Climate Resilient Working Groups in Hampton Park and Blind Bight/Warneet, to plan local resilience projects.• Council also engaged diverse communities through market stalls, multicultural events, and targeted outreach, including flood risk awareness for businesses.
Increase the utilisation of Council managed facilities. Status: Achieved	<p>Council-managed facilities were consistently activated throughout the year, supporting a wide range of community programs and activities.</p> <p>Facility utilisation averaged approximately 43 per cent across 2024/25 compared to 42 per cent in 2023/24.</p> <p>Continued activation of Council facilities has supported diverse programming and increased opportunities for community participation across Casey.</p>

Strategic Indicators

Indicator	Commentary
Build community capacity and sense of belonging to reduce reliance on community services.	Council delivered a wide range of initiatives in 2024/25 to support health, inclusion and social connection across Casey's diverse communities. Highlights included:
Status: Achieved	<ul style="list-style-type: none">• Successful delivery of the 'Wiser Driver' workshops with 44 participants. Evaluation and promotion led to additional funding for future delivery.• Delivery of Women's Health Circles and Salamati Women's Program, which provided culturally sensitive health education and mental health support for Afghan and newly arrived women.• Supporting major events including International Women's Day, Rainbow Picnic, and 16 Days of Activism, promoting inclusion, safety, and community connection.• Launch of the <i>Rainbow Action Plan 2024-28</i> to strengthen support for LGBTIQ+ communities.• Delivery of over 100 social events during the Ageing Positively Festival and hosting an Aged Care Roadshow attended by 268 older residents.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'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.	17,754	19,160	(1,406)



Strategic Objective 6:

Ensure good governance and transparent decision making

Strategies

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

S06

Transparency for our community with open data exchange

In June 2025, the City of Casey expanded its Open Data Exchange platform, reinforcing its commitment to transparency and community engagement.

The updated platform now includes detailed insights into Council decisions, Councillor voting records, and Council meeting outcomes, making it easier for residents to stay informed and involved.

This initiative supports open governance by providing accessible, real-time data that empowers the community to understand how decisions are made and who is making them.

It reflects Council’s broader strategy to build trust and accountability through digital innovation to ensure local government remains transparent, inclusive, and responsive to community needs.



Major initiatives

Deliver professional development and networking opportunities for Casey Community Leadership Program alumni to support and enhance their leadership journey.

Throughout 2024/25, Council supported the Casey Catalyst Leadership Group, an alumni network of the Casey Community Leadership Program, to continue building leadership and community connections.

Highlights included:

- Formation of a leadership group made up of 19 alumni from past program cohorts.
- Delivery of two of the four planned events for 2025:
 - April event: brought together Councillors and alumni for networking and shared learning.
 - June event: focused on networking, with short presentations and group discussions on key themes.

These activities help past participants stay connected, grow their leadership skills, and continue making a positive impact in their communities.

Deliver the Return to Elected Councillors Program to ensure Councillor induction meets the needs and expectations of Council and the community.

Council delivered a comprehensive induction program to support newly elected Councillors in their roles.

The program began in November 2024 and included:

- Governance and integrity training, including sessions with Independent Broad-based Anti-Corruption Commission (IBAC) and Maddocks Lawyers.
- A municipal bus tour to help Councillors understand local challenges and opportunities.
- Briefings on strategic planning, land use and community engagement.
- Training on child safety, gender equality and reconciliation.

- Workshops on advocacy, media and messaging, Freedom of Information (FOI) and confidentiality, delegations and unreasonable complaint conduct.

All mandatory training was completed within the required timeframe, and Councillors signed their declarations in March 2025.

Council also joined the Victorian Local Governance Association (VLGA) to support ongoing learning and networking.

This program is ongoing and ensures Councillors are well-equipped to lead effectively, make informed decisions, and represent the community with confidence and integrity.

Casey supports stronger lobbying reforms

In response to the findings of the Independent Broad-Based Anti-Corruption Commission (IBAC) through its *Operation Sardon Special Report*, the City of Casey has publicly supported stronger lobbying reforms aimed at improving transparency and accountability in local government.

Council welcomed the proposed changes, which seek to reduce the risk of undue influence and ensure lobbying activities are conducted ethically and in the public interest.

These reforms align with Casey’s broader commitment to integrity, good governance and restoring public trust in decision-making processes.

By endorsing these reforms, Council continues to demonstrate leadership in promoting ethical standards and transparent governance across the sector.



Anderson Hunt, *Iron Landscape*, 2008, cast iron, Casey RACE, Cranbourne East

Strategic Indicators

Indicator	Commentary
<p>Participation and engagement in the Community Leadership Program.</p> <p>Status: Achieved</p>	<p>The 2024 Community Leadership Program (CLP) concluded with a graduation ceremony on 17 October 2024 at Bunjil Place, with all participants joining the CLP alumni.</p> <p>Across the final workshops, attendance remained strong, with consistent engagement from participants.</p> <p>The program supported emerging community leaders to build skills, confidence and connections to positively contribute to their communities.</p> <p>Its successful delivery has strengthened local leadership capacity and continues to foster community engagement through its alumni network.</p>
<p>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.</p> <p>Status: Achieved</p>	<p>During the year, 5.13 per cent of Council resolutions were made at Council meetings closed to the public.</p>
<p>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.</p> <p>Status: Achieved</p>	<p>Council significantly expanded its community engagement efforts in 2024/25 through its online platform, Casey Conversations, and other channels.</p> <p>Highlights included:</p> <ul style="list-style-type: none">• 57 community consultations launched throughout the year, showcasing Council’s commitment to inclusive decision-making. Campaigns included:<ul style="list-style-type: none">- Community Local Law Review 2025- Concept design for the proposed Cranbourne Hub- Road Management Plan 2025- Disability Inclusion Action Plan- Climate Resilient Casey Plan- Domestic Animal Management Plan- Berwick Springs Wetland Dog-Friendly Park• 84,650+ visits to Casey Conversations, reflecting strong public interest and digital engagement.• 12,506 feedback submissions received, demonstrating active community participation in shaping local decisions. <p>These results highlight Council’s commitment to inclusive and transparent decision-making. By providing accessible engagement opportunities on key local projects, Council continues to strengthen community voice and involvement in shaping Casey’s future.</p>

Strategic Indicators

Increase community trust in Council.	The 2025 overall trust score was 55 out of 100, as reported in the independent Community Satisfaction Survey. This result marks a seven-point decline from the 2024 score of 62, indicating a moderate drop in public confidence in Council’s ability to deliver on its roles and responsibilities.
Status: Not achieved	Despite the decline, the results present a clear opportunity for Council to rebuild trust and shift perceptions through a continued focus on transparency, responsiveness and community engagement.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$’000	Budget \$’000	Variance \$’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.	(2,405)	2,247	(4,652)
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.	9,360	9,080	279

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2021/22	2022/23	2023/24	2024/25	
Governance					
Transparency					
Council decisions made at meetings closed to the public [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x 100	15.84%	5.81%	4.23%	5.13%	Council makes very few decisions in closed Council meetings, with a strong preference for transparent decision making in open Council meetings. While Council did make slightly more confidential resolutions in 2024/25 than it did the previous year, the overall result is still within the expected range.
Attendance					
Councillor attendance at council meetings [The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x 100	95.24%	94.44%	91.67%	100%	Attendance results remained within the expected range throughout the year. It's worth noting the transition from Administrators to Councillors during this period: the first four months were overseen by three Administrators, followed by eight months with 12 Councillors in attendance. Councillors demonstrated consistent engagement, with attendance levels aligning with expectations and reflecting their active involvement.
Service Cost					
Cost of elected representation [Direct cost of the governance service/ Number of Councillors elected at the last council general election]	\$210,132.31	\$192,850.33	\$240,062.67	\$56,722.85	There has been a 76% decrease in the cost of elected representation since last year. The decrease in cost of elected representation reflects the return of Councillors during the year. The cost for the current year is within the expected range.

Strategic Services

The strategic services that contribute to this strategic objective are:

Service Performance Indicators	Results				Material Variations and Comments
	2021/22	2022/23	2023/24	2024/25	
Governance					
Satisfaction					
Satisfaction with council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	52.00	48.00	51.00	42.00	Council continues to work hard to make decisions in the best interest of the community. While the score is lower than previous years, the overall result is within the expected range. Council will continue to focus on high quality community engagement and clear reporting to improve decision making on behalf of the community.
Statutory Planning					
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	94.00	131.00	119.00	102.00	There has been a 14% decrease in time taken to decide planning applications since last year. As compared to last year, the results show that we are making decisions faster. This positive result could be attributed to continued focus on process, staff development and reform by State Government resulting in streamlined assessment pathways.
Service Cost					
Cost of statutory planning [Direct cost of the statutory planning service/ Number of planning applications received]	\$2,697.52	\$3,467.66	\$3,543.77	\$3,758.58	Result is in the expected range.
Decision Making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application/ Number of VCAT decisions in relation to planning applications] x 100	42.86%	69.23%	31.58%	50.00%	There has been a 58% increase in council planning decisions upheld at VCAT since last year. This may be attributed to fewer appeals overall being made to the Tribunal than previous years, including proportionately fewer appeals against Council's failure to grant a permit and appeals against permit conditions.



Strategic Objective 7:

Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit

Strategies

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

S07

Innovate Casey: driving sustainability and future-focused innovation

On Thursday 12 June 2025, the City of Casey hosted its flagship Innovate Casey event at Bunjil Place, bringing together community members, businesses and thought leaders to explore innovative approaches to sustainability and climate action.

The event featured keynote speaker Arielle Breit, who shared insights on the intersection of human culture, technology and nature.

Attendees also engaged with presentations and panels covering topics such as climate action, biodiversity, and renewable energy, with

contributions from partners involved in the Climate Action Living Lab.

Innovate Casey provided a platform for:

- showcasing local and regional sustainability initiatives
- fostering cross-sector collaboration
- encouraging community-led innovation

The event highlighted Council’s commitment to supporting innovation, sustainability and collaboration as key drivers of community progress.



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.

Council improved how customers interact with services by making it easier to get help and complete tasks online. Key updates included:

- Better website content for common enquiries like rates, animals and infringements.
- Improved communications for requests submitted via Snap Send Solve.
- New and updated online forms, including:
 - a permit assessment form
 - a copy of rates notice form
 - a third-party authority form

Council also introduced a case management function to help resolve more complex enquiries and provide extra support when needed.

Work is underway to improve customer experience for enquiries related to health, family, community safety, building, planning and permits, with changes expected later in 2025.

These improvements make it easier for customers to get answers quickly, complete tasks independently, and receive support when needed, leading to a better overall experience with Council services.

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.

Council worked closely with the community and newly elected Councillors to shape the future direction of Casey through the development of two key strategic documents: the *Long-Term Community Vision 2035* and the *Council Plan 2025–29*.

This process included:

- Extensive community engagement through the Shape Your City 2024 program to understand long-term goals and priorities.
- Multiple workshops with Councillors to review community feedback, discuss future planning and refine the draft documents.

The final strategic documents were formally endorsed by Council in June 2025. These documents set a clear direction for the future, ensuring Council’s work reflects community aspirations and guides future investment and service delivery.

Implement the Smart Casey Launchpad Program to improve the use of technology, innovation and data across our growing city.

Council delivered a range of initiatives under the Smart Casey Launchpad Program to improve liveability, sustainability and service delivery through technology and data. Key achievements included:

- Launch of the Councillor transparency page, improving public access to information.
- Hosting the Innovate Casey event, celebrating innovation with a focus on sustainability.
- Installation of sensors and digital infrastructure at leisure and sporting facilities to support safety, planning and maintenance.
- Use of data insights to guide decisions and improve services:
 - AFL oval usage data supports seasonal renovations and stakeholder discussions.
 - Traffic data around Woolepe Way, Cranbourne East, informs planning for the Mini-Stadium.
 - Athletics entry data supports funding applications and targeted cleaning.
 - Dog park usage data helps align maintenance with actual demand.
 - Expansion of Council’s Open Data Platform, including new datasets like kindergarten information and open space mowing frequency.
 - Positive community feedback on smart infrastructure, including the smart bench at Banjo Patterson Park, Lynbrook.

Strategic Indicators

Indicator	Commentary
Keep our customers more informed of the progress of their requests reducing the need for customers to contact Council.	<p>In 2024/25, Council focused on improving transparency and proactive communication to keep customers informed throughout the lifecycle of their requests.</p> <p>The implementation of the Customer Service Delivery Model (CSDM) played a central role, introducing case management for complex enquiries to ensure regular updates and reduce the need for follow-up contact.</p>
Status: Achieved	<p>Enhancements to email, chat, and Snap Send Solve communications provided timely and consistent progress updates, while revised templates and policies helped set clear expectations from the outset.</p> <p>These efforts have led to a more responsive and reassuring customer experience, with improved visibility and confidence in Council services.</p>
Grow self-serving channels to make it easier to connect with Council.	<p>Council significantly expanded its digital self-service offerings in 2024/25, making it easier for customers to engage with services at their convenience.</p> <p>New and improved online forms were introduced for a wide range of requests, including rates, permits, fencing, animal issues, and parking.</p>
Status: Achieved	<p>The redesigned ‘Contact Us’ page and enhancements to Snap Send Solve further streamlined access to services.</p> <p>These developments have empowered customers to complete tasks independently, on their preferred device and schedule.</p>
Ensure customers’ expectations are managed from first point of contact, to reduce duplication and delay in the system.	<p>Throughout 2024/25, Council strengthened its approach to managing customer expectations by refining processes and improving first-contact resolution.</p> <p>Staff training and automation, particularly for waste-related enquiries, enabled clearer guidance and reduced the need for repeat contact. Updated website content and communication templates ensured customers received accurate, relevant information from the outset.</p>
Status: Achieved	<p>These improvements have helped minimise delays and duplication, creating a more efficient and predictable service experience.</p>
Implement a refreshed and contemporary Council operating model that achieves the expected benefits.	<p>In 2024/25, Council made strong progress in implementing a refreshed operating model designed to improve service delivery and organisational clarity.</p> <p>Key achievements included the development of a new Customer Service Delivery Model (CSDM) to enhance how customers connect with community services, and the launch of the Casey Business Model document to guide staff and support new leaders.</p>
Status: Achieved	<p>These initiatives are embedding a more modern and customer-focused way of working, helping Council deliver services with greater clarity, efficiency and responsiveness to community needs.</p>

Improve the overall efficiency of Council's operations.	<p>In 2024/25, Council advanced several key projects aimed at improving operational efficiency and delivering better service outcomes for the community.</p> <p>A major milestone was the successful launch of the first phase of upgrades to Council's core business systems, streamlining finance, asset and supply chain management processes.</p> <p>Additional improvements, including upgrades to payroll systems, payment platforms, and facility bookings, are progressing well and will make it easier for residents to interact with Council services.</p>
Status: Achieved	
Number of public / private partnerships that directly supports and facilitates pathways into employment for Casey residents.	<p>In 2024/25, Council partnered with more than 45 organisations to support job readiness, youth engagement and workforce development across Casey. These partnerships helped connect residents, particularly young people, with employment opportunities and local industries through a range of targeted initiatives, including:</p> <ul style="list-style-type: none">• Youth Careers Forum – supporting young people to explore career pathways.• Aged Care Careers Expo – connecting job seekers with opportunities in the care sector.• SELLEN Careers and Try a Trade Expo – showcasing vocational pathways and hands-on trades.• Casey Youth Summit workshops – building skills and confidence for future employment.• Participation in regional events – including the Cardinia Jobs and Skills Showcase and SELLEN Job Readiness Bootcamp.• ‘Learn from a Local Employer’ sessions – bridging the gap between local businesses and jobseekers.
Status: Achieved	
Improve the shareability of data between agencies and partners for more innovative solutions to meet community needs.	<p>In 2024/25, Council continued to share Geographic Information System (GIS) data and insights through the Open Data Platform, supporting greater transparency and collaboration.</p> <p>As additional datasets became available across the organisation, they were shared in line with data custodian guidelines to ensure responsible and secure access.</p> <p>This approach enabled agencies and partners to develop more innovative, data-informed solutions that benefited the Casey community.</p>
Status: Achieved	

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Customer Enables us to deliver efficient, consistent, and personable customer interactions that meet our customers' needs and expectations via the channel they prefer.	8,315	8,380	(65)
Finance Provides all elements of financial management associated with the delivery of services and the management of Council. Leads the development and implementation of the long-term financial plan. 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.	4,947	4,360	587
Information Technology Ensure that information, technology, and digital services provided to the City of Casey are consistent, secure, fit-for-purpose and aligned to strategic intent.	17,869	17,946	(77)
People Provides employment advice and support, recruitment, learning and development, health and safety, and industrial/employee relations for Council.Ensures Council have the right people in the right roles to deliver services for the community.	10,493	9,326	1,168
Strategy and Innovation The Strategy and Innovation service works across the organisation on opportunities to deliver increased value to our community and improve performance.	24,046	9,829	14,217





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**OUR
ORGANISATION**
06

Our Organisational Structure

Chief Executive Officer



Glenn Patterson
Chief Executive Officer

Council is the governing body that appoints a CEO. The CEO has responsibility for the day-to-day management of operations in accordance with the strategic direction of the Council Plan.

The CEO and three Directors from the Executive Leadership Team (ELT) lead the organisation. The CEO also has Strategy, Innovation and Transformation directly reporting to the CEO Office.

Directors



Jen Bednar
Director Customer and Corporate Services

Areas of responsibility:

- Communications and Corporate Governance
- Customer and Digital
- Financial Services
- People and Culture
- Information Technology



James Collins
Director City Planning and Infrastructure

Areas of responsibility:

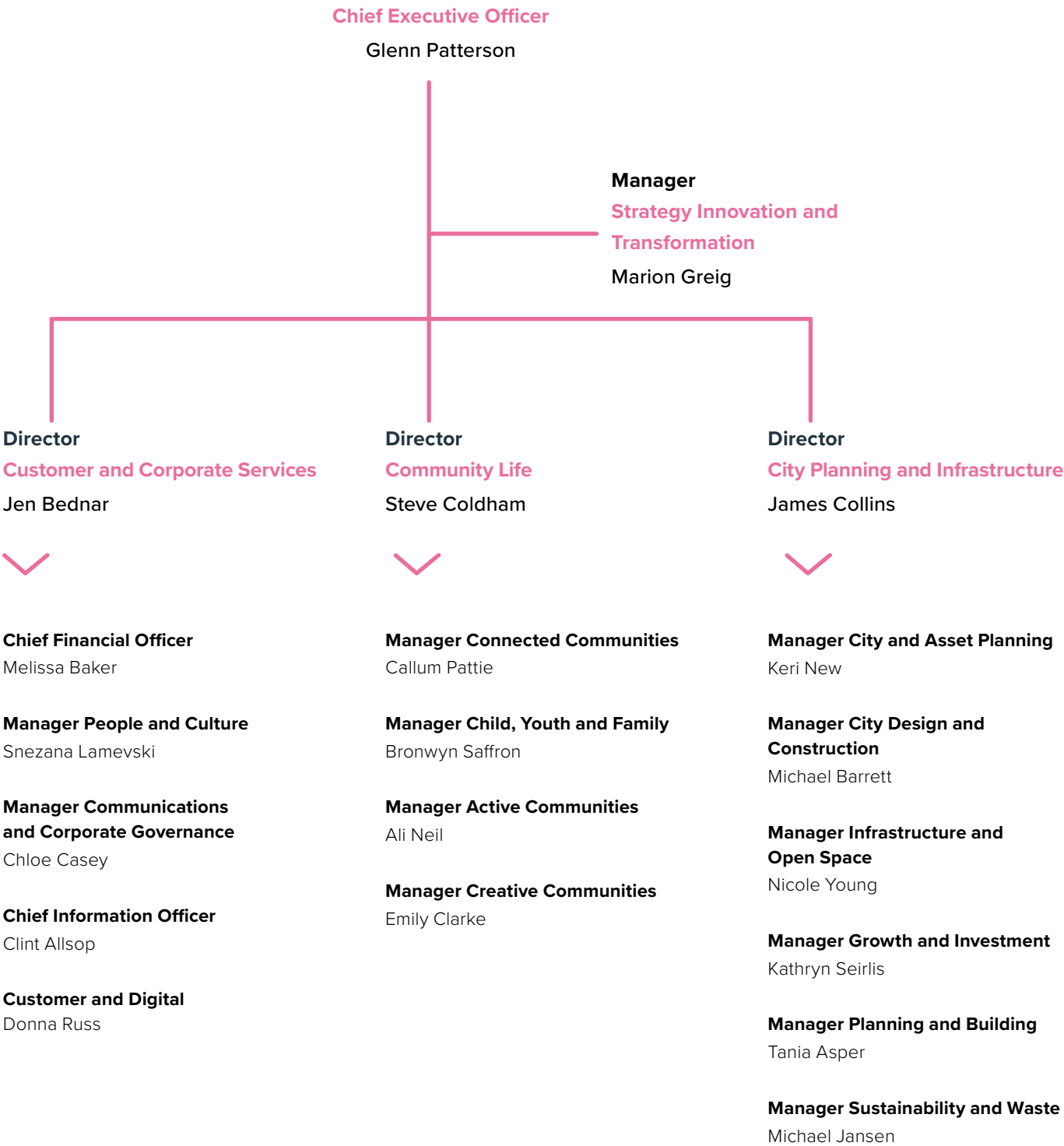
- City and Asset Planning
- City Design and Construction
- Growth and Investment
- Infrastructure and Open Space
- Planning and Building
- Sustainability and Waste



Steve Coldham
Director Community Life

Areas of responsibility:

- Active Communities
- Child Youth and Family
- Connected Communities
- Creative Communities



As at 30 June 2025

Our Staff

A summary of the number of Council staff represented by full-time equivalent (FTE), employment type, division and gender as at 30 June 2025 is set out below.

Division	Male	Female	Not specified	Total FTE
	FTE	FTE	FTE	
Full Time Employees				
CEO and Strategy, Innovation and Transformation	10	22	0	32
City Planning and Infrastructure	188	117.84	0	305.84
Community Life	72	232.89	1	305.89
Customer and Corporate Services	71	111	0	182
Total	341	483.73	1	825.73
Part-Time Employees				
CEO and Strategy, Innovation and Transformation	0	2.41	0	2.41
City Planning and Infrastructure	5.73	26.6	0	32.33
Community Life	19.42	245.67	0.39	265.48
Customer and Corporate Services	2.12	36.38	0	38.5
Total	27.27	311.06	0.39	338.72
Casual Employees				
Total	4.27	10.59	0	14.86
Grand total	372.54	805.38	1.39	1,179.31

Note: Grand Total FTE includes Casual employees.

A summary of Council staff represented by full-time equivalent (FTE), employment classification and gender as at 30 June 2025 is set out below.

Classification	Male	Female	Not Specified	Total FTE
	FTE	FTE	FTE	
Band 1	12.59	16.54	0	29.13
Band 2	0	1.57	0.39	1.96
Band 3	30.72	8.04	0	38.76
Band 4	42.18	58.15	0	100.33
Band 5	68.32	161.81	1	231.13
Band 6	108.22	136.92	0	245.14
Band 7	53.84	88.83	0	142.67
Band 8	34	32.10	0	66.10
Senior Officer	17	32.84	0	49.84
Maternal & Child Health Nurse (universal, enhanced and sleep)	0	52.75	0	52.75
Maternal & Child Health Nurse Coordinator (all services)	0	7.73	0	7.73
Lactation Consultant in Maternal Child and Health	0	0.59	0	0.59
Kindergarten Assistant	0.80	91.68	0	92.48
Kindergarten Teacher	1.60	105.24	0	106.84
Team Leader Pre-school field officer	0	0	0	0
Pre-school field officer	0	0	0	0
Trainee	0	0	0	0
Casual Employees	4.27	10.59	0	14.86
Grand Total	375.54	805.38	1.39	1,179.31

Note: Grand Total FTE includes Casual employees.

Enterprise Agreement

The *Casey City Council Enterprise Agreement 2024* entered the bargaining process on 1 July 2024, which reviewed core terms and conditions, including pay increases, leave entitlements, and flexibility provisions.

The agreement is a crucial component of the employment framework at the City of Casey, and a key driver in supporting the delivery of the Council’s Employee Value Proposition to attract, retain and support a high-performing workforce to deliver quality services to the local community.

The agreement was put to vote late 2024, concluding with a high level of staff engagement seeing a vote from 84 per cent eligible voters; of those received a 70 per cent favoured vote of ‘yes’.

Following the successful staff vote the new Enterprise Agreement was submitted to the Fair Work Commission and approved. The approved Agreement commenced operation in January 2025, with an expiry date of 30 June 2028.

Under the Agreement, future pay increases in July 2025, 2026 and 2027 are dependent on the State Government determined Local Government Rate Cap percentage.

Note - This update does not apply to our Early Education Teachers and Educators, whose pay and other conditions will be part of the future Early Education Employees Agreement (EEEA), which is currently being negotiated between the Municipal Association of Victoria (on behalf of 23 Councils) and the Australian Education Union.

Equal Employment Opportunity program

The City of Casey is committed to fostering a diverse and inclusive workplace, embedding the principles of Equal Employment Opportunity (EEO) throughout its recruitment practices.

In 2025, Council continued to implement a range of workforce development initiatives to support both current and prospective employees.

Key actions included:

- **Job application toolkit:** available on the Casey Careers Portal, this resource offers comprehensive support to applicants, particularly those from culturally and linguistically diverse (CALD) backgrounds, helping to improve access to employment opportunities.
- **Disability awareness training:** Council has maintained its focus on enhancing hiring managers’ understanding of disability through ongoing training programs, including those delivered by JobAccess. Council also actively supports the International Day of People with Disabilities.
- **Future You program:** reintroduced in early 2025, this initiative provides limited tenure employment opportunities to Casey residents from diverse backgrounds who face barriers to recruitment and accessibility. The program uses a modified recruitment process and was recognised as a finalist in the 2024 SEEK Star Awards.
- **Inclusive language and job advertisement review:** revision of used language to ensure it is inclusive alongside a review of job advertisements for attraction of diverse applicants.
- **Aboriginal cultural competency:** in alignment with Council’s Reconciliation Action Plan, work has commenced on developing an Aboriginal cultural competency program.
- **Community engagement:** Council actively participates in career fairs and visits secondary colleges within the municipality to promote career pathways and opportunities.
- **Enhanced recruitment processes:** improvements were made to the reasonable adjustment process and the handling of self-disclosed information throughout the applicant journey.
- **Circle Back commitment:** for the second consecutive year, Council has upheld its status as a Circle Back employer, ensuring every job applicant receives a response, reinforcing transparency, respect and inclusivity in recruitment.

Professional development

The City of Casey supports the ongoing growth and development of all staff by providing a comprehensive corporate learning program that addresses a broad range of development needs. Study assistance is also offered to encourage employees to pursue education and self- development as part of their career progression and ambitions.

Casey’s capability framework aims to clarify the behaviours, skills, knowledge and capability needed to enhance organisational effectiveness today and develop a workforce that is future-ready for continued growth, and able to meet evolving needs of the community.

Council has commenced the process of transitioning the framework into business as usual with the aim of Council wide implementation to build employees potential. The implementation of the capability framework is integral to the *People Strategic Service Plan* and Strategic Workforce planning.

This ensures that the workforce can help the city achieve its strategic priorities while addressing specific needs identified through performance and development plans and employee surveys.

Council encourages all staff to be proactive in their growth and development, expects its leaders to enable and support this, and is committed to providing quality, relevant and engaging learning programs.

Gender equality / Prevention of violence against women

Local councils play a critical role in delivering essential services and are responsible for promoting gender equality both within the workplace and in the community.

The *Gender Equality Act 2020* mandates Victorian public sector organisations to develop and implement a Gender Equality Action Plan (GEAP). As such Council have developed and implemented the *Gender Equity Action Plan 2022–2026*. This plan sets out Council's commitments and comprehensive workforce data which is compiled, reviewed, and reported to the Commission for Gender Equity in the Public Sector to provide a clear and compelling narrative about our workforce and highlight opportunities for improvement.

These opportunities include:

- Preventing and responding to workplace sexual harassment
- Establishing our architecture (systems, policies and data)
- Building gender equality awareness, commitment and capacity

In support of these priority areas, the following programs, training and events were undertaken during the year:

- sexual harassment training and active bystander training
- development of an in-house sexual harassment resource page with links for reporting, policy, leader's guide and investigation process all in one spot
- development of a gender impact assessment hub
- gender impact assessment trainings provided for staff

Health and Safety

Over the 2024/25 year, Council focused on prevention, early support and embedding health, safety and wellbeing into its daily operations.

Council's Early Intervention Program continues to make a significant difference by providing timely support for both work-related and personal injuries, helping to reduce claims. Council's proactive approach to injury management and claims also continues to support staff in returning to work safely and helps leaders manage complex situations with care and confidence.

Significant progress was made during the year, identifying psychosocial risks through the continuation of the Job Task Analysis stage of the Council's Psychosocial Project.

This has strengthened how Council identifies and addresses mental health risks alongside physical hazards. Council continues to see an improvement in hazard and incident reporting, leading to faster issue resolution and increased accountability across the board.

The recruitment of a Strategic Security and Safety Advisor has also strengthened how Council manages physical security risks and created a stronger link to psychosocial safety, especially in addressing occupational violence and ensuring its people feel safe at work.

Council remains committed to building a culture where health, safety and wellbeing are integral to its work, ensuring its people stay safe, well, and able to do their best work for the community.

Below outlines some of the key activities and performance in relation to key health and safety objectives:

Initiatives	Performance
Incident reporting system enhancement	Council completed a comprehensive review of its incident reporting system. This review led to targeted improvements that have enhanced psychosocial safety reporting and overall reporting capabilities. The system is now more user-friendly and accessible for staff, making it easier for issues to be reported and for leaders to act on them promptly.
Employee influenza vaccination program	Council offered a free influenza vaccination program to all employees. Participation in the program saw a slight increase from the previous year, with 26 per cent of employees choosing to receive the vaccine.
Psychosocial safety	Council endorsed a three-year initiative to strengthen psychosocial safety across the organisation. This project focuses on identifying and managing psychosocial risks, building awareness and capability among staff, and ensuring policies and procedures reflect Council's commitment to a mentally healthy and supportive workplace.
Strategic claims management	<p>Council has successfully reduced its worker compensation costs through a strategic and disciplined approach to claims management. By collaborating closely with managers and its insurer, the Council has strengthened its ability to effectively manage and, where appropriate, defend claims.</p> <p>This ensures the protection of organisational resources while maintaining fair and timely support for injured employees. This rigorous approach not only safeguards the organisation's financial sustainability but also reinforces its commitment to responsible workplace injury management.</p>

Our Volunteers

The City of Casey is fortunate to have a dedicated community of local volunteers who regularly contribute their time, energy, and expertise to support their fellow residents and play an essential role in delivering valuable services and programs across the city.

During the past year, our volunteers have delivered more than 35,000 meals to vulnerable residents and provided over 4,500 transport trips to assist older residents in attending important medical appointments.

Additionally, volunteers have contributed to running kindergarten programs, community events, and the learner driver mentor program.

Beyond the Council's own volunteers, thousands of individuals throughout Casey devote their time to supporting community groups, sporting clubs and not-for-profit organisations.

Council is deeply grateful for the amazing contributions of all its volunteers, both past and present. Their dedication and selfless service have had a profound impact on the community, and Council extends its heartfelt appreciation for their invaluable efforts.





GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

07

Lightfall, Royal Botanic Gardens Cranbourne, 2025

Governance

Councils' legislative framework

The City of Casey is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community.

Council has a number of roles including:

- Considering the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating for the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council remains committed to effective and sustainable democratic and corporate governance, recognising it as essential to meeting the community’s priorities.

Councillors

The City of Casey entered a new chapter with the official declaration of its newly elected Councillors on 11 November 2024, marking the end of the Administrator-led period and the beginning of renewed local representation.

To support a smooth transition, the Victorian Government appointed two municipal monitors to oversee the new Council for a 12-month period. Their role is to provide independent advice and ensure the effective and transparent operation of local government.

The return of elected representatives followed a four-year period during which three Administrators were appointed by the Minister for Local Government after the dismissal of the previous Council in February 2020. The Administrators fulfilled the role of Council until the election in October 2024, concluding their responsibilities with the election of Mayor Cr Stephan Koomen and Deputy Mayor Cr Melinda Ambros.

This transition represents a significant milestone for the City of Casey, restoring community representation and reaffirming Council’s commitment to good governance, transparency and public trust.

Community engagement and decision-making

The community has multiple opportunities to provide input into decision-making, including through consultation processes, working groups and advisory committees.

Formal decision-making processes are conducted through Council meetings, while most decisions are delegated to Council staff in accordance with adopted policies.

During the year, community interest in Council decision-making continued to grow. This was reflected in a 27 per cent increase in Freedom of Information (FOI) applications compared to the previous year, with many requests becoming more complex.

Governance and integrity

To support these decision-making structures and uphold Council’s commitment to ethical leadership, a suite of governance mechanisms was strengthened through updated frameworks and legislative reforms.

Most notably, the *2024 Governance and Integrity Amendments* introduced enhancements such as the *Model Councillor Code of Conduct*, mandatory training, and strengthened internal procedures to reinforce transparency, accountability and integrity in Council operations.

In preparation for the return of elected Councillors, the City of Casey undertook a comprehensive review of key governance policies and procedures, along with other foundational documents to ensure robust governance practices were in place.

Staff training was also delivered to support those with limited experience working in a political environment, helping build confidence and understanding of Council processes.

Conflict of interest

Councillors and Administrators are required by legislation to act in the best interests of the community. This is a position of trust that requires them to act in the public interest. When a Council delegates its powers to a Council employee or a special committee, the committee or employee also needs to act in the public interest.

A conflict of interest occurs when personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty.

A register is maintained to record all disclosed conflict of interests. During 2024/25, four conflicts of interest were declared.

Delegated Committees and Community Asset Committees

Under the *Local Government Act 2020*, Councils may establish:

- Delegated Committees to exercise specific powers, duties, or functions on behalf of the Council, as outlined in an Instrument of Delegation.
- Community Asset Committees for the purpose of managing a community asset within the municipal district, as per section 65(2) of the Act.

No new Delegated Committees or Community Asset Committees were established during 2024/25, however, existing committees continued to operate.

Meetings of Council

Council conducted open public meetings on the third Tuesday of each month during 2024/25. Members of the community were welcome to attend these meetings and observe from the gallery. All Council meetings were live streamed, with a total community reach of almost 13,000 viewers. Council meetings also provided the opportunity for community members to submit a question to the Council or make a submission.

Meeting attendance

The below table details attendance by Councillors at Council meetings and Delegated Committee Meetings up to 30 June 2025.

Councillor	Council Meetings	Delegated Committee Meetings	Total Meetings attended
Cr Stefan Koomen (Mayor)	9	9	18
Cr Melinda Ambros (Deputy Mayor)	9	6	15
Cr Scott Dowling	9	7	16
Cr Kim Ross	9	1	10
Cr Gary Rowe	8	3	11
Cr Michelle Crowther	9	2	11
Cr Dave Perry	9	1	10
Cr Shane Taylor	9	3	12
Cr Carolyn Eaves	9	3	12
Cr Lynette Pereira	9	3	12
Cr Jennifer Dizon	9		9
Cr Anthony Walter	8		8

Allowances and Expenses

Councillor, Monitor and Administrator allowances

The Administrator allowances are set by the Minister of Local Government. In accordance with Section 75 of the Act, Council is required to reimburse a Councillor, Monitor or Administrator for expenses incurred while performing their duties.

The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Councillors, Monitors and Administrators to enable them to discharge their duties.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses.

Councillors, Monitors and Administrators allowances and expenses for 2024/25:

Councillor	Allowance including Superannuation	Travel and Vehicle Expenses	Conferences Training and Development	Other	Total
Cr Stefan Koomen (Mayor)	\$80,766.57	\$156.03	\$16,649.27	\$259.24	\$97,831.11
Cr Melinda Ambros (Deputy Mayor)	\$41,264.79		\$11,394.82	\$514.47	\$53,174.08
Cr Scott Dowling	\$24,931.83		\$10,330.00	\$362.83	\$35,624.66
Cr Kim Ross	\$24,931.83	\$54.56		\$725.47	\$25,711.86
Cr Gary Rowe	\$24,931.83			\$397.37	\$25,329.20
Cr Michelle Crowther	\$24,931.83	\$318.56	\$9,113.64	\$382.87	\$34,746.90
Cr Dave Perry	\$24,931.83			\$604.23	\$25,536.06
Cr Shane Taylor	\$24,931.83			\$382.87	\$25,314.70
Cr Carolyn Eaves	\$24,931.83			\$382.87	\$25,314.70
Cr Lynette Pereira	\$24,931.83			\$382.87	\$25,314.70
Cr Jennifer Dizon	\$24,931.83			\$397.37	\$25,329.20
Cr Anthony Walter	\$24,931.83			\$363.60	\$25,295.43

Monitor	Allowance including Superannuation	Travel and Vehicle Expenses	Conferences Training and Development	Other	Total
Cameron Boardman	\$61,499.55	\$5,002.80		\$504.48	\$67,006.83
Peter Stephenson	\$65,436.34	\$820.81*		\$219.66	\$66,476.81

Administrator	Allowance including Superannuation	Travel and Vehicle Expenses	Conferences Training and Development	Other	Total
Nolene Duff	\$145,034.58			\$207.24	\$145,241.82
Cameron Boardman	\$72,518.05			\$260.29	\$72,778.34
Miguel Belmar	\$72,518.05				\$72,518.05

* Monitor has access to a Council fleet vehicle

Audit and Risk Committee

The Audit and Risk Committee’s role is to monitor, review and advise Council on the standard of its financial control, risk management and corporate governance.

The Committee assists Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management, and fostering an ethical environment. As part of this role, Council provides the Audit and Risk Committee with the Good Governance Report and the Statutory and Ethical Compliance Report, enabling the committee to review and provide oversight on these key areas of compliance and integrity.

The committee consists of five members appointed by Council: two Councillors, Cr Carolyn Eaves and Cr Lynette Pereira, and three independent external members, Mr John Nguyen (Chairperson), Ms Carol Pagnon, and Mr Ernest Stabe, each appointed for a three-year term.

The Committee meet five times a year, with one meeting dedicated to the end-of-year financial and performance statements. The Internal Auditor, Chief Executive Officer, Chief Financial Officer and Manager Communications and Corporate Governance attend all Audit and Risk Committee meetings. Other management representatives attend as required to present reports.

The external auditors attend twice a year to present the financial and performance statements and audit strategy. Minutes from each Audit and Risk Committee meeting are subsequently reported to and considered by Council.

External Audit

Council is externally audited by the Victorian Auditor-General. For 2024/25, the annual external audit of Council’s Financial Statements and Performance Statement was conducted by the Victorian Auditor-General’s Office (VAGO). VAGO also presented the Financial Audit Strategy.

The final management letter, along with management’s responses and the Annual Financial and Performance Statements, will be presented to the Committee at its meeting in September 2025.

Internal Audit

Council’s internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. Internal audit services are provided by an external provider with extensive local government experience. A risk based three-year Internal Audit Plan is revised annually to ensure the audit resources remain focused on the appropriate areas.

The review process considers Council’s risk framework,

the council plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes, and management input. The three year and annual Audit Plans are reviewed and approved by the Audit and Risk Committee annually. The internal auditor attends Audit and Risk Committee meetings to report on the status of the annual Audit Plan, present the three- year Strategic Internal Audit Plan and to present findings of completed reviews.

The responsible managers for each area reviewed are required to attend Audit and Risk Committee meetings to respond to questions in relation to the reviews. All audit issues identified are risk-rated. Recommendations are assigned to the responsible manager and tracked by Council in an appropriate management system. Managers provide quarterly action status updates that are reviewed and reported to the Executive Leadership Team and the Audit and Risk Committee. Quality assurance is measured through the annual Audit and Risk Committee self-assessment and completion of the Internal Audit Plan.

Risk Management

Council’s Enterprise Risk Management Framework is an organisation-wide commitment to consistent management of risk. The framework and supporting documents align to the international standard for risk management – AS/NZS ISO 31000:2018 and the Victorian Government Risk Management Framework.

Risk management planning is an organisation-wide exercise. Each department has a risk profile with strategies to minimise and manage identified risks. Monitoring of high-level and strategic risks is reported regularly to Council’s Executive Leadership Team, Audit and Risk Committee and Council. Clear risk appetite guidelines allow staff to make decisions within agreed risk boundaries, encouraging flexibility and accountability. Setting and communicating risk appetite within the organisation also supports effective governance, strategy, culture, and reporting.

Council manages legislative compliance risks. In 2024/25, almost 3,000 legislative obligations were risk-assessed, assigned to a staff members and tracked for compliance. Tracked compliance obligations are reported to the Audit and Risk Committee quarterly.

A comprehensive prevention of fraud and corruption program has been in place since 2008, with Council employees regularly attending online training on how to recognise and report fraud and corruption.

The purpose of Council’s Business Continuity Plan is to build organisational capability to support the critical functions of Council in the event we have an interruption affecting our buildings, technology, or resources.



Governance and Management Checklist

The following are the results in the prescribed form of Council’s assessment against the prescribed governance and management checklist.

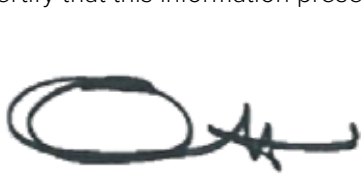
Governance and Management Item	Assessment	Date
Community Engagement Policy (Policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act	20/11/2024
Community Engagement Guidelines (Guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	20/11/2024
Financial Plan (Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act	17/06/2025
Asset Plan (Plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act	17/06/2025
Revenue and Rating Plan (Plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act	17/06/2025
Annual Budget (Plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act	17/06/2025
Risk Policy (Policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation	21/06/2023
Fraud Policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	12/04/2022
Municipal Emergency Management Planning (Participation in meetings of the Municipal Emergency Management Planning Committee)	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year	06/08/2024 12/11/2024 18/02/2025 13/05/2025
Procurement Policy (Policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by Council)	Adopted in accordance with section 108 of the Act	15/12/2022
Business Continuity Policy (Plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation	21/01/2020

Governance and Management Item	Assessment	Date
Disaster Recovery Plan (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation	01/03/2021
Complaint policy (Policy under section 107 of the Act outlining Council's commitment and approach to managing complaints)	Policy developed in accordance with section 107 of the Act	14/12/2021
Workforce plan (Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation)	Plan developed in accordance with section 46 of the Act	12/06/2023
Payment of rates and charges hardship policy (Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)	Current policy in operation	29/06/2021
Risk Management Framework (Framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	29/01/2020
Audit and Risk Committee (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act	17/09/1996
Internal audit (Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged	17/07/2015
Performance reporting Framework (A set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current framework in operation	12/12/2017
Council Plan report (Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report	20/08/2024 10/12/2024 18/03/2025 17/06/2025
Quarterly budget reports (Quarterly reports to Council under section 97 of the Act, comparing budgeted results and explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97(1) of the Act	15/10/2024 10/12/2024 18/03/2025 17/06/2025

Governance and Management Checklist (continued)

Governance and Management Item	Assessment	Date
Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented	24/09/2024 17/12/2024 25/03/2025 24/06/2025
Performance reporting (Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)	Performance reports prepared	15/10/2024 18/03/2025
Annual report (Annual report under sections 98 and 99 of the Act containing a report of operations and audited financial performance statements)	Presented at a meeting of Council in accordance with section 100 of the Act	15/10/2024
Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters)	Code of conduct reviewed and adopted in accordance with section 139 of the Act	18/05/2025 (Model Councillor Code of Conduct)
Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act	S5: 23/09/2021 S6: 16/04/2025 S7: 16/04/2025 S12: 30/05/2025 S13: 16/04/2025 S14: 16/04/2025 S16: 16/04/2025
Meeting Procedures (Governance rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act	18/06/2024

I certify that this information presents fairly the status of Council's governance and management arrangements.



Glenn Patterson
Chief Executive Officer
Dated: 16 September 2025



Cr Stefan Koomen
Mayor
Dated: 16 September 2025





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**STATUTORY
INFORMATION**
08

Documents available for public inspection

In accordance with section 57 and 58 of the *Local Government Act 2020*, documents and information available to the public will be managed as set out in Council’s Public Transparency Policy.

A list of documents available for inspection under the various Acts Council is subject to, can be found in Council’s Part II Statement in accordance with section 7 of the *Freedom of Information Act 1982*.

Contracts

Councils Procurement Policy is consistent with section 108 of the *Local Government Act 2020* (the Act).

For Council contracts greater than a value of \$200,000 (including GST), Council conducts strategic reviews to determine the following:

- whether the service is still required
- the strategic approach for delivering and providing the service
- how the service aligns to Council’s strategic objectives
- analysis of the supplier market
- the best procurement methodology and delivery.

Council issued 45 tenders and executed 70 contracts in 2024-25. Service categories include:

- capital and infrastructure work
- operational services
- financial services
- technology
- consultancy and other work
- community services

Council did not enter any other contracts valued at \$200,000 (including GST) or more for goods and services without engaging in a competitive process, outside of the exemptions process allowed by its Procurement Policy.

Disability access and inclusion

Southern Region Disability Alliance (SRDA)

The SRDA is a partnership between the City of Casey, Cardinia Shire Council, and the City of Greater Dandenong. The Alliance brings together people with disability, carers, service providers, and local government officers to strengthen regional collaboration and improve outcomes for people with disability and their families.

During the period, SRDA undertook a strategic refresh to clarify its purpose and confirm its role as a connector across the region and align its activities with shared values and available resources. The development of a new Memorandum of Understanding commenced, establishing updated governance arrangements and reaffirming the commitment of partner councils to coordinated, community-led inclusion.

Disability Inclusion Action Plan (DIAP)

Council made substantial progress during the year in advancing disability inclusion across the organisation. Central to this effort was the implementation of the *Disability Inclusion Action Plan (DIAP)*, which embeds inclusive practices into Council’s governance, workforce development, service delivery and public spaces.

The DIAP outlines clear actions and priorities, shaped by extensive community consultation and aligned with Council’s broader strategic goals.

A key milestone was the formal adoption of the DIAP by Council on 15 April 2025, accompanied by the release of an accessible online version and an animated video. These resources were designed to ensure that information about the plan—and Council’s commitment to disability inclusion—was accessible to a wide and diverse audience.

Disability Access and Inclusion Advisory Group (DAIAG)

The DAIAG played a central role in shaping the DIAP. Comprising of people with lived experience of disability, carers and sector representatives, DAIAG provided critical insight into policy, program, and service decisions. Meeting monthly, the group ensured that Council’s actions remained grounded in lived experience and responsive to local needs, significantly strengthening the relevance and impact of the DIAP.

To honour the contributions of local advocates, a morning tea was held for DAIAG members following the adoption of the DIAP. This informal gathering recognised the vital role community members have played in shaping and supporting Council’s approach to disability access and inclusion.

Inclusive culture and workforce capability

Building internal capability remained a key priority in fostering inclusive workplaces and services. During the reporting period, 34 hiring managers completed JobAccess training, equipping them with practical tools and knowledge to support inclusive recruitment practices and attract a more diverse workforce.

Council also expanded the Hidden Sunflowers Program, delivering training to customer-facing staff at Bunjil Place to help them recognise and assist people with hidden disabilities. This initiative has created a more welcoming environment and sparked broader conversations about respectful and inclusive customer service.

Community engagement and awareness

Raising awareness and fostering understanding were key priorities in 2024/25. Council delivered disability inclusion presentations to staff and community groups, including a session at St Francis Primary School in Lynbrook, helping children explore concepts of diversity and empathy.

To mark the International Day of People with Disability (IDPD), Council hosted a high-impact community event in partnership with Dr Emma Fulu. The event focused on online safety and the lived experiences of marginalised groups, aligning with the global 16 Days of Activism campaign. It amplified community voices and highlighted the importance of digital inclusion and respectful online environments.

Accessible events and built environments

Inclusive design was a core focus this year, with DAIAG members directly involved in shaping the accessibility of events and public spaces. a quiet space was co-designed at Bunjil Place to support neurodivergent and sensory-sensitive visitors, offering a calm retreat within a busy cultural hub.

An access assessment at Wilson Botanic Park informed the redesign of a new accessible car park, improving the experience for visitors with mobility and access needs. Council also collaborated with the Royal Botanic Gardens Victoria to pilot a relaxed version of the Lightfall event at the Royal Botanic Gardens Cranbourne, featuring a sensory story and low-stimulus entry, demonstrating how inclusive practices can be embedded in mainstream cultural programming.

Partnerships and innovation

Council partnered with Monash University Occupational Therapy students to co-design components of an Accessibility Assessment Tool tailored to local needs. The project explored ways to measure not only physical access but also sensory and cognitive experiences - an important step toward more inclusive environments.

Council also contributed a disability-inclusive perspective to the National Road Safety Action Group Steering Committee, helping inform safer street and school crossing designs that reflect the needs of people with disability.

Inclusive emergency management

Inclusive planning is essential for building resilience in times of crisis. In 2024/25, DAIAG members participated in a relief centre exercise coordinated by Council’s Emergency Management team. Their insights helped identify barriers and opportunities to improve accessibility in emergency response and recovery planning.

Carers recognition

The City of Casey recognises the vital contribution carers make to the wellbeing of individuals, families and the broader community. In line with the *Carers Recognition Act 2012 (Vic)*, Council took meaningful steps in 2024/25 to uphold its responsibilities under Section 11 of the Act.

Carers played an active role in shaping the *Disability Inclusion Action Plan (DIAP)*, contributing valuable insights through focus groups and ongoing participation in the Disability Access and Inclusion Advisory Group (DAIAG). Their lived experience helped ensure that the needs of people in care relationships were embedded throughout Council’s inclusive planning efforts.

To further support and celebrate carers, Council partnered with Different Journeys to host Carers Cuppas events at Wilson Botanic Park and the Old Cheese Factory. These gatherings provided carers with opportunities to connect, share experiences, and access information in a welcoming and supportive environment, recognising their essential role in the community.



Domestic Animal Management Plan

Over the last year, the City of Casey has made ongoing progress in implementing the *Domestic Animal Management Plan* (DAMP). Council have produced and delivered animal management initiatives, educated residents on responsible pet ownership topics, promoted the value of pet registration, and ensured the safety and harmony of both residents and animals within Casey.

Casey has 35,198 cats and dogs registered within the municipality. A total of 928 dogs and 2,040 cats were collected and impounded after they were found off their property and unable to be reunited due to lack of registration.

Local Laws Officers investigated 395 dog attacks and rush offences resulting in 23 dogs being seized pending court outcomes. A total of 30 briefs of evidence were collated, with 23 matters prosecuted, which all resulted in successful outcomes. Seven matters are still outstanding in court.

During the year, programs and campaigns were carried out to encourage responsible pet ownership in our municipality. These included:

\$5 pet registration week

In an effort to encourage pet registration, Council held a \$5 pet registration week from 15 July to 19 July 2024. This highly successful initiative offered significantly reduced registration fees for cats and dogs. The community responded enthusiastically, resulting in a remarkable 912 new pet registrations.

Due to its overwhelming success, this promotion is planned as a key objective in the upcoming *Domestic Animal Management Plan 2026-2029*, reinforcing Council's ongoing commitment to improving animal registration and responsible pet ownership across the municipality.

City of Casey cat desexing program

Council launched a cat desexing program, supported by a \$25,000 government grant and an additional \$5,000 from Council. This program provides discounted cat desexing services to eligible Casey residents holding concession cards. Aimed at tackling cat overpopulation and promoting responsible pet

ownership, the program has already desexed 62 cats and implanted 37 microchips in partnership with the National Desexing Network.

To further support this initiative, 22 cat traps were purchased to help manage stray populations, and surrender services are offered for unwanted cats.

With 2,040 cats impounded in the past year and only 103 reclaimed, these figures highlight the significant challenge of unowned and semi-owned cats in Casey and underscore the program's importance. Council is pleased with the program's success so far and remains committed to continuing this vital work.

Key achievements

Pet registration door knocking campaign

Council undertook a proactive door knocking campaign, visiting 1,064 properties across the municipality. The goal was to promote responsible pet ownership by encouraging the registration of cats and dogs. Registration not only helps Local Laws Officers reunite lost animals with their families but also plays an important role in community safety and planning.

Animal investigations

Over the past 12 months, Council continued its vital role in ensuring community safety and responsible pet ownership through its animal management investigations. These investigations are an essential part of maintaining public safety, supporting pet owners in meeting their responsibilities, and addressing community concerns. Officers work diligently to investigate each matter, educate pet owners where appropriate, and take enforcement action when necessary to ensure compliance with the *Domestic Animals Act 1994* and any relevant Local Laws.

One of the most significant animal investigation achievements this year was a large-scale animal welfare case involving collaboration with multiple agencies, including Victoria Police and the RSPCA. As a result of this joint effort, 41 dogs were seized from the property. These animals are now available for adoption, and a comprehensive brief of evidence has been compiled. The accused individuals are currently facing more than 400 charges in relation to the case.



Food Act Ministerial Directions

In accordance with Section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in the annual report. No such Ministerial Directions were received by Council during the 2024/24 financial year.



Freedom of Information

In accordance with section 7(4AA) (a) and 7(4AA) (b) of the *Freedom of Information Act 1982*, Council is required to publish certain statements in their annual report or separately such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately in a document called a Part II Statement which can be found on the Freedom of Information section of our website, however, Council provides the following summary of the application and operation of the *Freedom of Information Act 1982*.

The *Freedom of Information Act 1982* provides members of the community with a legally enforceable right of access to documents held by Council, unless exemptions apply. Common exemptions include documents containing material obtained in confidence (such as the details of complaints about neighbourhood nuisances such as barking dogs), personal information where release would be unreasonable (including the details of an individual's health or financial position) and material of a commercially sensitive nature. Reasons are provided if requests are refused and the applicant is advised of the appeal rights that apply.

Requests under the *Freedom of Information Act 1982* should be directed to:

Freedom of Information Officer

City of Casey
PO Box 1000
Narre Warren 3805
Tel: 9705 5200
Email: caseycc@casey.vic.gov.au

All requests must be in writing giving sufficient information to enable Council to identify the document sought.

An application form is available from the Freedom of Information Officer who can also provide advice on the wording of the request or downloaded from Council's website.
From 1 July 2024, the application fee is \$33.60 and the charge for searching is \$25.20 per hour.

There were 135 Freedom of Information requests lodged in 2024/25. For more information, contact the Freedom of Information Officer.



Privacy compliance and reporting

Council is required to comply with the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*. Under these Acts, Council must be as transparent as possible in how it collects, uses, stores, and protects the personal and health information it holds.

Council is committed to protecting individuals' right to privacy and ensuring the responsible and fair handling of personal information, in accordance with the privacy principles outlined in the legislation. These principles guide Council's statutory functions and activities to safeguard privacy.

Council's Privacy Policy is available from all Council offices and can be viewed on Council's website at casey.vic.gov.au/privacy.

Council maintains an established process for receiving, logging, actioning, and managing requests for information in accordance with the *Privacy and Data Protection Act 2014* and other relevant legislation. The Request for Information document is available for download on Council's website at casey.vic.gov.au/privacy.

During the year, privacy compliance activities included the development of tailored Privacy Impact Assessments, timely responses to data breaches, and the preparation of collection statements to ensure transparency in data handling.

For further queries regarding privacy matters and the handling of personal information, please contact:

Privacy Officer

City of Casey
PO Box 1000
Narre Warren 3805
Tel: 9705 5200
Email: caseycc@casey.vic.gov.au

Public interest disclosure procedures

The *Public Interest Disclosures Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

In accordance with section 70 of the Protected Disclosure Act 2012, Council must include in their annual report information about how to access the procedures established by the Council under Part 9 of that Act.

Procedures on how to make a disclosure were reviewed in August 2024 and are publicly available on Council's website. Council is also required to provide certain information about the number and types of public interest disclosure complaints during the financial year.

During 2024/25, there was one disclosure under section 21(2) of the *Public Interest Disclosures Act 2012*.

Road Management Act Ministerial Directions

In accordance with Section 22 of the *Road Management Act 2004*, Council must publish a copy of summary of any Ministerial Direction in its annual report.

No such Ministerial Directions were received by Council during the 2024/25 financial year.



Generation Clay: Reimagining Asian Heritage
Installation view, Bunjil Place, 2024.
Photo: Christian Capurro



DEVELOPMENT CONTRIBUTIONS PLAN

09

Development Contributions Plan

Table 1: Total DCP levies received in 2024/25 financial year

City of Casey	Year Approved	DCP	Levies Received \$
Lyndhurst	2002	DCP003	148,690
Old Cranbourne East	2008	DCP004	502,047
Fountain Gate-Narre Warren CBD	1997	DCP007	8,385
Cranbourne East	2010	DCP010	2,838,325
Cranbourne North	2011	DCP011	4,112,366
Cranbourne West	2010	DCP012	13,737,898
Clyde North	2011	DCP013	6,162,965
Botanic Ridge	2013	DCP014	1,115,153
Clyde	2014	DCP015	12,472,976
Berwick Waterways	2014	DCP018	4,031,435
Brompton Lodge	2016	DCP019	1,842,869
Total			46,973,109

Table 2: DCP land, works, services or facilities accepted as works-in-kind in 2024/25 financial year

Name of DCP	Year Approved	Project ID	Project Description	Item Purpose	Project Value (\$)
Clyde	2014	RD-57.1-02 L	4 Nelson	ROAD	1,129,930
Cranbourne East	2010	RD08	Property 12, 1305 Ballarto Rd	ROAD	45,954
Cranbourne East	2010	RD09	Property 1215 Ballarto Rd	ROAD	891,627
Cranbourne North	2011	RD12	Property E3- 1545 Thompsons Rd	ROAD	4,384
Cranbourne North	2011	OS05	Property E5 - Oreana	AOSPACE	540,000
Clyde North	2011	RD10	Honour Village	ROAD	1,302,737
Botanic Ridge	2013	IN06	Kingbird	ROAD	1,072,102
Clyde	2014	RD-54-01A C	Five Farms (DCP allows 323m)	ROAD	1,769,930
Clyde	2014	RD-54-01 L	Property 20 - Frasers Precinct 2	ROAD	1,317,420
Clyde	2014	RD-54-04A C	Five Farms WIK	ROAD	229,085
Clyde	2014	IN-53-16 L	Property 20 Five Farms	ROAD	273,000
Clyde	2014	IN-54-03 C	Five Farms Precinct 1	ROAD	827,465
Clyde	2014	RD-54-03A C	BPG Riverfield Square 1675 Ballarto Rd (440m)	ROAD	1,891,405
Clyde	2014	RD-54-03 L	Property 51A Riverfield Square	ROAD	1,789,900
Clyde	2014	RD-54-03 L	Property 51B Riverfield Square	ROAD	1,932,350
Clyde	2014	IN-54-13 C	deliver by Browns	ROAD	2,598,766
Clyde	2014	IN-54-14 C	Browns delivery	ROAD	2,152,567
Clyde	2014	IN-54-14 L	Property 51	ROAD	236,250
Clyde	2014	IN-54-18 L	Property 51	ROAD	455,000
Berwick Waterways	2014	RD01-C	353-355 Centre Rd	ROAD	91,006
Berwick Waterways	2014	P01-L	Property 10 (353-355 Centre Road)	AOSPACE	3,561,349
Brompton Lodge	2016	RD01-C	Part 3	ROAD	2,384,194
Brompton Lodge	2016	IN05-C	Brompton delivery	ROAD	982,792
Total					27,479,214

Table 3: Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

Name of DCP	Year Approved	Total Levies Received (\$)	Total Levies Expended (\$)	Total Work-in-kind accepted (\$)	Total DCP Contributions received (Levies and Work-in-kind) (\$)
Brompton Lodge	2016	8,943,238	3,223,794	18,024,473	26,967,711
Total		8,943,238	3,223,794	18,024,473	26,967,711

Table 4: Land, works, services or facilities delivered in 2024/25 financial year from DCP levies collected

DCP Name	Year Approved	Project ID	Project Description	DCP Fund Expended (\$)	Works-in-kind accepted (\$)	Councils Contributions (\$)	Other Contributions (\$)	Total Project Expenditure (\$)
DCP004	2000	N/A	Land for DCP10- RD01a Casey Fields Blvd	815,268	0	0	0	3,512,575
DCP006	2000	N/A	Berwick Springs Wetlands Reserve - Masterplan Implem	100,669	0	0	0	100,669
DCP009	2000	N/A	Dog Park	5,000	0	0	0	5,000
DCP009	2000	N/A	Berwick Springs Wetlands	123,514	0	0	0	123,514
DCP010	2010	RD01L-(a)	Widen road reserve to 34m width between nth edge UGB & Garden St 0.64 ha	903,982	0	2,697,306	0	3,601,288
DCP010	2010	RD08	Widening Ballarto Rd to achieve 34 mtr Rd reservation	0	45,954	0	0	45,954
DCP010	2010	RD09	Construct Ballarto Road-b/w SGHwy and Casey Fields Blvd	212,425	891,627	0	0	1,104,052
DCP011	2011	RD12	Land intersection Thompsons Rd & Bray Blvd 0.2 h/a	0	4,384	0	0	4,384
DCP011	2011	OS05	Land William Thwaites Bld Recreation Reserve 8.4 h/a	0	540,000	0	0	540,000
DCP012	2000	RD13	Construction of Missens Road	2,823,091	0	0	0	2,823,091
DCP013	2010	RD10	Nth-SNth-Sth Arterial/Loc Tw n Ctr SignallIntersect 3	0	1,302,737	0	0	1,302,737
DCP013	2010	CI03	Clyde North - FCC (80s Springleaf Ave)	257,847	0	1,442	0	259,289
DCP013	2010	CI04	Clyde North - FCC (80s Springleaf Ave)	22,184	0	0	125,660	147,844
DCP013	2010	AR03	Clyde North - AOS2 (600 (i) Bells Rd)	2,172,664	0	0	0	2,172,664
DCP013	2010	AR05	Clyde North - AOS 3 (20s Springleaf Ave)	3,806,643	0	0	1,711,553	5,518,196
DCP014	2012	IN06	Browns Rd Connector C4 Intersection	0	1,072,102	0	0	1,072,102

Development Contributions Plan

Table 4: Land, works, services or facilities delivered in 2024/25 financial year from DCP levies collected (continued)

DCP Name	Year Approved	Project ID	Project Description	DCP Fund Expended (\$)	Works-in-kind accepted (\$)	Councils Contributions (\$)	Other Contributions (\$)	Total Project Expenditure (\$)
DCP015	2014	RD-54-01A C	Hardys Road (Berwick-Cranbourne Road Road to Bells Road	0	1,769,930	0	0	1,769,930
DCP015	2014	RD-54-01 L	Hardys Road (Berwick-Cranbourne Road Road to Bells Road	0	1,317,420	0	0	1,317,420
DCP015	2014	RD-54-03A C	Tuckers Road (Ballarto Road to Hardys Road)	0	1,891,405	0	0	1,891,405
DCP015	2014	RD-54-03 L	Tuckers Road (Ballarto Road to Hardys Road)	0	3,722,250	0	0	3,722,250
DCP015	2014	RD-54-04A C	Bells Road (Pattersons Rd to Hardys Road)	0	229,085	0	0	229,085
DCP015	2014	RD-57,1-02 L	Casey Fields Boulevard	0	1,129,930	0	0	1,129,930
DCP015	2014	IN-53-01 C	Thompsons Road / Berwick-Cranbourne Road	4,034,584	0	0	0	4,034,584
DCP015	2014	IN-53-11 C	Bells Road / Sofra Road	1,333,595	0	0	0	1,333,595
DCP015	2014	IN-53-14 C	Hardys Road / connector MTC	18,235	0	0	0	18,235
DCP015	2014	IN-53-16 L	Hardys Rd / nth-sth connector West of Bells rd-West	0	273,000	0	0	273,000
DCP015	2014	IN-53-18 C	Tuckers Road / North-South connector	41,018	0	0	0	41,018
DCP015	2014	IN-54-03 C	Bells Road / Heather Grove	0	827,465	0	0	827,465
DCP015	2014	IN-54-13 C	Tuckers Road / South connector (MTC)	0	2,598,766	0	0	2,598,766
DCP015	2014	IN-54-14 C	Tuckers Rd / Sth connector (Ballarto rd MTC main st)	0	2,152,567	0	0	2,152,567
DCP015	2014	IN-54-14 L	Tuckers Rd / Sth connector (Ballarto rd MTC main st)	0	236,250	0	0	236,250
DCP015	2014	IN-54-18 L	Tuckers Road / Ballarto Road	0	455,000	0	0	455,000
DCP015	2014	BR-53-05 C	Tuckers Road over desalination easement	180,592	0	0	0	180,592
DCP015	2014	CO-53-01 C	Thompsons Road - Level 1 CF (70 Hardys Rd Clyde North)	723,531	0	0	1,692,212	2,415,743

Table 4: Land, works, services or facilities delivered in 2024/25 financial year from DCP levies collected (continued)

DCP Name	Year Approved	Project ID	Project Description	DCP Fund Expended (\$)	Works-in-kind accepted (\$)	Councils Contributions (\$)	Other Contributions (\$)	Total Project Expenditure (\$)
DCP015	2014	LS-53-03 L	Thompsons Road - LS3 (105 (s) Smiths Ln Clyde North & 1575 Pound Rd Clyde North)	20,458,229	0	0	0	20,458,229
DCP015	2014	LS-54-04 L	Clyde Creek - LSS4 (5 (i) Woodfield Ave Clyde & 75 (s) Tuckers Rd Clyde	3,341,438	0	0	0	3,341,438
DCP015	2014	LS-54-05 L	Clyde Creek - LSS5 (1675 Ballarto Rd Clyde & 40S Tuckers Rd Clyde	8,323,000	0	0	0	8,323,000
DCP018	2014	RD01-C	Centre Road	0	91,006	0	0	91,006
DCP018	2014	CO01-C	Level 1 ComFac Multi commroom/ Extension to Bridgewatr	29,445	0	0	0	29,445
DCP018	2014	P01-L	Local parks (passive open space)	0	3,561,349	0	0	3,561,349
DCP019	2015	RD01-C	Ballarto Road construction	0	2,384,194	0	0	2,384,194
DCP019	2015	IN05-C	Ballarto Rd/Cranbourne-Frankston Rd/Pearcedale Rd Const	0	982,792	0	0	982,792
DCP090	2014	RD20	Gwen Road construction	1,315,061	0	0	0	1,315,061
DCP090	2014	RD22	Volk Road construction	251,378	0	0	0	251,378
DCP090	2014	RD25	Volk Road/Evans Road intersection construction	968,841	0	0	0	968,841
Total				\$52,262,234	\$27,479,214	\$2,698,748	\$3,529,425	\$88,666,927

Infrastructure Contributions Plan

Table 1: Total ICP monetary component received in 2024/25 financial year

Name of Collecting Agency	Name of ICP	Monetary component in levies received in 2023/24 financial year (\$)	Value of works in kind received in satisfaction of monetary component in 2023/24 financial year (\$)	Total monetary contribution received in 2023/24 financial year (\$)
City of Casey	Cardinia Creek South	12,775,247.02	1,635,247.17	14,410,494.19
City of Casey	Minta Farm	2,445,342.53	0.00	2,445,342.53
Total				16,855,837

Table 2: Inner public purpose land received in 2024/25 financial year

Name of Collecting Agency	Name of ICP	Land or Project ID	Land or Project Description	Project Section
City of Casey	Cardinia Creek South	CI-01L	Land - Cardinia Creek South - Level 3 CF CI-01 (70 (s) Smiths Ln Clyde North)	1.5010Ha
City of Casey	Cardinia Creek South	LP04b	Land - Local Park LP04	0.7Ha
City of Casey	Cardinia Creek South	LP08	Land - Local Park LP08	0.1001Ha
City of Casey	Cardinia Creek South	SR-01L	Land - Sports Reserve SR-01L (70s Smiths Lane Clyde North)	11.01Ha

Table 3: Total Land Equalisation Amount (LEA) received and Land Credit Amount (LCA) paid in 2024/25 financial year

Name of Collecting Agency	Name of ICP	Total of any LEAs received in 2023/24 financial year (\$)	Total of any LCAs paid in 2023/24 financial year (\$)
City of Casey	Cardinia Creek South	5,344,140	0
City of Casey	Minta Farm	2,184,218	0
Total		7,528,357	0

Table 4: ICP works, services and facilities accepted as works-in-kind in 2024/25 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Item purpose	Project value (\$)
City of Casey	Cardinia Creek South	RD03C	Thompsons Road - Smiths Lane to Alexander Boulevard	ROAD	1,592,073
City of Casey	Cardinia Creek South	IN05C	Thompsons Road / Alexander Boulevard Intersection	ROAD	3,068,636
City of Casey	Cardinia Creek South	IN06C	Alexander Boulevard / Key Local Access Street Intersect	ROAD	770,645
City of Casey	Cardinia Creek South	IN09C	Thompsons/Berwick-Cran Road intersection	ROAD	1,707,061
Total					\$7,313,612

Infrastructure Contributions Plan

Table 5: Total ICP monetary contributions expended by development agency in 2024/25 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	ICP money expended (\$)	Percentage of project delivered
City of Casey	Cardinia Creek South	RD03C	Thompsons Road - Smiths Lane to Alexander Boulevard	1,592,072.50	88.07%
City of Casey	Cardinia Creek South	IN05C	Thompsons Road / Alexander Boulevard Intersection	3,068,635.63	55.18%
City of Casey	Cardinia Creek South	IN09C	Thompsons/Berwick-Cran Road intersection	1,707,060.87	100.00%
City of Casey	Cardinia Creek South	CI04C	Cardinia Creek South - Level 1 CF CI-04 (1895 (s) Ballarto Rd Clyde)	175,198.69	2.64%
Total				\$6,542,968	

Table 6: Use and development of inner public purpose land or outer public purpose land which has vested in, been acquired by or been transferred to, the development agency in 2024/25 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Use and development of land
City of Casey	Cardinia Creek South	CI-01L	Land - Cardinia Creek South - Level 3 CF CI-01 (70 (s) Smiths Ln Clyde North) 1.5010Ha	COMMUNITY CENTRE
City of Casey	Cardinia Creek South	LP04b	Land - Local Park LP04 0.7Ha	LOCAL PARK
City of Casey	Cardinia Creek South	LP08	Land - Local Park LP08 0.1001Ha	LOCAL PARK
City of Casey	Cardinia Creek South	SR-01L	Land - Sports Reserve SR-01L (70s Smiths Lane Clyde North) 11.01Ha	SPORTS RESERVE

Table 7: Use of works, services or facilities accepted as works-in-kind in 2024/25 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Use of land
City of Casey	Cardinia Creek South	RD03C	Thompsons Road - Smiths Lane to Alexander Boulevard	ROAD
City of Casey	Cardinia Creek South	IN05C	Thompsons Road / Alexander Boulevard Intersection	ROAD
City of Casey	Cardinia Creek South	IN06C	Alexander Boulevard / Key Local Access Street Intersect	ROAD
City of Casey	Cardinia Creek South	IN09C	Thompsons/Berwick-Cran Road intersection	ROAD

Table 8: Expenditure of ICP land equalisation amounts in 2024/25 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Land equalisation amounts expended (\$)
N/A	N/A	N/A	N/A	N/A



GRANTS TO COMMUNITY GROUPS AND ORGANISATIONS

10

Grants to community groups and organisations

A total of \$1,630,733 of grants were provided to community groups and organisations in 2024/25 compared to \$1,382,769 in 2023/24. The grants below are comprised of quick response grants, community grants, equipment and training grants, meals subsidy program grants and covers creative and cultural development, event and community service organisation funding.

During 2024/25, Council provided 336 grants to 251 different community groups, artists and organisations, as listed below:

Community group/organisation	Total grants	Community group/organisation	Total grants
1st Devon Meadows Scout Group	\$ 1,000.00	Berwick Fire Brigade CFA	\$ 920.00
1st Narre Warren North Scout Group	\$ 1,000.00	Berwick Girl Guides	\$ 467.00
A Path To Follow	\$ 800.00	Berwick Greek Senior Citizens Club	\$ 2,218.40
Afghan Australian Philanthropic Association	\$ 2,500.00	Berwick Junior Football Club	\$ 858.00
African Women's and Families Network	\$ 5,000.00	Berwick Neighbourhood Centre	\$ 4,833.00
Afrimate Australia	\$ 2,000.00	Berwick RSL Sub-Branch	\$ 5,150.00
Akoonah Park Men's Shed	\$ 1,900.00	Berwick Viewfinders Camera Club	\$ 1,000.00
Al-Hussein Arabic School	\$ 5,000.00	Bhuminanda Dhaulidevi Foundation	\$ 1,000.00
Aspire Church	\$ 5,000.00	Blairlogie Living & Learning	\$ 5,000.00
Astha Nepali Hindu Society of Victoria Shree Pashupatinath Temple	\$ 1,000.00	Blind Bight Community Centre	\$ 2,000.00
Australian Airleague Berwick Squadron	\$ 1,000.00	Brentwood Park Neighbourhood House	\$ 5,779.00
Australian Breastfeeding Association	\$ 5,000.00	Bright Events Australia	\$ 12,875.00
Australian Skateboarding Federation	\$ 4,400.00	Buddhist Vihara Victoria	\$ 5,000.00
Australian-Filipino Community Services	\$ 19,875.00	Bungalook Creek Wildlife Shelter	\$ 2,000.00
Baby Walk Org	\$ 1,000.00	Cannons Creek Foreshore Committee of Management	\$ 1,000.00
Backpacks 4 Vic Kids	\$ 1,000.00	Cannons Creek Residents Association	\$ 1,000.00
Bakhtar Community Organisation	\$ 13,875.00	Cantonese Art Association	\$ 2,680.00
Balla Balla Community Centre	\$ 11,740.00	Casey and District Multiple Birth Association	\$ 1,658.00
Bats Theatre Company	\$ 10,150.00	Casey Basketball Association	\$ 5,000.00
Beaconsfield Baptist Church	\$ 5,000.00	Casey BMX Club	\$ 1,000.00
Berwick Activities Club (auspiced by Berwick Neighbourhood Centre)	\$ 5,000.00	Casey Cannons Hockey Club	\$ 1,000.00
Berwick and District Agricultural and Horticultural Society	\$ 29,750.00	Casey Chinese Senior Support Group	\$ 5,324.00
Berwick and District Folk Club	\$ 1,000.00	Casey City Church	\$ 18,540.00
Berwick Anglican Church	\$ 1,500.00	Casey Concert Band	\$ 5,150.00
Berwick Anglican Church Playgroup	\$ 928.00	Casey Friendship Association	\$ 5,000.00
Berwick Ayalkoottam	\$ 2,500.00	Casey Gigi Dance Troupe	\$ 1,000.00
Berwick Bridge Club	\$ 3,000.00	Casey Malayalee	\$ 3,000.00
Berwick Church of Christ	\$ 5,000.00	Casey Philharmonic Orchestra	\$ 10,300.00
Berwick District Woodworkers Club	\$ 589.00	Casey Region Ballroom Dancing	\$ 2,000.00
		Casey Seniors Club	\$ 3,000.00

Community group/organisation	Total grants
Casey Tamil Manram	\$ 4,692.00
Casey/Cardinia Life Activities Club	\$ 369.00
Cinespace	\$ 10,300.00
Clyde Cougars Netball Club	\$ 2,000.00
Clyde Football Club	\$ 6,000.00
Clyde Junior Football Club	\$ 1,000.00
Collective (auspiced by Multicultural Arts Victoria)	\$ 10,300.00
Corona Italian Seniors Club	\$ 3,496.80
Cranbourne Casey Men's Shed	\$ 1,000.00
Cranbourne Italian Senior Citizens Club	\$ 7,824.00
Cranbourne Lions Choir – Cranbourne Chorale	\$ 5,150.00
Cranbourne Lions Concert Band	\$ 5,559.00
Cranbourne Malayalee Community	\$ 2,500.00
Cranbourne Presbyterian Church	\$ 5,000.00
Cranbourne Senior Citizens Club	\$ 5,822.10
Cross Purpose Church	\$ 4,500.00
Dads Group	\$ 35,000.00
Dandenong Cranbourne RSL Sub-Branch	\$ 6,015.18
Devon Meadows Cricket Club	\$ 980.00
Devon Meadows Junior Football Club	\$ 810.00
Didi Bahini Samaj Victoria	\$ 3,000.00
Disability Sports Australia	\$ 3,500.00
Divine Family Care	\$ 1,970.00
Doveton Cricket Club	\$ 1,000.00
Doveton Neighbourhood Learning Centre	\$ 5,000.00
Doveton Show	\$ 18,025.00
Doveton Steelers Rugby League Club	\$ 1,000.00
Doveton Tennis Club	\$ 960.00
EACH	\$ 8,000.00
Eastern Region SCATS Seniors	\$ 2,500.00
Edelweiss Casey Choir	\$ 5,000.00
El Hokamma Senior Citizens Group (auspiced by St Mina and St Marina Coptic Orthodox Church)	\$ 5,496.80
Empower Australia	\$ 5,500.00

Community group/organisation	Total grants
Endeavour Hills Cricket Club	\$ 1,000.00
Endeavour Hills Men's Shed	\$ 1,500.00
Endeavour Hills Neighbourhood Centre	\$ 5,000.00
Endeavour Hills Senior Citizens	\$ 1,071.60
Endeavour Ministries	\$ 1,000.00
Epsicon Sports Club	\$ 1,000.00
Financial Engineering Australia for Women (auspiced by Brentwood Park Neighbourhood House)	\$ 3,900.00
Find A Penny Foundation	\$ 15,875.00
Fit to Drive Foundation	\$ 5,000.00
Footscape	\$ 2,000.00
Foundation Learning Centre	\$ 1,851.00
Fountain Gate Junior Football Club	\$ 1,000.00
Fountain Gate Tennis Club	\$ 1,000.00
Freedom Christian Church	\$ 5,000.00
Friends of Ermera	\$ 2,060.00
Friends of Wilson Botanic Park	\$ 3,860.00
Gethsemane Charity	\$ 15,300.00
Goodstart Early Learning	\$ 2,600.00
Greek Senior Citizens Club of Cranbourne and Districts	\$ 2,218.40
Gulsen Ozer	\$ 10,300.00
Hallam Community Learning Centre	\$ 1,000.00
Hallam Outreach Dawah Association (auspiced by South East Community Links)	\$ 5,000.00
Hallam Tennis Club	\$ 1,442.00
Hampton Park Community House	\$ 5,000.00
Hampton Park Progress Association	\$ 3,515.85
Hampton Park Seniors Club	\$ 3,218.40
Hampton Park Tennis Club	\$ 1,500.00
Hampton Park Turkish Seniors Group	\$ 6,998.30
Hampton Park Uniting Church	\$ 5,000.00
Hazara Pioneers	\$ 1,000.00
Heiaty Samen Al-Hojaj	\$ 5,000.00
Indian Senior Citizens Association of Casey	\$ 2,500.00

Community group/organisation	Total grants
International Society for Krishna Consciousness - ISKCON	\$ 17,875.00
Iraqi Australian Solidarity Association	\$ 5,250.00
Islamic Community and Support Association	\$ 2,500.00
Jagannath Sanskruti and Bhakti Association	\$ 5,000.00
JNU Melbourne Chinese Language and Culture School	\$ 5,000.00
Kaneezan E Zehra	\$ 5,000.00
Karaval Konkans Australia	\$ 1,000.00
Korus Connect - The Council for Christian Education in Schools	\$ 1,415.00
Latin Seniors Club of Casey	\$ 1,000.00
Left Write Hook	\$ 5,000.00
Lions Club of Lyndhurst & District	\$ 5,000.00
Lions Club of Tooradin Balla Balla & District	\$ 5,150.00
Little Star Children's Choir	\$ 5,000.00
Lynbrook Residents Association	\$ 12,994.00
Mahjabin Bahadori	\$ 5,150.00
Mauritian Silver Edge Club	\$ 2,283.10
Melbourne Youth Chorale	\$ 15,675.00
Merinda Park Learning and Community Centre	\$ 4,000.00
MiSmart Life	\$ 4,500.00
Mornington Peninsula & Western Port Biosphere Reserve Foundation	\$ 5,000.00
Multicultural Mailer	\$ 1,000.00
Multicultural Women Victoria	\$ 5,000.00
Mundril	\$ 1,000.00
Narre North Cricket Club	\$ 1,000.00
Narre Warren & District Family History Group	\$ 1,000.00
Narre Warren CFA	\$ 892.00
Narre Warren Cricket Club	\$ 1,000.00
Narre Warren Football Club	\$ 1,000.00
Narre Warren Kidz Playgroup (auspiced by Playgroup Victoria)	\$ 1,120.00
Narre Warren Netball Club	\$ 715.00
Narre Warren North Community Association	\$ 3,500.00
Narre Warren North Community Carols	\$ 8,240.00

Community group/organisation	Total grants
Narre Warren North Tennis Club	\$ 1,000.00
Narre Warren South Scout Group	\$ 996.00
Nas Recovery Centre	\$ 41,000.00
National Servicemen's Association of Australia - South East Victorian Sub-Branch	\$ 1,200.00
National Spiritual Assembly of the Baha'is of Australia	\$ 1,500.00
Neighbourhood Watch Casey	\$ 2,000.00
Nepalese Association of South East Melbourne	\$ 1,000.00
Nourish Nation Foundation	\$ 6,000.00
Oakgrove Community Centre	\$ 6,000.00
Oatlander Outlaws Basketball Club	\$ 1,000.00
One Ball	\$ 12,000.00
One Harmony Organisation	\$ 1,000.00
Orana Residents Association	\$ 1,000.00
Oromo Relief Association Australia - South Pacific Region	\$ 5,000.00
OzHarvest	\$ 1,000.00
Pa5ifica Seed	\$ 2,500.00
Pearcedale Junior Football Club	\$ 4,000.00
Pearcedale Public Hall	\$ 3,605.00
Peninsula Community Legal Centre	\$ 35,000.00
Phoenix Harmony Chorus (auspiced by The Melbourne's Barbershop Chorus)	\$ 1,000.00
Pinoy Casey Community	\$ 3,000.00
PinoyTech Victoria	\$ 1,888.00
Probus Club Cranbourne	\$ 805.00
Pulari Victoria	\$ 3,000.00
Q-Lit	\$ 6,180.00
Reclink Australia	\$ 35,000.00
Recycle to Revive	\$ 700.00
Reveal Church	\$ 5,150.00
Rotary Club of Cranbourne	\$ 8,454.00
SalamFest	\$ 5,000.00
Senior Technicians of Victoria	\$ 2,000.00
ShareNcare	\$ 2,500.00
Shri Sanatan Dharam Society of Victoria	\$ 1,000.00

Community group/organisation	Total grants
Shugoofa Organisation	\$ 6,500.00
Smart Health Global Australia	\$ 1,000.00
Soccer Fun Academy	\$ 1,284.00
South East Aquatics Swim Club	\$ 5,000.00
South East Bangladeshi Cultural Foundation	\$ 2,500.00
South East Community Links	\$ 30,845.00
South East Melbourne Netball Club	\$ 600.00
South East Volunteers	\$ 35,000.00
South Eastern Chinese Senior Citizen Association	\$ 2,218.40
South Eastern Community Care	\$ 1,886.00
South Eastern Radio Association - Casey Radio	\$ 5,150.00
South-East Monash Legal Service	\$ 35,000.00
Southern Cross Kid's Camps - Casey	\$ 5,000.00
Southern Rangers Cricket Club	\$ 5,000.00
Sri Lanka Community Services Association	\$ 5,000.00
Sri Lankan Dance Academy of Victoria	\$ 10,300.00
Sri Lankan Elders Welfare Association	\$ 4,496.80
Sri Lankan Theatre Group	\$ 5,000.00
St Vincent de Paul Society Endeavour Hills	\$ 5,000.00
Stallions Netball Club	\$ 1,000.00
Tamil Graded Readers	\$ 4,000.00
The Association of Hazaras in Victoria	\$ 956.00
The Bridge	\$ 35,000.00
The Casey Choir	\$ 5,150.00
The Casey Hungarian Senior Citizens Club	\$ 1,909.09
The Chinese Xinjiang Senior Citizens Association	\$ 3,000.00
The Combined Probus Club of Berwick	\$ 3,000.00
The Glendonald Association - Casey Deaf Club	\$ 6,000.00
The Hills Netball Club	\$ 1,000.00
The Lankan Seniors Club of Melbourne	\$ 3,000.00
The Motivation Project - Women's Spirit Project	\$ 28,000.00
Theodora House	\$ 7,000.00
Tooradin Craft & Friendship Group	\$ 5,000.00
Tooradin Dalmore Junior Football Club	\$ 1,500.00

Community group/organisation	Total grants
Tooradin Foreshore Committee of Management	\$ 8,240.00
Tourette Syndrome Association of Australia - Casey Cardinia Support Group	\$ 5,000.00
Tranquil Minds (auspiced by South East Community Links)	\$ 5,000.00
Transit Soup Kitchen and Food Support	\$ 213,998.30
Turningpoint Church	\$ 6,000.00
U3A Casey	\$ 5,128.00
U3A Cranbourne	\$ 1,000.00
United Melbourne Muslim Alliance	\$ 2,500.00
Utaa-Wayu Oromo International Consortium	\$ 5,000.00
Victoria Australia Samoan Seniors	\$ 5,400.00
Victorian Aboriginal Child and Community Agency	\$ 35,000.00
Victorian Afghan Associations Network	\$ 2,000.00
Victorian Association of Students from Afghanistan (VASA)	\$ 4,000.00
Victorian Nagarathar Sangam Australia	\$ 4,000.00
Voices of Casey	\$ 5,000.00
Warneet Association	\$ 1,000.00
Warneet Blind Bight Fire Brigade	\$ 900.00
Wayss	\$ 40,000.00
Wellsprings for Women	\$ 35,000.00
Windmill Theatre Company	\$ 15,000.00
Women Rising Together	\$ 1,000.00
Women's Empowerment and Leadership Community	\$ 4,000.00
Writers Victoria	\$ 10,283.40
Wurundjeri Sporting Club (auspiced by Casey Basketball Association)	\$ 7,000.00
Young Generation Filipino Senior Citizens Club of the South-East	\$ 8,402.80
Zap Exhibitions	\$ 7,725.00
Zia Atahi	\$ 9,383.00
Zimbabwe Community in Australia - Victoria	\$ 3,500.00



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**PERFORMANCE
STATEMENT**
11

AriSE closing celebration, featuring Kitana Li, Old Cheese Factory, 2025
Photo credit: Shutterstock



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Certification of the Performance Statement

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Melissa Baker. CPA
Principal Accounting Officer
Dated: 16/09/2025

In our opinion, the accompanying performance statement of the City of Casey for the year ended 30 June 2025 presents fairly the results of council’s performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statement in its final form.



Cr Stefan Koomen
Mayor
Dated: 16/09/2025



Cr Carolyn Eaves
Councillor
Dated: 16/09/2025



Glenn Patterson
Chief Executive Officer
Dated: 16/09/2025



Victorian Auditor-Generals Office audit report



Independent Auditor’s Report

To the Councillors of Casey City Council

Opinion	<p>I have audited the accompanying performance statement of Casey City Council (the council) which comprises the:</p> <ul style="list-style-type: none">• description of municipality for the year ended 30 June 2025• service performance indicators for the year ended 30 June 2025• financial performance indicators for the year ended 30 June 2025• sustainable capacity indicators for the year ended 30 June 2025• notes to the accounts• certification of the performance statement. <p>In my opinion, the performance statement of Casey City Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors’ responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

Auditor’s responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council’s internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
24 September 2025

Travis Derricott
as delegate for the Auditor-General of Victoria



Section 1: Description of municipality

The City of Casey is 410 square kilometres in area and located 35 kilometres south east of Melbourne’s central business district, and has a population of approximately 429,383, which is expected to grow to 614,000 by 2046.

The City of Casey has five distinct geographic regions stretching from the foothills of the Dandenong Ranges to the coastal villages of Western Port Bay.

The City of Casey’s suburbs include: Beaconsfield (part), Botanic Ridge, Berwick, Blind Bight, Cannons Creek, Clyde, Clyde North, Cranbourne, Cranbourne North, Cranbourne East, Cranbourne South, Cranbourne West, Devon Meadows, Doveton, Endeavour Hills,

Eumemmerring, Five Ways, Hallam, Hampton Park, Harkaway, Junction Village, Lynbrook, Lyndhurst, Lysterfield South, Narre Warren, Narre Warren North, Narre Warren South, Pearcedale, Tooradin and Warneet.

Located on the traditional land of the Bunurong and Wurundjeri people, the City of Casey was established in 1994 after most of the City of Berwick, much of the City of Cranbourne, and a small part of the City of Knox were amalgamated. The name ‘Casey’ was given to the municipality in recognition of the area’s links with Lord Richard Casey.



Section 2: Service Performance Indicators

For the Year Ended 30 June 2024

Service/indicator/measure	Results					Comment
	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target	2024/25 Actual	
Aquatic Facilities						
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/ Municipal population]	2.65	4.65	4.95	N/A	4.52	Result is in the expected range.
Animal Management						
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/Number of animal management prosecutions] x 100	90.00%	93.33%	95.00%	N/A	100.00%	Result is in the expected range.
Food Safety						
Health and Safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/ Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x 100	100%	100%	100%	N/A	100.00%	Result is in the expected range.
Governance						
Consultation and Engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	50	47	49	46	40	There has been a 18% decrease in satisfaction with community consultation and engagement since last year. The score decline can largely be attributed to negative media surrounding several high- profile issues that gained significant attention during January and February this year. These include community concerns regarding historical engagement methods used for the Community Local Law 2023, as well as the Hampton Park Waste Transfer Station. In addition, although outside our direct remit, unrest related to the renaming of Berwick Springs Lake is also likely to have contributed to the drop.
Libraries						
Participation <i>Library membership</i> [The number of registered library members] x 100	N/A	N/A	22.60%	N/A	23.96%	Library membership per population has increased by 6.02% since last year. This can be partly attributed to promotion of memberships to patrons of the new Cranbourne West Library Lounge and click-and- collect Library Lockers at 3 Council facilities (opened in Feb 2024).



Section 2: Service Performance Indicators (continued)

For the Year Ended 30 June 2025

Service/indicator/measure	Results					Comment
	2021/22 Actual	2022/23 Actual	2023/24 Actual	2024/25 Target	2024/25 Actual	
Maternal and Child Health (MCH)						
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x 100	69.14%	60.58%	55.89%	N/A	67.09%	There has been a 20% increase in participation in the MCH service since last year. Over the last 12 months Council has invested in reducing staffing vacancies and increasing access to MCH services through additional weekend sessions. Improved staff retention and additional Saturday sessions have resulted in an increase in participation in the MCH service
Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year)/Number of Aboriginal children enrolled in the MCH service] x 100	85.45%	91.13%	75.87%	N/A	94.04%	There has been a 24% increase in participation in the MCH service by Aboriginal children since last year. Through a dedicated Outreach role the MCH service has increased the engagement of Aboriginal and Torres Strait Islander (ATSI) families into the MCH service. MCH nurses have also undergone cultural awareness training to support a more positive experience for families.
Roads						
Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council/ Kilometres of sealed local roads] x 100	98.22%	95.31%	95.46%	95.00%	95.52%	Result is in the expected range.
Statutory Planning						
Service Standard <i>Planning applications decided within required timeframes</i> [Number of regular planning application decisions made within 60 days + (Number of VicSmart planning applications decisions made within 10 days)/ Number of planning application decisions made] x 100	60.54%	61.75%	53.52%	60.00%	52.74%	While this result is below the set target, there was an overall decrease in the time taken to decide applications
Waste Collection						
Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x 100	50.26%	50.02%	50.30%	48.00%	47.34%	Result is in the expected range.



Section 3: Financial Performance Indicators

For the Year Ended 30 June 2025

Dimension/indicator/ measure	Actual			Target	Actual	Forecasts			
	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28	2028/29
Efficiency									
Expenditure level	\$2,989.93	\$3,174.44	\$3,296.82	\$3,000.00	\$3,413.21	\$3,602.74	\$3,590.19	\$3,384.77	\$3,388.17
Expenses per property assessment	Material variations Result is in the expected range.								
[Total expenses/ Number of property assessments]									
Revenue level	\$1,599.01	\$1,670.43	\$1,723.07	n/a	\$1,767.38	\$1,798.72	\$1,842.67	\$1,887.63	\$1,933.65
Average rate per property assessment	Material variations Result is in the expected range.								
[Sum of general rates and Municipal charges/ Number of property assessments]									
Liquidity									
Working capital	276.46%	301.95%	292.46%	125.00%	326.13%	288.39%	286.58%	310.06%	318.50%
Current assets compared to current liabilities	Material variations This was impacted by the early receipt of Financial Assistance Grants for the 2025/26 financial year, which were recognised as income in the current reporting period and contributed to the increase in current assets as at year-end.								
[Current assets/Current liabilities] x 100									
Unrestricted cash	204.17%	219.02%	201.17%	N/A	(21.54%)	(31.59%)	(31.39%)	(31.87%)	(30.80%)
Unrestricted cash compared to current liabilities	Material variations This outcome reflects the reclassification of investments with an original maturity of three months or more from unrestricted cash to Other Financial Assets, in line with current reporting requirements. In prior periods, these investments were included within unrestricted cash.								
[Unrestricted cash/ Current liabilities] x 100									
Obligations									
Loans and Borrowings	14.36%	10.81%	7.49%	N/A	4.40%	1.67%	0.14%	0.00%	0.00%
Loans and borrowings compared to rates	Material variations Rates revenue increases are in line with the approved rate cap. In contrast, during 2024/25 and across the forecast period, scheduled borrowing repayments will result in a general reduction in loans and borrowings.								
[Interest bearing loans and borrowings/Rate revenue] x 100									
Loans and Borrowings	3.38%	3.21%	3.03%	N/A	2.80%	2.66%	1.46%	0.14%	0.00%
Loans and borrowings repayments compared to rates	Material variations Result is in the expected range.								
[Interest and principal repayments on interest bearing loans and borrowings/Rate revenue] x 100									



Section 3: Financial Performance Indicators (continued)

For the Year Ended 30 June 2025

Dimension/indicator/ measure	Actual			Target	Actual	Forecasts			
	2021/22	2022/23	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28	2028/29
Obligations									
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities/ Own source revenue] x 100	17.58%	13.48%	9.79%	N/A	6.20%	4.72%	3.98%	3.49%	7.03%
	Material variations Non-current borrowings have decreased significantly during the year, falling by 36.8%, which has contributed to a lower ratio. Unless Council enters into a new long-term borrowing arrangement, this ratio is expected to continue declining due to the anticipated absence of non-current borrowings in the 2026/27 and 2027/28 financial years. However, a rebound in the ratio is projected for 2028/29, driven by the renewal of lease arrangements and the ongoing growth in employee provisions.								
Asset renewal and upgrade <i>Asset renewal and upgrade expense compared to depreciation</i> [Asset renewal and asset upgrade expense/Asset depreciation] x 100	86.93%	81.86%	94.12%	100.00%	68.53%	71.38%	95.47%	103.00%	96.24%
	Material variations At the City of Casey, the asset renewal ratio should be viewed in light of its relatively young, long-life asset base, much of which was constructed in the past 30 years. While current renewal needs are low, Casey actively models future requirements and will progressively shift funding from new infrastructure to asset renewal as growth stabilises. The present ratio aligns with community expectations for asset upkeep.								
Operating Position									
Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x 100	(9.91%)	(5.77%)	(5.49%)	N/A	0.76%	(12.81%)	(9.29%)	(1.79%)	(0.18%)
	Material variations This is impacted by the early receipt of Financial Assistance Grants for the 2025/26 financial year, which were recognised as income in the current reporting period.								
Stability									
Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue/ Adjusted underlying revenue] x 100	71.78%	68.83%	68.07%	70.00%	63.87%	70.53%	71.40%	71.62%	72.19%
	Material variations Result is in the expected range.								
Rates effort <i>Rates compared to property values</i> [Rate revenue/Capital improved value of rateable properties in the municipality] x 100	0.31%	0.27%	0.27%	N/A	0.28%	0.28%	0.29%	0.29%	0.29%
	Material variations Result is in the expected range.								



Section 4: Sustainable Capacity Indicators

For the Year Ended 30 June 2025

Indicator/measure	Actual				Comment
	2021/22	2022/23	2023/24	2024/25	
Population					
Expenses per head of municipal population [Total expenses/Municipal population]	\$1,108.88	\$1,147.86	\$1,188.04	\$1,236.90	Result is in the expected range.
Infrastructure per head of municipal population [Value of infrastructure/Municipal population]	\$8,398.84	\$8,573.27	\$9,300.16	\$10,599.62	This has been impacted by the fair value adjustment resulting from the implementation of AASB 13, which led to a net increase of \$308.55 million in infrastructure assets. This is a one-off adjustment and is not expected to impact future reporting periods.
Population density per length of road [Municipal population/Kilometres of local roads]	196.26	196.81	198.24	202.81	Result is in the expected range.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue/Municipal population]	\$804.84	\$874.10	\$901.92	\$942.50	Result is in the expected range.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants/Municipal population]	\$189.89	\$192.37	\$104.98	\$233.36	This is impacted by the early receipt of Financial Assistance Grants for the 2025/26 financial year, which were recognised as income in the current reporting period.
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	7	5	5	5	Result is in the expected range.
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations/ Average number of permanent staff for the financial year] x 100	43.15%	26.00%	19.95%	18.8%	Result is in the expected range.



Section 5: Notes to the accounts

5.1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics or the Council’s satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year’s target, if mandated by the *Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2025-26 to 2028-29 by the council’s financial plan.

The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

5.2. Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the <i>Aboriginal Heritage Act 2006</i>
adjusted underlying revenue	means total income other than: <ul style="list-style-type: none">• non-recurrent grants used to fund capital expenditure; and• non-monetary asset contributions; and• contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the <i>Food Act 1984</i>
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>

5.2. Definitions (continued)

Key term	Definition
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic dis-advantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

5.3. Other matters

Overview of 2024/25

During the 2024/25 financial year, Council navigated a complex and evolving economic landscape shaped by:

- Persistent inflationary pressures, which continued to affect household affordability, supplier costs, and operational budgets across the sector.
- The 2.75% state government rate cap, which constrained Council’s revenue growth and limited flexibility to meet infrastructure and service demands in a rapidly expanding municipality.
- Shifting community expectations, with increased demand for digital services, environmental accountability, and inclusive engagement.
- Labour market challenges, including talent shortages and rising wage costs, particularly in specialist and technical roles.

In this environment, local governments are expected to do more with less, delivering high-quality services while managing financial constraints, digital transformation, and climate resilience. At Casey, we recognise that long-term success depends on our ability to adapt, innovate, and collaborate.

Council is actively responding by:

- Enhancing customer experience through smarter service design, digital tools, and inclusive engagement.
- Strengthening community partnerships to co-design initiatives that reflect local priorities and build trust.
- Delivering a balanced capital works program, with a focus on asset renewal, sustainable infrastructure, and place-based investment.
- Championing environmental sustainability, including circular economy initiatives and climate adaptation programs.
- Investing in organisational capability, including cybersecurity, data analytics, and workforce development to future-proof service delivery.

By aligning with these strategic priorities, Council is positioning itself as a future-ready organisation, one that fosters resilient communities, inclusive places, and meaningful connections, while delivering on our Council Plan and Community Vision.



— FINANCIAL REPORT

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James Parrett, *M-Fortyeight*, 2020, stainless steel, concrete, Ramleigh Reserve, Clyde North

Financial Report

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Understanding the City of Casey's Financial Statements

Introduction

The Financial Statements are prepared in accordance with the requirements of the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board. In addition, the Department of Environment, Land, Water and Planning's model accounts are used to assist with standardised financial reporting for local government organisations in Victoria.

The City of Casey is committed to accountability and transparency. This guide has been prepared to assist readers to understand and analyse the Financial Report.

What you will find in the Financial Statements

The Financial Statements report on how the Council performed financially during the year and the overall financial position at the end of the year. The Financial Statements include five main statements:

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

The Financial Statements also contain Notes, which set out Council's accounting policies and details of the line item amounts contained in each of the five main statements.

About the Notes to the Financial Report

The Notes to the Financial Report give greater detail to support the figures used in the five main statements and should be read in conjunction with the statements to get a clearer picture of Council's finances. The notes give the details behind the summary line items contained in the statements, showing what makes up each of the accumulated amounts. The disclosures relevant to the notes and explanations have been included under each note to provide greater context to the reader.

The notes also provide information on the rules and assumptions used to prepare the financial statements, advise the reader about any changes to the Australian Accounting Standards, policy, or legislation, which may affect the way the statements are prepared and disclose other information which cannot be incorporated into the statements. They also provide analysis if there has been a significant change from the previous year's comparative figures.

About the Certification of Financial Statements

The Certification of the Financial Statements is made by the person responsible for the financial management of Council and is made separately in respect of each statement. The person must state whether in their opinion, the statements have met all the statutory and professional reporting requirements.

Three Administrators and the Chief Executive Officer also make a certification separately in respect of each statement. The Administrators and the Chief Executive Officer must state that in their opinion, the statements are fair and not misleading or inaccurate.

About the Auditor's Reports

The Independent Audit Reports are the external and independent opinion of the Victorian Auditor-General and provide the reader with a totally independent view about Council's compliance with the statutory and professional requirements, as well as the fairness aspects of the statements. The Victorian Auditor-General issues two Audit Reports – a report on the Financial Statements and a separate report on the Performance Statement.

Who uses the Financial Statements?

The Financial Statements are publicly available documents and are used by (but not limited to) the Administrators, Residents and Ratepayers, Employees, Suppliers, Contractors, Customers, the Department of Jobs, Precincts and Regions, Sport and Cultural Industries, and Financiers including Banks and other Financial Institutions.

Under the *Local Government Act 2020* the Financial Statements must be made available at the administration headquarters of the Local Government.

Certification of the Financial Statements

City of Casey
2024/2025 Financial Report

OFFICIAL

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Melissa Baker CPA
Principal Accounting Officer

Dated : 16/09/2025
Narre Warren

In our opinion, the accompanying financial statements present fairly the financial transactions of the Casey City Council for the year ended 30 June 2025 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Stefan Koomen
Mayor

Dated : 16/09/2025
Narre Warren



Carolyn Eaves
Councillor

Dated : 16/09/2025
Narre Warren



Glenn Patterson
Chief Executive Officer

Dated : 16/09/2025
Narre Warren

Victorian Auditor-General's Office Audit Report

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Casey City Council

Opinion	<p>I have audited the financial report of Casey City Council (the council) which comprises the:</p> <ul style="list-style-type: none">balance sheet as at 30 June 2025comprehensive income statement for the year then endedstatement of changes in equity for the year then endedstatement of cash flows for the year then endedstatement of capital works for the year then endednotes to the financial statements, including material accounting policy informationcertification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

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Victorian Auditor-General's Office Audit Report (continued)

Auditor's responsibilities for the audit of the financial report	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.</p> <p>As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:</p> <ul style="list-style-type: none">• identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.• obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control• evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors• conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.• evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. <p>I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.</p>
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MELBOURNE
24 September 2025


Travis Derricott
as delegate for the Auditor-General of Victoria



Financial Statements

Comprehensive Income Statement

For the Year Ended 30 June 2025

Income/Revenue	Note	2025	Restated 2024
		\$'000	\$'000
Rates and charges	3.1	318,831	300,584
Statutory fees and fines	3.2	15,877	14,554
User fees	3.3	21,137	18,327
Grants - operating	3.4	87,140	45,565
Grants - capital	3.4	31,592	6,754
Contributions - monetary	3.5	91,534	82,203
Contributions - non monetary	3.5	52,658	147,898
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(11,054)	(4,071)
Share of net profits (or loss) of associates and joint ventures	6.3	(842)	560
Other income	3.7	22,367	19,625
Total income/revenue		629,240	631,999
Expenses			
Employee costs	4.1	161,639	141,921
Materials and services	4.2	230,129	232,350
Depreciation	4.3	84,491	75,078
Depreciation - right of use assets	4.4	1,863	1,864
Allowance for impairment losses	4.5	613	379
Borrowing costs	4.6	742	1,044
Finance costs - leases	4.7	629	757
Other expenses	4.8	9,457	8,376
Total expenses		489,563	461,769
Surplus/(deficit) for the year		139,677	170,230
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain / (loss)	6.2	611,425	279,620
Total other comprehensive income		611,425	279,620
Total comprehensive result		751,102	449,850

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2025

Assets	Note	2025	Restated 2024
Current assets		\$'000	\$'000
Cash and cash equivalents	5.1	40,599	30,747
Trade and other receivables	5.1	55,004	46,597
Other financial assets	5.1	360,602	338,069
Prepayments	5.2	4,070	4,110
Contract assets	5.1	6,843	-
Other assets	5.2	9,252	8,192
Total current assets		476,370	427,715
Non-current assets			
Other financial assets	5.1	35,000	18,000
Investments in associates, joint arrangements and subsidiaries	6.2	4,484	5,326
Property, infrastructure, plant and equipment	6.1	7,918,049	7,241,501
Right-of-use assets	5.8	7,533	8,906
Total non-current assets		7,965,066	7,273,733
Total assets		8,441,436	7,701,448
Liabilities			
Current liabilities			
Trade and other payables	5.3	33,639	34,499
Trust funds and deposits	5.3	51,694	49,422
Contract and other liabilities	5.3	20,363	25,192
Provisions	5.5	29,861	27,037
Interest-bearing liabilities	5.4	8,555	8,299
Lease liabilities	5.8	1,948	1,797
Total current liabilities		146,060	146,246
Non-current liabilities			
Provisions	5.5	11,316	12,207
Interest-bearing liabilities	5.4	5,651	14,206
Lease liabilities	5.8	6,711	8,193
Total non-current liabilities		23,678	34,606
Total liabilities		169,738	180,852
Net assets		8,271,698	7,520,596
Equity			
Accumulated surplus		3,544,573	3,431,810
Reserves	9.1	4,727,125	4,088,786
Total Equity		8,271,698	7,520,596

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2025

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2025		\$'000	\$'000	\$'000	\$'000
Restated balance at beginning of the financial year		7,520,596	3,431,810	3,867,450	221,336
Surplus/(deficit) for the year		139,677	139,677	-	-
Realised revaluation reserve		-	4,593	(4,593)	-
Net asset revaluation gain / (loss)	6.1	611,425	-	611,425	-
Transfers to other reserves	9.1	-	(108,006)	-	108,006
Transfers from other reserves	9.1	-	76,499	-	(76,499)
		8,271,698	3,544,573	4,474,282	252,843
Balance at end of the financial year		8,271,698	3,544,573	4,474,282	252,843

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2024		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		7,054,000	3,216,226	3,592,245	245,529
Prior year adjustment	9.4	16,746	16,746	-	-
Restated balance at the beginning of the year		7,070,746	3,232,972	3,592,245	245,529
Restated surplus/(deficit) for the year		170,230	170,230	-	-
Realised revaluation reserve		-	4,415	(4,415)	-
Net asset revaluation gain / (loss)	6.1	279,620	-	279,620	-
Transfers to other reserves	9.1	-	(124,537)	-	124,537
Transfers from other reserves	9.1	-	148,730	-	(148,730)
		7,520,596	3,431,810	3,867,450	221,336
Restated balance at end of the financial year		7,520,596	3,431,810	3,867,450	221,336

The above statement of changes of equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2025

	Note	2025 Inflows/(Outflows)	2024 Inflows/(Outflows)
Cash flows from operating activities		\$'000	\$'000
Rates and charges		308,707	296,958
Statutory fees and fines		15,877	14,553
User fees		24,525	18,328
Grants - operating		74,985	48,488
Grants - capital		32,057	5,130
Contributions - monetary		91,487	82,132
Interest received		19,898	16,691
Trust funds and deposits taken		67,308	71,635
Net GST refund/(payment)		10,547	11,066
Employee costs		(157,248)	(140,969)
Materials and services		(242,057)	(218,536)
Trust funds and deposits repaid		(63,883)	(75,089)
Net cash provided by/(used in) operating activities	9.2	182,203	130,387
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(122,330)	(116,424)
Proceeds from sale of property, infrastructure, plant and equipment		1,013	9,220
Payments for investments		(150,533)	(78,742)
Proceeds from sale of investments		111,000	70,353
Net cash provided by/(used in) investing activities		(160,850)	(115,593)
Cash flows from financing activities			
Finance costs		(751)	(1,059)
Repayment of borrowings		(8,299)	(8,044)
Interest paid - lease liability		(629)	(757)
Repayment of lease liabilities		(1,822)	(1,698)
Net cash provided by/(used in) financing activities		(11,501)	(11,558)
Net increase (decrease) in cash and cash equivalents		9,852	3,236
Cash and cash equivalents at the beginning of the financial year		30,747	27,511
Cash and cash equivalents at the end of the financial year		40,599	30,747
Financing arrangements	5.6		

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the Year Ended 30 June 2025

	2025	2024
Property	\$'000	\$'000
Land	35,314	12,596
Total land	35,314	12,596
Buildings	190	359
Building improvements	269	34
Total buildings	459	393
Total property	35,773	12,989
Plant and equipment		
Plant, machinery and equipment	4,411	3,894
Computers and telecommunications	2,741	15,842
Total plant and equipment	7,152	19,736
Infrastructure		
Roads	27,017	26,972
Bridges	513	1,105
Footpaths and cycleways	4,288	3,301
Drainage	2,800	4,909
Recreational, leisure and community facilities	32,114	40,726
Parks, open space and streetscapes	11,771	5,178
Other infrastructure	902	1,511
Total infrastructure	79,405	83,702
Total capital works expenditure	122,330	116,427
Represented by:		
New asset expenditure	62,451	43,450
Asset renewal expenditure	39,573	33,757
Asset expansion expenditure	1,975	2,311
Asset upgrade expenditure	18,331	36,909
Total capital works expenditure	122,330	116,427

The above statement of capital works should be read in conjunction with the accompanying notes.



Notes to the Financial Report

For the Year Ended 30 June 2025

Note 1 Overview

Introduction

The Casey City Council was established by an Order of the Governor in Council on 14 December 1994 and is a body corporate. The Council’s main office is located at Bunjil Place, Patrick Northeast Drive, Narre Warren.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information policies

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS’s that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Note 2 Analysis of our results

2.1 Performance against budget

The performance against budget notes compare Council’s financial plan, expressed through its annual budget, with actual performance. *The Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$1M where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income/Revenue and expenditure

	Budget 2025	Actual 2025	Variance	Variance	
Income/Revenue	\$'000	\$'000	\$'000	%	Ref
Rates and charges	317,623	318,831	1,208	0%	
Statutory fees and fines	13,929	15,877	1,948	14%	1
User fees	17,312	21,137	3,825	22%	2
Grants – operating	66,846	87,140	20,294	30%	3
Grants – capital	16,549	31,592	15,043	91%	4
Contributions – monetary	76,961	91,534	14,573	19%	5
Contributions – non monetary	128,000	52,658	(75,342)	(59%)	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	50	(11,054)	(11,104)	(22,208%)	7
Share of net profits/(losses) of associates and joint ventures		(842)	(842)		8
Other income	19,585	22,367	2,782	14%	9
Total income/revenue	656,855	629,240	(27,615)	(4%)	
Expenses					
Employee costs	145,682	161,639	15,957	11%	10
Materials and services	225,136	230,129	4,993	2%	
Depreciation	78,209	84,491	6,282	8%	
Depreciation – right-of-use assets	1,849	1,863	14	1%	
Allowance for impairment losses	107	613	506	473%	11
Borrowing costs	720	742	22	3%	
Finance costs – leases	639	629	(10)	(2%)	
Other expenses	7,790	9,457	1,667	21%	12
Total expenses	460,132	489,563	29,431	6%	
Surplus/(deficit) for the year	196,723	139,677	(57,046)	(29%)	

(i) Explanation of material variations

Variance	Item	Explanation
Ref		
1	Statutory fees and fines	Statutory fees and fines favourable to budget \$1.9m, primarily due to higher-than-anticipated activity in development services, which has resulted in increased revenue from application and engineering fees. Additionally, there has been a rise in Local Laws infringements related to parking. This increase is linked to a growing number of requests from residents and schools seeking Council support for parking compliance around key sites.
2	User fees	User fees favourable to budget \$3.8m largely relating to higher income from Bunjil Place operations and productions (additional hire), community facilities (additional hires), Myuna Farm (additional visitors), leisure facilities, and refund received from Container Deposit Scheme (CDS).
3	Grants - operating	Grants Operating favourable to budget \$20.3m, largely due to the early receipt of the 2025/26 Financial Assistance Grant in 2024/25, as well as higher-than-budgeted kindergarten grants from the State, driven by increased kinder hours and enrolments.
4	Grants - capital	Grants - Capital favourable to budget \$15.0m, largely due to the early receipt of the 2025/26 VGC local road funding grant in 2024/25, as well as the timing of project milestones and delivery.
5	Contributions - monetary	Contributions - monetary favourable to budget by \$14.6m, largely due to higher-than-expected developer contributions, additional Casey Fields contributions and Public Open Space contributions.
6	Contributions - non monetary	Lower contributions than budget are primarily due to the restatement of the prior period, amounting to \$52.6m.
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Net gain / (loss) on sale of assets unfavourable to budget \$11.1m mainly due to higher levels of asset disposals and write-offs exceeding asset sales. This variance is primarily related to open space, land, and building operations.
8	Share of net profits/(losses) of associates and joint ventures	This variance was driven by a marginal decrease in library revenue, increased expenses, and a \$16.8k loss incurred by the Narre Warren User Group (NWUG).
9	Other income	Other Income favourable to budget \$2.8m due to favourable interest received driven by higher investment balances as a result of delayed capital works delivery.
10	Employee costs	Employee costs unfavourable to budget \$16.8m primarily due to expenses related to operating and transformation projects. These costs were initially classified as capital projects; however, a subsequent review of their outcomes determined they should be treated as operating projects to comply with accounting standards. Further contributing to the variance are higher staff costs in Active Communities, mainly due to structural changes in community facilities, increased activities at Myuna Farm (partially offset by additional income), and restructuring costs within Strengthening Communities and Emergency Management. In Creative Communities, the unfavourable variance is due to higher hours worked across Bunjil operations and productions (function staff, front-of-house attendants, and production officers), with some offset from additional income and staff recoveries. Connected Communities is also unfavourable due to additional staffing costs in Local Laws, partially offset by increased infringement revenue.
11	Allowance for impairment losses	Bad Debts unfavourable to budget \$0.5m primarily due to higher provision for unpaid infringements.
12	Other expenses	Other expenditure unfavourable to budget \$1.7m largely due to increased infrastructure asset writeoffs.



Note 2 Analysis of our results (continued)

2.1.2 Capital Works

	Budget	Actual	Variance	Variance	
	2025	2025			
Property	\$'000	\$'000	\$'000	%	Ref
Land	5,235	35,314	30,079	575%	1
Total Land	5,235	35,314	30,079	575%	
Building	641	190	(451)	(70%)	2
Building Improvements	376	269	(107)	(28%)	3
Total buildings	1,017	459	(558)	(55%)	
Total property	6,252	35,773	29,521	472%	
Plant and equipment					
Plant, machinery and equipment	3,889	4,411	522	13%	4
Computers and telecommunications	18,001	2,741	(15,260)	(85%)	5
Total plant and equipment	21,890	7,152	(14,738)	(67%)	
Infrastructure					
Roads	15,792	27,017	11,225	71%	6
Bridges	1,124	513	(611)	(54%)	7
Footpaths and cycleways	3,746	4,288	542	14%	8
Drainage	2,266	2,800	534	24%	9
Recreational, leisure and community facilities	39,200	32,114	(7,086)	(18%)	10
Parks, open space and streetscapes	8,869	11,771	2,902	33%	11
Other infrastructure	1,508	902	(606)	(40%)	12
Total infrastructure	72,505	79,405	6,900	10%	
Total capital works expenditure	100,647	122,330	21,683	22%	
Represented by:					
New asset expenditure	33,559	62,451	28,892	86%	
Asset renewal expenditure	42,744	39,573	(3,171)	(7%)	
Asset expansion expenditure	1,806	1,975	169	9%	
Asset upgrade expenditure	22,538	18,331	(4,207)	(19%)	
Total capital works expenditure	100,647	122,330	21,683	22%	

(i) Explanation of material variations

Variance	Item	Explanation
Ref		
1	Land	Land purchases by Council were higher than anticipated due to the acquisition of two parcels of land, in Clyde and Clyde North. Provision for these purchases have been made as a part of the relevant Developer Contributions Plans but due to uncertainty around timing of the purchase they were not captured in the budget.
2	Buildings	Underspend is primarily due to budget savings identified in the Municipal Facilities program for reactive building renewal works no longer required.
3	Building improvements	The underspend is due to minor delays in obtaining external design.
4	Plant, machinery and equipment	Continued delivery of plant due to extensive lead times, funded from carry forward from 2023/24.
5	Computers and telecommunications	Underspend is primarily due to the financial reclassification of computers and telecommunications projects from capital to operating to comply with accounting standards.
6	Roads	Continued delivery of major road projects, including Ballarto Road and South Gippsland Highway Intersection Construction in Cranbourne East, and Clyde Road/Hardy's Intersection in Clyde North, funded from carry forward from 2023/24.
7	Bridges	Underspend is primarily due to delays in obtaining external authority approvals.
8	Footpaths and cycleways	Continued delivery of footpath and cycleways projects, including Cardinia Creek Parklands Shared Path Development funded from carry forward from 2023/24.
9	Drainage	Continued delivery of drainage projects, including Casey Fields Storm Water Harvesting, funded from carry forward from 2023/24.
10	Recreational, leisure and community facilities	Underspend is primarily due to delays in obtaining external authority approvals, long lead times for the supply of equipment, seasonal scheduling of construction works, wet weather and skilled labour shortages.
11	Parks, open space and streetscapes	Continued delivery of projects, including Bayview Park 1001 Steps, Ray Bastin Reserve Redevelopment, funded from carry forward from 2023/24.
12	Other infrastructure	Underspend is primarily due to delays in resourcing material for the replacement of conventional Mercury Vapour Minor Public Lighting.

2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

Customer and Corporate Services

The Customer and Corporate Services Division is focused on supporting operations, future readiness and customer focus. Through this the Customer and Corporate Services Division will contribute to the City of Casey being a great place to work, be clear on how we deliver customer centric services and build capability enabling effective delivery of services to our community. Customer and Corporate Services comprises of Communications and Corporate Governance, Customer and Digital, Financial Services, People and Culture and Information Technology.

Community Life

The Community Life Division works to develop healthy, active, connected and safe communities through the delivery of community facilities, events, experiences and life cycle services from birth to older age. Community Life comprises of Active Communities, Child Youth and Family, Connected Communities and Creative Communities.

City Planning and Infrastructure

The City Planning and Infrastructure Division plans, designs, builds and maintains Council infrastructure. This infrastructure covers roads, footpaths, drains and waterways, buildings and open spaces. We also provide approvals for private led construction activity in our city. City Planning and Infrastructure comprises of City and Asset Planning, City Design and Construction, Growth and Investment, Infrastructure and Open Space, Planning and Building and Sustainability and Waste.

Office of the CEO - Strategy, Innovation and Transformation

Reporting into the Office of the CEO, the Strategy, Innovation and Transformation department is focused on delivering value to our customers through enabling organisational strategy, improving the way we work, planning for the future and working in partnership with the business to achieve great performance outcomes.

2.2.2 Summary of income/ revenue, expenses, assets and capital expenses by program

	Income/ Revenue	Expenses	Surplus/(Deficit)	Grants included in income/ revenue	Total assets
2025	\$'000	\$'000	\$'000	\$'000	\$'000
Customer and Corporate Services	380,543	65,669	314,874	38,533	3,453,929
Community Life	92,996	145,850	(52,854)	73,607	796,818
City Planning and Infrastructure	155,691	254,320	(98,629)	6,592	4,190,689
Office of the CEO - Strategy Innovation and Transformation	10	23,724	(23,714)	-	-
	629,240	489,563	139,677	118,732	8,441,436
Restated 2024	\$'000	\$'000	\$'000	\$'000	\$'000
Customer and Corporate Services	331,793	59,621	272,172	1,255	3,330,842
Community Life	65,879	131,541	(65,662)	49,963	773,250
City Planning and Infrastructure	234,327	266,012	(31,685)	1,101	3,597,356
Office of the CEO - Strategy Innovation and Transformation	-	4,595	(4,595)	-	-
	631,999	461,769	170,230	52,319	7,701,448

Note 3 Funding for the delivery of our services

3.1 Rates and charges

	2025	2024
	\$'000	\$'000
Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its Capital Improved Value (CIV). The valuation base used to calculate general rates for 2024/25 was \$117.016 billion (2023/24 was \$111.106 billion).		
Residential	223,618	211,337
Commercial	13,470	13,162
Industrial	13,315	12,438
Farm/Rural	1,666	1,642
Supplementary rates and rate adjustments	3,892	4,891
Interest on rates and charges	2,033	507
Garbage charge	60,837	56,607
Total rates and charges	318,831	300,584

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2024, and the valuation will be first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

	2025	2024
	\$'000	\$'000
Infringements and costs	3,144	2,370
Town planning fees	1,748	1,855
Building	1,291	576
Land information certificates	426	379
Subdivision Fees	5,058	5,599
Animal registration and fines	2,449	2,196
Health registration and fees	1,590	1,462
Elections	147	78
Fire management	24	39
Total statutory fees and fines	15,877	14,554

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.



Note 3 Funding for the delivery of our services (continued)

3.3 User fees

	2025	2024
	\$'000	\$'000
Client fees – community care	456	263
Leisure centre and recreation	5,668	4,082
Kindergarten fees	244	145
Hire fees – council facilities	6,877	5,969
Pound release fees	675	571
Building services	1,290	1,493
Re-infrastructure/road opening fees	72	73
Recoveries	1,421	1,603
Reimbursements	2,480	2,272
Other fees and charges	1,954	1,856
Total user fees	21,137	18,327

User fees by timing of revenue recognition		
User fees recognised at a point in time	21,137	18,327
Total user fees	21,137	18,327

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following:

	2025	2024
Summary of grants	\$'000	\$'000
Commonwealth funded grants	47,395	3,946
State funded grants	71,337	48,373
Total grants received	118,732	52,319

(a) Operating Grants

	2025	2024
Recurrent – Commonwealth Government	\$'000	\$'000
Connected Communities	1,334	1,239
Safer Communities	12	13
Financial Assistance Grants	38,237	981
Recurrent – State Government		
Connected Communities	1,607	1,729
Child Youth and Family	37,487	35,740
Total recurrent operating grants	78,677	39,702
Non-recurrent – Commonwealth Government	\$'000	\$'000
Community Safety	120	230
Active Communities	-	20
Non-recurrent – State Government		
Active Communities	442	204
Arts and Cultural Development	101	68
Child Youth and Family	6,008	3,881
City and Asset Planning	53	339
City Presentation	135	-
Connected Communities	943	654
Finance and Rates	116	-
Growth and Investment	212	197
Statutory Planning and Building	105	10
Customer and Digital	4	48
Sustainability and Waste	224	212
Total non-recurrent operating grants	8,463	5,863
Total operating grants	87,140	45,565

(b) Capital Grants

	2025	2024
Recurrent – Commonwealth Government	\$'000	\$'000
Victorian Grants Commission (Local roads)	5,568	157
Roads to recovery	2,124	1,306
Total recurrent capital grants	7,692	1,463
Non-recurrent – State Government		
Infrastructure and Capital Projects	23,900	5,291
Total non-recurrent capital grants	23,900	5,291
Total capital grants	31,592	6,754



Note 3 Funding for the delivery of our services (continued)

(c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established.

Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

	2025	2024
Income recognised under AASB 1058 Income of Not-for-Profit Entities	\$'000	\$'000
General purpose	43,805	1,138
Specific purpose grants to acquire non-financial assets	26,024	6,597
Other specific purpose grants	48,903	44,584
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	-	-
	118,732	52,319

(d) Unspent grants received on condition that they be spent in a specific manner

	2025	2024
Operating	\$'000	\$'000
Balance at start of year	15,735	12,831
Received during the financial year and remained unspent at balance sheet date	4,224	6,081
Received in prior years and spent during the financial year	(9,518)	(3,177)
Balance at year end	10,441	15,735
Capital		
Balance at start of year	9,457	11,081
Received during the financial year and remained unspent at balance sheet date	7,479	3,441
Received in prior years and spent during the financial year	(7,014)	(5,065)
Balance at year end	9,922	9,457

Unspent grants are determined and disclosed on a cash basis.

3.5 Contributions

	2025	Restated 2024
	\$'000	\$'000
Monetary	91,534	82,203
Non-monetary	52,658	147,898
Total contributions	144,192	230,101
Contributions of non monetary assets were received in relation to the following asset classes.		
Land	27,206	58,910
Buildings	666	180
Roads	8,718	44,292
Other infrastructure	16,068	44,516
Total non-monetary contributions	52,658	147,898

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

	2025	2024
	\$'000	\$'000
Proceeds of sale	1,013	9,220
Written down value of assets disposed	(12,067)	(13,291)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(11,054)	(4,071)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other Income

	2025	2024
	\$'000	\$'000
Interest	20,958	18,415
Other rent	1,409	1,210
Total other income	22,367	19,625

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 4 The cost of delivering services

4.1 (a) Employee costs

	2025	2024
	\$'000	\$'000
Wages and salaries	134,949	119,212
WorkCover	4,957	3,581
Superannuation	15,482	13,416
Fringe benefits tax	103	109
Other	6,148	5,603
Total employee costs	161,639	141,921

(b) Superannuation

Council made contributions to the following funds:

	2025	2024
Defined benefit fund	\$'000	\$'000
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	143	170
	143	170
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	5,996	5,622
Employer contributions – other funds	8,155	6,621
	14,151	12,243
Employer contributions payable at reporting date.	1,214	1,041

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

	2025	2024
	\$'000	\$'000
Building maintenance	7,496	6,865
General maintenance	48,232	62,050
Utilities	12,085	9,721
Office administration	59,780	43,894
Information technology	9,601	8,367
Insurance	3,463	3,248
Consultants	10,971	8,551
Rebate and reimbursements	291	14
Council developer contributions	28,378	40,930
Waste management	49,832	48,710
Total materials and services	230,129	232,350

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

	2025	2024
	\$'000	\$'000
Property	22,596	21,571
Plant and equipment	4,389	4,316
Infrastructure	57,506	49,191
Total depreciation	84,491	75,078

4.4 Depreciation – right of use assets

	2025	2024
	\$'000	\$'000
Vehicles	1,731	1,735
Property	132	129
Total depreciation – right of use assets	1,863	1,864

4.5 Allowance for impairment losses

	2025	2024
	\$'000	\$'000
Parking fine debtors	127	53
Other debtors	486	326
Total allowance for impairment losses	613	379

Movement in allowance for impairment losses in respect of debtors

	2025	2024
	\$'000	\$'000
Balance at the beginning of the year	3,235	2,861
New allowances recognised during the year	612	379
Amounts already allowed for and written off as uncollectible	(21)	(5)
Balance at end of year	3,826	3,235

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

Note 4 The cost of delivering services (continued)

4.6 Borrowing costs

	2025	2024
	\$'000	\$'000
Interest – borrowings	742	1,044
Total borrowing costs	742	1,044

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.7 Finance costs – leases

	2025	2024
	\$'000	\$'000
Interest – lease liabilities	629	757
Total finance costs	629	757

4.8 Other expenses

	2025	2024
	\$'000	\$'000
Auditors' remuneration – VAGO – audit of the financial statements, performance statement and grant acquittals	148	145
Auditors' remuneration – Internal	149	132
Councillors' allowances	821	676
Leases	23	141
Infrastructure assets and work in progress written off	8,197	6,639
Increase/(Decrease) in landfill provision	119	643
Total other expenses	9,457	8,376

Note 5 Investing in and financing our operations

5.1 Financial assets

	2025	2024
(a) Cash and cash equivalents	\$'000	\$'000
Current		
Cash on hand	29	38
Cash at bank	17,223	14,346
Call deposits	23,347	16,363
Total cash and cash equivalents	40,599	30,747
(b) Other financial assets		
Current		
Term deposits	360,602	338,069
Total current other financial assets	360,602	338,069
Non-current		
Term deposits	35,000	18,000
Total non-current other financial assets	35,000	18,000
Total other financial assets	395,602	356,069
Total cash and cash equivalents and other financial assets	436,201	386,816

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost.

Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of 3 to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

	2025	2024
(c) Trade and other receivables	\$'000	\$'000
Current		
Statutory receivables		
Rates debtors	43,997	34,318
Special rate assessment	293	303
Infringement debtors	4,203	3,418
Allowance for expected credit loss - infringements	(3,504)	(2,892)
Net GST receivable	4,536	3,430
Other receivables	75	472
Non statutory receivables		
Trade and other receivables	5,726	7,890
Allowance for expected credit loss - other debtors	(322)	(342)
Total current trade and other receivables	55,004	46,597

Note 5 Investing in and financing our operations (continued)

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

	2025	2024
(d) Ageing of receivables	\$'000	\$'000
The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	4,346	4,978
Past due by up to 30 days	55	631
Past due between 31 and 180 days	116	682
Past due between 181 and 365 days	31	595
Past due by more than 1 year	1,178	1,004
Total trade and other receivables	5,726	7,890
(e) Contract assets	\$'000	\$'000
Contract assets	6,843	-
Total contract assets	6,843	-

Contract assets are recognised when Council has transferred goods or services to the customer but where Council is yet to establish an unconditional right to consideration.

5.2 Non-financial assets

	2025	2024
(a) Other assets	\$'000	\$'000
Prepayments	4,070	4,110
Other	9,252	8,192
Total other assets	13,322	12,302

5.3 Payables, trust funds and deposits and contract and other liabilities

	2025	2024
(a) Trade and other payables	\$'000	\$'000
Current		
Non-statutory payables		
Trade payables	29,330	31,613
Accrued expenses	3,853	2,591
Statutory payables		
Net GST payable	456	295
Total current trade and other payables	33,639	34,499
(b) Trust funds and deposits	\$'000	\$'000
Current		
Refundable deposits	87	84
Fire services levy	271	1,424
Retention amounts	49,551	45,988
Other refundable deposits	1,785	1,926
Total current trust funds and deposits	51,694	49,422

	2025	2024
(c) Contract and other liabilities	\$'000	\$'000
Contract liabilities		
Current		
Grants received in advance – operating	10,441	15,735
Total contract liabilities	10,441	15,735
Other liabilities		
Current		
Deferred capital grants	9,922	9,457
Total other liabilities	9,922	9,457
Total contract and other liabilities	20,363	25,192

Trust fund and deposits – Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Contract liabilities – Contract liabilities reflect consideration received in advance from state/commonwealth government. Contract liabilities are derecognised and recorded as revenue as and when the terms of the agreement is fulfilled. Refer to Note 3.

Other liabilities – Council receives capital grant funding from a range of external bodies to support the development of specified property and infrastructure assets. In line with the recognition principles outlined in AASB 1058, grant income is recognised progressively as construction occurs. The extent of income recognised corresponds to costs incurred to date, which are considered the most appropriate indicator of the asset's stage of completion. Where grant funds are received in advance of construction progress, the unspent portion is deferred and recorded as a liability, representing Council's remaining obligations under the funding agreement.

Purpose and nature of items

Refundable deposits – Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and use of civic facilities.

Fire Service Levy – Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention amounts – Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

5.4 Interest-bearing liabilities

	2025	2024
Current	\$'000	\$'000
Borrowings – secured	8,555	8,299
Total	8,555	8,299
Non-current	\$'000	\$'000
Borrowings – secured	5,651	14,206
	5,651	14,206
Total	14,206	22,505

Borrowings are secured by the rates of the Council

Note 5 Investing in and financing our operations (continued)

	2025	2024
(a) The maturity profile for Council's borrowings is:	\$'000	\$'000
Not later than one year	8,555	8,299
Later than one year and not later than five years	5,651	14,206
Later than five years	-	-
Total	14,206	22,505

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities based on contractual repayment terms at every balance date.

5.5 Provisions

	Employee	Landfill restoration	Total
2025	\$'000	\$'000	\$'000
Balance at beginning of the financial year	29,546	9,698	39,244
Additional provisions	6,179	331	6,510
Amounts used	(3,008)	(1,296)	(4,304)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(61)	(212)	(273)
Balance at the end of the financial year	32,656	8,521	41,177
Provisions – current	28,535	1,326	29,861
Provisions – non-current	4,121	7,195	11,316

2024	\$'000	\$'000	\$'000
Balance at beginning of the financial year	28,760	10,192	38,952
Additional provisions	5,675	753	6,428
Amounts used	(4,781)	(1,137)	(5,918)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(108)	(110)	(218)
Balance at the end of the financial year	29,546	9,698	39,244
Provisions – current	25,695	1,342	27,037
Provisions – non-current	3,851	8,356	12,207

5.5 Provisions (continued)

	2025	2024
(a) Employee provisions	\$'000	\$'000
Current provisions expected to be wholly settled within 12 months		
Annual leave	10,163	8,999
Long service leave	4,123	3,414
Retirement gratuity	32	35
	14,318	12,448
Current provisions expected to be wholly settled after 12 months		
Annual leave	2,720	2,480
Long service leave	11,497	10,767
	14,217	13,247
Total current employee provisions	28,535	25,695

	2025	2024
Non-current	\$'000	\$'000
Long service leave	4,118	3,843
Retirement gratuity	3	8
Total non-current employee provisions	4,121	3,851

Aggregate carrying amount of employee provisions:		
Current	28,535	25,695
Non-current	4,121	3,851
Total aggregate carrying amount of employee provisions	32,656	29,546

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:	2025	2024
Discount rate	4.25%	4.35%
Wage index rate	4.20%	4.45%

Note 5 Investing in and financing our operations (continued)

5.5 Provisions (continued)

	2025	2024
(b) Landfill restoration	\$'000	\$'000
Current	1,326	1,342
Non-current	7,195	8,356
	8,521	9,698

Stevenson’s Landfill – The City of Casey is obligated for remediation of the Stevenson's Road Closed Landfill (SRCL) site. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The total estimated present value of the remaining cost of rehabilitation and on-going site management is over \$8.5 million, inclusive of ongoing operational costs of up to \$1.3 million per annum for up to 9 years. A provision of \$8.5 million (2023/24 \$9.7 million) is provided, based on the net present value of the estimated ongoing site management and monitoring costs over 9 years from 2025/26.

Cemetery Road Landfill – Rehabilitation of this site is complete. The council has minor ongoing monitoring and maintenance expenses.

Narre Warren Landfill – The landfill rehabilitation is complete and the site has been handed back to Council for ongoing management as a reserve. The Council also manages ongoing monitoring of ground water on behalf of the Narre Warren User Group (NWUG). These expenses are reimbursed to the Council via a fund managed by the City of Whitehorse.

Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below.

Key assumptions:	2025	2024
Discount rate	3.50%	4.05%
Index rate	4.10%	4.30%

5.6 Financing arrangements

	2025	2024
The Council has the following funding arrangements in place as at 30 June	\$'000	\$'000
Credit card facilities	300	300
Other borrowing facilities	14,206	22,506
Total facilities	14,506	22,806
Used facilities	14,269	22,539
Unused facilities	237	267

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

2025	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
Operating	\$'000	\$'000	\$'000	\$'000	\$'000
Assets management	1,335	908	2,725	76	5,044
Auditing services	105	-	-	-	105
Energy supply	5,472	4,767	14,301	3,460	28,000
Equipment	1,480	1,400	1,925	-	4,805
Environmental health services	5,172	3,734	2,297	-	11,203
Facilities management	8,638	2,021	147	-	10,806
Graffiti removal	448	436	425	-	1,309
Information technology	9,337	6,585	3,547	-	19,469
Leisure centre management	674	674	1,338	-	2,686
Open space management	30,426	12,780	8,984	907	53,097
Other capital works	5,676	2,510	7,531	209	15,926
Professional services	3,872	2,445	1,556	312	8,185
Property valuation	445	424	297	-	1,166
Street cleansing	1,213	1,213	3,640	1,921	7,987
Waste management	33,860	33,301	16,003	13,498	96,662
Total	108,153	73,198	64,716	20,383	266,450
Capital					
Building	1,432	-	-	-	1,432
Roads, footpaths, kerb & channel	7,939	1,434	-	-	9,373
Total	9,371	1,434	-	-	10,805

Note 5 Investing in and financing our operations (continued)

5.7 Commitments (continued)

2024	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
Operating	\$'000	\$'000	\$'000	\$'000	\$'000
Assets management	822	427	-	-	1,249
Auditing services	126	63	-	-	189
Building cleansing	1,375	-	-	-	1,375
Energy supply	6,021	5,372	14,301	7,173	32,867
Equipment	622	-	-	-	622
Environmental health services	5,172	5,172	6,031	-	16,375
Facilities management	11,665	3,586	2,168	-	17,419
Graffiti removal	470	448	861	-	1,779
Home care services	54	-	-	-	54
Information technology	12,268	8,937	9,130	-	30,335
Leisure centre management	674	674	2,012	-	3,360
Open space management	34,619	29,036	16,293	-	79,948
Other capital works	3,185	3,166	-	-	6,351
Professional services	10,127	3,665	2,862	624	17,278
Property valuation	445	445	721	-	1,611
Street cleaning	510	-	-	-	510
Waste management	33,788	29,272	38,803	13,292	115,155
Total	121,943	90,263	93,182	21,089	326,477
Capital					
Building	4,009	-	-	-	4,009
Roads, footpaths, kerb & channel	3,681	1,869	1,323	-	6,873
Equipment	328	80	-	-	408
Other capital works	316	-	-	-	316
Total	8,334	1,949	1,323	-	11,606

(b) Operating lease receivables

Operating lease receivables – The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

	2025	2024
Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:	\$'000	\$'000
Not later than one year	867	1,347
Later than one year and not later than five years	2,772	2,765
Later than five years	3,465	3,641
Total	7,104	7,753

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under AASB 16 Leases, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

The City Of Casey has 3 peppercorn leases and 11 low value assets on land and buildings, use of these properties is restricted to community service and welfare activities.

Note 5 Investing in and financing our operations (continued)

5.8 Leases (continued)

<i>Right-of-Use Assets</i>	Property	Vehicles	Total
	\$'000	\$'000	\$'000
Balance at 1 July 2024	117	8,789	8,906
Additions	490	-	490
Depreciation charge	(132)	(1,731)	(1,863)
Balance at 30 June 2025	475	7,058	7,533

<i>Lease Liabilities</i>	2025	2024
Maturity analysis – contractual undiscounted cash flows	\$'000	\$'000
Less than one year	2,478	2,437
One to five years	7,455	9,251
More than five years	-	192
Total undiscounted lease liabilities as at 30 June:	9,933	11,880
Lease liabilities included in the Balance Sheet at 30 June:	\$'000	\$'000
Current	1,948	1,797
Non-current	6,711	8,193
Total lease liabilities	8,659	9,990

Short-term and low value leases – Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2025	2024
Expenses relating to:	\$'000	\$'000
Leases of low value assets	2	2
Total	2	2

Non-cancellation lease commitments – Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

	2025	2024
Payable:	\$'000	\$'000
Within one year	-	-
Later than one year but not later than five	4	4
Total lease commitments	4	4

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Restated carrying amount 30 June 2024	Additions	Contri-butions	Reval-uation	Depre-ciation	Disposal	Write-off	Transfers	Impair-ment	Assets Held for Sale	Carrying amount 30 June 2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	3,558,621	-	27,206	-	-	(2,477)	-	37,453		-	3,620,803
Buildings	555,863	-	666	27,535	(22,596)	(1,734)	-	18,793		-	578,527
Plant and equipment	14,441	-	-	-	(4,389)	(616)	-	2,713		-	12,149
Infrastructure	3,039,074	-	24,787	583,890	(57,506)	(7,208)	-	34,625	(34)	-	3,617,627
Work in progress	73,501	122,330	-	-	-		(13,304)	(93,584)		-	88,943
Total	7,241,501	122,330	52,659	611,425	(84,491)	(12,035)	(13,304)	-	(34)	-	7,918,049

Summary of Work in Progress						
Progress	Opening WIP	Additions	Write-off	WIP Reclass	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property – Land	2,356	35,314	(95)	(122)	(37,453)	-
Property – Buildings	16,598	459	(1,073)	19,294	(18,793)	16,485
Plant and equipment	305	7,152	(1,618)	(1,229)	(2,713)	1,897
Infrastructure	54,242	79,405	(10,518)	(17,943)	(34,625)	70,561
Total	73,501	122,330	(13,304)	-	(93,584)	88,943

Note 6 Assets we manage (continued)

(a) Property

	Land – specialised	Land – non specialised	Land Improvements	Total Land & Land Improvements	Buildings – specialised	Buildings – non specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2024 - Restated	1,744,784	1,813,837	-	3,558,621	754,700	134,677	889,377	18,954	4,466,952
Accumulated depreciation at 1 July 2024	-	-	-	-	(267,828)	(65,686)	(333,514)	-	(333,514)
	1,744,784	1,813,837	-	3,558,621	486,872	68,991	555,863	18,954	4,133,438
Movements in fair value									
Additions	-	37,453	-	37,453	16,398	2,395	18,793	-	56,246
Contributions	15,265	11,941	-	27,206	666	-	666	-	27,872
Revaluation	-	-	-	-	38,405	6,866	45,271	-	45,271
Disposal	(642)	(1,835)	-	(2,477)	(2,448)	(931)	(3,379)	-	(5,856)
Write-off	-	-	-	-	-	-	-	(1,168)	(1,168)
Acquisition of WIP assets at cost	-	-	-	-	-	-	-	35,773	35,773
Transfers	8,250	(8,250)	-	-	(163)	163	-	(56,246)	(56,246)
WIP reclass	-	-	-	-	-	-	-	19,172	19,172
	22,873	39,309	-	62,182	52,858	8,493	61,351	(2,469)	121,064

	Land – specialised	Land – non specialised	Land Improvements	Total Land & Land Improvements	Buildings – specialised	Buildings – non specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	-	(19,133)	(3,463)	(22,596)	-	(22,596)
Accumulated depreciation of disposals	-	-	-	-	836	809	1,645	-	1,645
Transfers	-	-	-	-	54	(54)	-	-	-
Revaluation increments/decrements	-	-	-	-	(14,232)	(3,504)	(17,736)	-	(17,736)
	-	-	-	-	(32,475)	(6,212)	(38,687)	-	(38,687)
At fair value 30 June 2025	1,767,657	1,853,146	-	3,620,803	807,558	143,170	950,728	16,485	4,588,016
Accumulated depreciation at 30 June 2025	-	-	-	-	(300,303)	(71,898)	(372,201)	-	(372,201)
Carrying amount	1,767,657	1,853,146	-	3,620,803	507,255	71,272	578,527	16,485	4,215,815

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecoms	Total plant and equipment	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2024	14,107	16,484	11,852	42,443	305	42,748
Accumulated depreciation at 1 July 2024	(8,939)	(11,829)	(7,235)	(28,002)	-	(28,002)
	5,168	4,655	4,617	14,441	305	14,746
Movements in fair value						
Additions	2,584	23	106	2,713	-	2,713
Disposal	(2,091)	(466)	(1,050)	(3,607)	-	(3,607)
Write-off	-	-	-	-	7,152	7,152
Acquisition of WIP assets at cost	-	-	-	-	(1,618)	(1,618)
Transfers	-	-	-	-	(2,713)	(2,713)
WIP reclass	-	-	-	-	(1,229)	(1,229)
	493	(443)	(944)	(894)	1,592	698
Movements in accumulated depreciation						
Depreciation and amortisation	(1,709)	(1,092)	(1,588)	(4,389)	-	(4,389)
Accumulated depreciation of disposals	2,020	-	971.05	2,991	-	2,991
Impairment Losses recognised in Operating Result	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
	311	(1,092)	(617)	(1,398)	-	(1,398)
At fair value 30 June 2025	14,600	16,041	10,908	41,549	1,897	43,446
Accumulated depreciation at 30 June 2025	(8,628)	(12,921)	(7,852)	(29,400)	-	(29,400)
Carrying amount	5,972	3,120	3,056	12,149	1,897	14,046

Note 6 Assets we manage (continued)

(c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage	Outdoor sports facilities	Waste Management	Parks, open spaces and streetscapes	Off street car parks	Total Infrastructure	Work in Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2024 - Restated	2,027,359	109,665	286,451	965,332	214,938	36,388	207,664	72,474	3,920,271	54,242	3,974,513
Accumulated depreciation at 1 July 2024	(349,972)	(32,803)	(69,807)	(198,079)	(83,490)	(26,098)	(105,457)	(15,491)	(881,197)	-	(881,197)
	1,677,387	76,862	216,644	767,253	131,448	10,290	102,207	56,983	3,039,074	54,242	3,093,316
Movements in fair value											
Additions	11,492	894	2,168	3,024	4,743	2	11,663	639	34,625	-	34,625
Contribution	8,717	-	2,277	9,318	272	2	4,201	-	24,787	-	24,787
Revaluations	304,912	16,594	43,448	366,997	10,624	1,820	11,081	3,746	759,222	-	759,222
Disposal	(8,182)	-	(695)	(1,346)	(785)	-	(4,048)	(379)	(15,435)	-	(15,435)
Write-off	-	-	-	-	-	-	-	-	-	(10,518)	(10,518)
Acquisition of WIP assets at cost	-	-	-	-	-	-	-	-	-	79,405	79,405
Transfers	-	66	179	57	(1,400)	-	(963)	2,189	128	(34,625)	(34,497)
WIP Reclass	-	-	-	-	-	-	-	-	-	(17,943)	(17,943)
	316,939	17,554	47,377	378,050	13,454	1,824	21,934	6,195	803,327	16,319	819,646
Movements in accumulated depreciation											
Depreciation and amortisation	(22,193)	(1,376)	(5,125)	(10,447)	(7,770)	(1,865)	(7,245)	(1,485)	(57,506)	-	(57,506)
Accumulated depreciation of disposals	4,488	-	321	297	558	-	2,464	99	8,227	-	8,227
Revaluation increments/ decrements	(55,141)	(5,047)	(11,192)	(91,664)	(4,499)	(1,398)	(5,547)	(844)	(175,332)	-	(175,332)
Transfers	-	(66)	(9)	(54)	(304)	-	304	-	(129)	-	(129)
Impairment Losses recognised in Operating Result	-	(34)	-	-	-	-	-	-	(34)	-	(34)
	(72,846)	(6,523)	(16,005)	(101,868)	(12,015)	(3,263)	(10,024)	(2,230)	(224,740)	-	(224,774)
At fair value 30 June 2025	2,344,298	127,219	333,828	1,343,382	228,392	38,212	229,598	78,669	4,723,598	70,561	4,794,159
Accumulated depreciation at 30 June 2025	(422,818)	(39,326)	(85,812)	(299,947)	(95,505)	(29,361)	(115,481)	(17,721)	(1,105,971)	-	(1,105,971)
Carrying amount	1,921,480	87,893	248,016	1,043,435	132,887	8,851	114,117	60,948	3,617,627	70,561	3,688,188

Note 6 Assets we manage (continued)

(c) Infrastructure (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement. Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads. In accordance with Council’s policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation period	Threshold limit
Asset recognition thresholds and depreciation periods		\$'000
Land & land improvements		
• land	-	Nil
• land improvements	-	Nil
Buildings		
• buildings and building components	10-200 years	5
Plant and Equipment		
• plant, machinery and equipment	2-17 years	2
• fixtures, fittings and furniture	4-10 years	2
Computers and telecommunications	5 years	2
Infrastructure		
• road – pavements	26-108 years	10
• road – seals	5-77 years	10
• roads – kerb, channel and traffic management	15-100 years	10
• car parks	24-68 years	5
• bridges – deck	39-119 years	5
• bridges – substructure	39-119 years	5
• footpaths and cycleways	12-83 years	5
Drainage	20-100 years	5
Outdoor sports facilities	9-125 years	5
Waste management	10-50 years	5
Open space and landscaping community facilities	9-150 years	5

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

Valuation of land and buildings were undertaken by Jesse Andrewartha from Westlink Consulting, a qualified independent valuer, registration number 108176 in 2022/23. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation and the adjustment has no impact on the comprehensive income statement. The current valuation also includes an impact of AASB 13 of \$45.3 million Replacement Cost and Accumulated Depreciation of \$17.7 million.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement. Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table.

Details of the Council’s land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Last Full Revaluation Date	Type of Valuation
Land	-	1,853,146	-	30/06/2023	Full
Specialised Land	-	-	1,767,657	30/06/2023	Full
Specialised Buildings	-	-	507,255	30/06/2023	Full
Non Specialised Buildings	-	71,272	-	30/06/2023	Full
Total	-	1,924,418	2,274,912		

Note 6 Assets we manage (continued)

(c) Infrastructure (continued)

Valuation of infrastructure

The valuation of infrastructure assets, whether conducted through a full revaluation or indexation, has been carried out in accordance with the Council's adopted Asset Valuation Policy and Asset Valuation Manual. The valuation was carried out by a professionally qualified engineer employed by the Council as the Head of Asset Planning and Systems. The individual holds relevant qualifications in asset management and infrastructure valuation.

The valuation dates and methodologies applied across asset classes are summarised below. Drainage assets have been revalued during 2024/25, while Bridges, Lighting, and Guardrails were fully revalued in 2023/24. Roads, Footpaths/ Cycleways, and Off-Street Car Parks underwent an index-based revaluation in the same year. Parks, Open Space, and Streetscape assets—excluding Lighting—were also indexed in 2023/24. This valuation was based on Rawlinsons Construction Guide's Building Indices for the Melbourne metropolitan area. A full revaluation of these assets will be conducted according to the schedule outlined in the Asset Valuation Manual. Buildings and Waste Management assets were last revalued in 2022/23. The current valuation also incorporates adjustments under AASB 13, reflecting a Replacement Cost of \$392.2 million and Accumulated Depreciation of \$83.7 million.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation. Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	Level 1	Level 2	Level 3	Current Valuation Date	Type of Valuation
Roads	-	-	1,921,480	30-Jun-24	Index
Bridges	-	-	87,893	30-Jun-24	Full
Footpaths and cycleways	-	-	248,016	30-Jun-24	Index
Drainage	-	-	1,043,435	30-Jun-25	Full
Outdoor sports facilities	-	-	132,887	30-Jun-23	Full
Waste management	-	-	8,851	30-Jun-23	Index
Parks, open space and streetscapes	-	-	114,117	30-Jun-24	Index
Off street car parks	-	-	60,948	30-Jun-24	Index
Total	-	-	3,617,627		

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 20% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$3,000 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$300 to \$5,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 10 years to 200 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2025	2024
Reconciliation of specialised land	\$'000	\$'000
Land under roads	691,124	675,859
Parks and reserves	1,013,729	1,006,122
Community facilities	52,221	52,220
Corporate	10,583	10,583
Total specialised land	1,767,657	1,744,784

6.2 Investments in associates, joint arrangements and subsidiaries

	2025	2024
(a) Investments in associates	\$'000	\$'000
Casey Cardinia Library Corporation	4,246	5,071
Background	The implementation of the new Local Government Act 2020 requires Library Corporations and their Member Councils to establish an alternative governance model as a legal entity. In October 2022, the CCLC Board endorsed Cardinia Shire Council's decision to withdraw from the CCLC Regional Library Agreement, effective 30 November 2022, under Clause 12 of the agreement. Following this change, CCLC adopted the business name Connected Libraries (CL) to continue providing library services to Casey City Council until 30 June 2025. On 1 July 2025, CL has transitioned to a new legal entity, Connected Libraries Ltd, a not-for-profit public company limited by guarantee and registered with the ACNC as a charity. The City of Casey owns the properties where Connected Libraries operates within the municipality and holds full ownership of its net equity. Additionally, the Council does not charge rental fees for the library premises provided to CCLC/CL.	
Fair value of Council's investment in Casey Cardinia Library Corporation	4,246	5,071

	2025	2024
Council's share of accumulated surplus/(deficit)	\$'000	\$'000
Council's share of accumulated surplus(deficit) at start of year	5,071	4,500
Reported surplus(deficit) for year (based on un-audited result)	(825)	571
Council's share of accumulated surplus(deficit) at end of year	4,246	5,071

	2025	2024
Council's share of expenditure commitments	\$'000	\$'000
Operating commitments	-	-
Council's share of expenditure commitments	-	-

Committees of management

Council's policy is to seek all committees of Management to incorporate pursuant to the *Associations Incorporation Reform Act 2021*. The adopted incorporated Committee of Management structure provides committees with power and autonomy to effectively manage and plan for the long term future of the facility they utilise. The operation of the Committees of Management are not material to the overall operations of the Council and their revenues and expenses are excluded from this Financial report. However, all land buildings managed by Committees of Management are owned by Council and have been brought to account as assets of Council.

Note 6 Assets we manage (continued)

(c) Infrastructure (continued)

	2025	2024
	\$'000	\$'000
Narre Warren User Group	238	255
Background	The City of Casey holds 17.96% in Narre Warren User Group (NWUG). The principal activity of NWUG is to monitor the closed landfill that was previously used by Council at Narre Warren. The contributions by the Council to NWUG during the period totalled Nil (2021/22 NIL). The Whitehorse City Council holds the cash investment for NWUG and the surplus is generated from interest income less monitoring costs. The cash investment is managed by Whitehorse City Council who holds a 48.88% interest in NWUG.	
Council's share of accumulated surplus/(deficit)		
Summarised statement of comprehensive income		
Council's share of accumulated surplus(deficit) at start of year	255	266
Reported surplus (deficit) for year	(17)	(11)
Total comprehensive result	238	255
Movement in carrying value of specific investment		
Carrying value of investment at start of year	255	266
Share of surplus (deficit) for year	(17)	(11)
Carrying value of investment at end of year	238	255
Net Assets	238	255

Significant restrictions

The NWUG operates under a User Group Agreement, that has been agreed by all of the participating Councils. There is no clause in the agreement that allows for the return of funds to the participating Councils. The current funds are held to meet commitments for the site contained within the EPA issued Pollution Abatement Notice (PAN). There is no current agreement between the participating councils on the distribution of assets or liabilities of the User Group when the commitments of the PAN have been satisfied.

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity

The Casey City Council is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in Note 6.2.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Casey City Council. The Councillors, Administrators, Chief Executive Officer and Directors are deemed KMP.

	2025	2024
	No.	No.
Administrators		
Ms Noelene Duff PSM – Chair of Administrator Panel from 18 May 2020 to 20 November 2024.		
Mr Cameron Boardman from 18 May 2020 to 20 November 2024.		
Mr Miguel Belmar from 18 May 2020 to 20 November 2024.		
Total Number of Administrator Panel Members	3	3
Councillors		
Cr Stefan Koomen - Councillor 12 November 2024 - Mayor from 19 November 2024		
Cr Melinda Ambros - Councillor from 12 November 2024 - Deputy Mayor from November 2024		
Cr Scott Dowling - Councillor from 12 November 2024		
Cr Kim Ross - Councillor from 12 November 2024		
Cr Gary Rowe - Councillor from 12 November 2024		
Cr Michelle Crowther - Councillor from 12 November 2024		
Cr Dave Perry - Councillor from 12 November 2024		
Cr Shane Taylor - Councillor from 12 November 2024		
Cr Carolyn Eaves - Councillor from 12 November 2024		
Cr Lynette Pereira - Councillor from 12 November 2024		
Cr Jennifer Dizon - Councillor from 12 November 2024		
Cr Anthony Walter - Councillor from 3 December 2024		
Total of Number of Councillors	12	-
Executive Leadership Team		
Chief Executive Officer, Mr Glenn Patterson		
Director, City Planning and Infrastructure, Mr James Collins		
Director, Customer and Corporate Services, Ms Jen Bednar		
Director, Community Life, Mr Steve Coldham		
Total of Chief Executive Officer and other Key Management Personnel	4	4
Total Number of Key Management Personnel	19	7

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

Note 7 People and relationships (continued)

(c) Remuneration of Key Management Personnel (continued)

	2025	2024
Total remuneration of key management personnel was as follows:	\$'000	\$'000
Short-term employee benefits	2,087	1,941
Other long-term employee benefits	37	33
Post-employment benefits	188	178
Total	2,312	2,152

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2025	2024
Income range:	No.	No.
\$20,000 - \$29,999	10	-
\$40,000 - \$49,999	1	-
\$70,000 - \$79,999	2	-
\$80,000 - \$89,999	1	-
\$140,000 - \$149,999	1	-
\$170,000 - \$179,999	-	2
\$320,000 - \$329,999	-	1
\$330,000 - \$339,999	-	1
\$340,000 - \$349,999	-	1
\$350,000 - \$359,999	-	1
\$370,000 - \$379,999	1	-
\$380,000 - \$389,999	1	-
\$390,000 - \$399,999	1	-
\$460,000 - \$469,999	-	1
\$500,000 - \$509,999	1	-
	19	7

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$170,000 and who report directly to a member of the KMP. *

	2025	2024
	\$'000	\$'000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	2,954	2,649
Other long-term employee benefits	76	68
Post-employment benefits	349	301
Total	3,379	3,018

The number of other senior staff are shown below in their relevant income bands:

	2025	2024
Income range:	No.	No.
\$210,000 – \$219,999	1	2
\$220,000 – \$229,999	2	4
\$230,000 – \$239,999	4	4
\$240,000 – \$249,999	2	1
\$250,000 – \$259,999	5	1
\$260,000 – \$269,999	-	1
	14	13
Total Remuneration for the reporting year for Senior Officers included above, amounted to (\$'000)*:	3,379	3,018
*Total remuneration comprises of salaries and wages, paid leave, allowances, superannuation, higher duties, termination payments and contributions for the private use of a vehicle		

7.2 Related party disclosure

	2025	2024
(a) Transactions with related parties	\$'000	\$'000
During the period Council entered into the following transactions with related parties		
<i>Casey Cardinia Library Corporation (Connected Libraries)</i>		
Provision of library services by the Casey Cardinia Library Corporation, in accordance with the Regional Library Agreement	7,737	6,275
Reimbursement of Cost - Library innovation project	45	454
Reimbursement of Cost - Payment to independent board members	-	22
Provision of financial and other services to the Casey Cardinia Library Corporation	(34)	(35)
<i>Procurement Australasia Ltd</i>		
Annual Procurement Australia Confrence - Ticket	1	-
<i>CT Management Group Pty Ltd.</i>		
Financial Ratios Benchmarking Data Pack	2	-
	7,751	6,716

(b) Outstanding balances with related parties

There were no outstanding balances with related parties that required disclosure during the 2024/25 or 2023/24 reporting years.

(c) Loans to/from related parties

No loans have been made, guaranteed, or secured by Council to related parties during the 2024/25 or 2023/24 reporting years.

(d) Commitments to/from related parties

No commitments have been made, guaranteed, or secured by Council to related parties during the 2024/25 or 2023/24 reporting years.



Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. At balance date the Council is not aware of any contingent assets.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

The following are potential contingencies to be considered by council at the balance sheet date.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

In addition to the disclosed contributions, there were NIL contributions outstanding and NIL loans issued from or to the above schemes as at 30 June 2025. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 are \$344K.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

MAV WorkCare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six year liability period following the cessation of the Scheme (to 30 June 2027). At the end of the liability period, an adjustment payment may be required (or received). The determination of any adjustment payment is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria.

Legal actions

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

(c) Guarantees for loans to other entities

The City of Casey has guaranteed a loan of up to \$150k for the Narre Warren Football Netball Club.

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council

has other reasons to believe that it is probable that the right will be exercised.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the

instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 2020. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council have a policy for establishing credit limits for the entities Council deal with;
- Council may require collateral where appropriate; and
- Council only invest surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

Note 8 Managing uncertainties (continued)

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council’s operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council’s maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods data and current assessment of risk.

There has been no significant change in Council’s exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure

this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management’s knowledge and experience of the financial markets, Council considers the following movements are ‘reasonably possible’ over the next 12 months:

- A parallel shift of +1.0% and -1.0% in market interest rates (AUD) from year-end rates of 3.85%

These movements will not have a direct material impact on the valuation of Council’s financial assets and liabilities, nor will they have a material impact on the results of Council’s operations.

8.4 Fair value measurement

Fair value hierarchy

Council’s financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council’s financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. *AASB 13 Fair value measurement*, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

Council has considered the amendments to *AASB 13 Fair Value Measurement* that apply for the 2024-25 financial year as a result of *AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-forProfit Public Sector Entities*. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and

costs to restore another entity’s assets in the underlying valuation. The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have impacted Council’s financial statements as follows due to the inclusion of site preparation costs, disruption costs and costs to restore another entity’s assets:

- The current replacement cost of Council’s building assets , has increased by \$45.3 million.
- The current replacement cost of Council infrastructure assets, has increased by \$392.2 million

The financial statements are adjusted to reflect the cost implications under AASB 13. These adjustments are applied outside the asset information management system, and affected assets will be adjusted during their revaluation cycle.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying

amount is considered to be approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets every 5 years. The valuation is performed either by experienced Council officers or independent experts.

The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	5 years
Buildings	5 years
Road	5 years
Bridges	5 years
Footpaths and cycleways	5 years
Drainage	5 years
Recreation, leisure and community facilities	5 years
Waste management	5 years
Parks, open space and streetscapes	5 years
Other infrastructure	5 years



Note 8 Managing uncertainties (continued)

8.4 Fair value measurement (continued)

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense in which case the increase is recognised as revenue up to the amount of the expense.

Revaluation decreases are recognised as an expense except where prior increases are included in the asset revaluation reserve for that class of asset in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset’s fair value less costs of disposal and value in use, is compared to the assets carrying value.

Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.



Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserves

	Balance at beginning of reporting period	Increase (decrease)	Balance at end of reporting period
2025	\$'000	\$'000	\$'000
Property			
Land and land improvements	2,495,307	(519)	2,494,788
Buildings	200,844	27,004	227,848
	2,696,151	26,485	2,722,636

Infrastructure			
Roads	667,551	247,176	914,727
Bridges	42,935	11,547	54,482
Footpaths and cycleways	33,713	32,160	65,873
Drainage	309,124	275,105	584,229
Recreational, leisure and community facilities	60,056	5,982	66,038
Waste management	2,463	422	2,885
Parks, open space and streetscapes	34,249	5,171	39,420
Off-street car parks	21,208	2,784	23,992
	1,171,299	580,347	1,751,646
Total asset revaluation reserves	3,867,450	606,832	4,474,282

2024	\$'000	\$'000	\$'000
Property			
Land and land improvements	2,495,323	(16)	2,495,307
Buildings	201,461	(617)	200,844
	2,696,784	(633)	2,696,151

Infrastructure			
Roads	474,783	192,768	667,551
Bridges	30,416	12,519	42,935
Footpaths and cycleways	10,446	23,267	33,713
Drainage	309,241	(117)	309,124
Recreational, leisure and community facilities	33,381	26,675	60,056
Waste management	3,043	(580)	2,463
Parks, open space and streetscapes	19,278	14,971	34,249
Off-street car parks	14,873	6,335	21,208
	895,461	275,838	1,171,299
Total asset revaluation reserves	3,592,245	275,205	3,867,450

The asset revaluation reserve is used to record the increased (net) value of Council’s assets over time.

Note 9 Other matters (continued)

9.1 Reserves
(b) Other reserves

	Balance at beginning of reporting period	Transfer to accumulated surplus	Transfer from accumulated surplus	Balance at end of reporting period
2025	\$'000	\$'000	\$'000	\$'000
Asset Reserve	48,337	(7,966)	5,494	45,865
Developer Reserve	156,796	(66,062)	94,325	185,059
General Reserve	16,203	(2,471)	8,187	21,919
Total Other reserves	221,336	(76,499)	108,006	252,843

2024				
Asset Reserve	102,796	(85,670)	31,211	48,337
Developer Reserve	123,390	(52,016)	85,422	156,796
General Reserve	19,343	(11,044)	7,904	16,203
Total Other reserves	245,529	(148,730)	124,537	221,336

Other Reserves represent unspent funds set aside for specific future expenditure on Assets and Capital Works, Developer Works and General Operations

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2025	Restated 2024
	\$'000	\$'000
Surplus/(deficit) for the year	139,677	170,230
Non-cash adjustments:		
(Profit)/loss on disposal of property, infrastructure, plant and equipment	11,054	4,071
Contributions - Non-monetary assets	(52,658)	(147,898)
Depreciation/ Amortisation	86,354	76,942
Finance Costs	1,371	1,801
Share of net loss (or profit) of associates and joint ventures	842	(560)
Prior year capital works expensed	2,096	5,896
Payments for property, infrastructure, plant and equipment expensed	11,209	23,737

Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(8,867)	(2,357)
(Increase)/decrease in interest receivables	(1,060)	(1,724)
(Increase)/decrease in prepayments	40	(827)
(Increase)/decrease in grants receivable	(6,843)	-
Increase/(decrease) in trade and other payables	(1,541)	2,958
(Decrease)/increase in contract and other liabilities	(4,829)	1,280
(Decrease)/increase in other liabilities	3,425	(3,454)
(Decrease)/increase in provisions	1,933	292
Net cash provided by/(used in) operating activities	182,203	130,387

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/ Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made.

As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. As at 30 June 2024, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category.

The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2024 (of which Council is a contributing employer) was 105.4%.

The financial assumptions used to calculate the VBI were:

Net investment returns	5.6% pa
Salary information	3.5% pa
Price inflation (CPI)	2.7% pa

As at 30 June 2025, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025. The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2024 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

9.3 Superannuation (continued)

Note 9 Other matters (continued)

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category’s VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund’s participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund’s Defined Benefit category, together with the employer’s payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer’s successor.

The 2024 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund’s actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2024 (Triennial) \$m	2023 (Triennial) \$m
A VBI Surplus	108.4	84.7
A total service liability surplus	141.4	123.6
A discounted accrued benefits surplus	156.7	141.9

The VBI surplus means that the market value of the fund’s assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund’s Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund’s Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund’s position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2025. The last interim actuarial investigation conducted prior to 30 June 2025 was at 30 June 2024.

The VBI of the Defined Benefit category at that date was 105.4%. The financial assumptions used to calculate the 30 June 2024 VBI were:

- New investment returns 5.6% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.7% pa

Council was notified of the 30 June 2024 VBI during August 2024.

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2024 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category’s funding arrangements from prior years.

The 2023 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2020 (Triennial investigation)	2023 (Triennial investigation)
Net investment return	5.6% pa	5.7% pa
Salary inflation	2.5% pa for the first two years and 2.75% pa thereafter	3.5%
Price inflation	2% pa	2.8% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

Scheme	Type of Scheme	Rate	2025 \$,000	2024 \$,000
Vision super	Defined benefits	11.5% (2024:11.0%)	143	170
Vision super	Accumulation	11.5% (2024:11.0%)	5,996	5,622

During the year Council has paid no unfunded liability payments to Vision Super.

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2025. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is \$344K.



Note 9 Other matters (continued)

9.4 Prior period adjustments - Non Monetary Contributions

Due to the timing of the information flow associated with the recognition of non-monetary contributions, \$52.6 million related to the financial year 2023/24 or earlier was not recognised in the year to which it pertained.

This has resulted in an understatement of the non-monetary contributions income for the fiscal year ending on 30 June 2024 by \$35.8 million, and for the fiscal year ending on 30 June 2023 and prior years by \$16.7 million.

The timing of recognition also led to an understatement of the value of property, infrastructure, plant, and equipment, as well as the accumulated surplus. As of 30 June 2024, the understatement was \$35.8 million, and as of 30 June 2023, it was \$16.7 million.

These errors have been corrected by restating each affected financial statement line item at 30 June 2024 or 1 July 2023 where relevant and the impact of such correction is set out in the table below.

	June 2024 as previously presented	Prior period adjustments	June 2024 as restated
Impact of change on the comprehensive income statement	\$'000	\$'000	\$'000
Contributions – non monetary	112,073	35,825	147,898
Total income/ revenue	596,174	35,825	631,999
Surplus (deficit) for the year	134,405	35,825	170,230
Total comprehensive result	414,025	35,825	449,850
Impact of change on the balance sheet			
Property, infrastructure, plant and equipment	7,188,930	52,571	7,241,501
Total non-current assets	7,221,162	52,571	7,273,733
Total assets	7,648,877	52,571	7,701,448
Net assets	7,468,025	52,571	7,520,596
Accumulated surplus	3,379,239	52,571	3,431,810
Total equity	7,468,025	52,571	7,520,596
Impact of change on statement of changes in equity			
Surplus (deficit) for the year	134,405	35,825	170,230
Accumulated surplus	3,379,239	52,571	3,431,810
Total equity	7,468,025	52,571	7,520,596

- There is no impact on the total operating, investing or financing cash flows for the year ended 30 June 2024.
- There is no impact on the statement of capital works for the year ended 30 June 2024.



Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2024/25 year.

Editorial note: Post-Adoption Administrative Corrections

Following Council adoption of the Annual Report 2024–25, minor administrative corrections were made to rectify typographical errors in the Financial Report section

- On page 176, a salary band was corrected from “\$460,000 – \$459,999” to “\$460,000 – \$469,999”.
- On page 209, a typographical error was corrected from “111” to “11”.

These corrections do not affect the substance, financial information, or conclusions of the report.

Glossary of terms

Advocacy	Publicly supporting or recommending programs or services on behalf of our community to other tiers of government or service providers for community benefit.
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.
Appropriateness	Means indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome.
Budget	A plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan.
Capital Works Program	Program of scheduled infrastructure works generally encompassing capital works for road, drainage and building assets.
Community Grants	Council allocates a sum of money for our Community Development Community Grants program as part of the annual budget process. The funding supports not for profit community organisations in Casey.
Council Plan	A plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting the vision and aspirations of the community for the next four years.
Financial performance indicators	A prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency.
Financial statements	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 a statement of capital works and included in the annual report.
Financial year	The period of 12 months ending on 30 June each year.
Governance	Council's responsibility for the economic and ethical performance of the municipality.
Governance and management checklist	Prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making.
Indicator	What will be measured to assess performance.
Initiatives	Actions that are one-off in nature and/or lead to improvements in service.

Major initiatives	Significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget.
Maternal and Child Health (MCH) Service	Service provided by a Council to support the health and development of children within the municipality from birth until school age.
Measure	How an indicator will be measured and takes the form of a computation, typically including a numerator and denominator.
Minister	Minister for Local Government.
Performance statement	A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Planning and accountability framework	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.
Regulations	Local Government (Planning and Reporting) Regulations 2020.
Report of operations	Report containing a description of the operations of the council during the financial year and included in the annual report.
Services	Assistance, support, advice and other actions undertaken by a council for the benefit of the local community.
Service outcome indicators	Prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved.
Service performance indicators	Prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes.
Strategic objectives	Outcomes a council is seeking to achieve over the next four years and included in the council plan.
Financial plan	Plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. It is also referred to as a long term financial plan.
Strategies	High level actions directed at achieving the strategic objectives in the council plan.
Sustainable capacity indicators	A prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management.

Appendix A: Our Community information



Population

The population of Casey is expected to grow to 614,075 by 2046.²

It is estimated that between June 2023 and June 2024, Casey grew by 13,000 people, making it the third largest growing LGA in Victoria.³

Most of Casey’s future growth is forecast to occur in Clyde (8.03% average annual growth rate between 2021 and 2046).²

Age

The largest age cohort in Casey is people aged 35-39 years old (31,600 people in 2021) and is expected to remain the largest by 2046 (48,000). ²

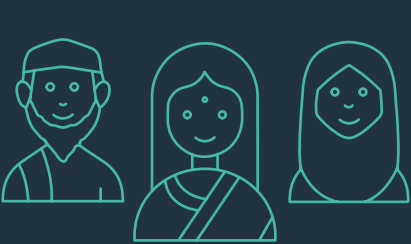
The median age is 34. ¹

23% of Casey’s population are children aged 0–14 years old, 13% are young people aged 15–24, 53% are people aged 25–64, and 11% are people aged 65 and over.¹

Education

41% of Casey residents do not have a qualification, 19% have vocational training, and 22% have a bachelor or higher degree.⁴

58% of Casey residents 15 years and over have completed year 12 (or equivalent), which is slightly higher than the Victorian figure of 54%.⁴



Cultural Diversity

Casey is one of the most culturally diverse LGAs in Australia. More than two thirds of Casey residents have at least one parent born overseas, with two in five born overseas themselves from more than 150 different countries.¹

Casey has the largest Afghan-born population in Australia.¹

The top three ancestries in Casey are English, Australian and Indian.¹

The top three religious affiliations are Christianity, Islam and Hinduism. 28% of Casey residents have no religious affiliation.¹

42% of Casey residents speak a language other than English at home. Of those, 86% speak English well or very well.¹

The top three languages used at home other than English are Punjabi, Sinhalese and Hazaragi, among many others.¹

Casey is home to 8% of Victoria’s asylum seeker population that hold a bridging visa E.⁵

Casey is considered one of the settlement cities across Australia, being Local Government Areas which settle a large share of refugees during their first years of life in Australia. Casey has been one of the top eight destinations for humanitarian arrivals in the last decade.⁷



Aboriginal and Torres Strait Islander population

55% of Casey’s Aboriginal and Torres Strait Islander residents are aged under 25 years.¹

Casey has the second largest Aboriginal and Torres Strait Islander youth population (aged under 25 years) in Greater Melbourne after Wyndham.¹

36% are couple families with children, 28% are one parent families and 16% are couples without children.⁴



How we live Households

There are an estimated 113,400 households, 93,000 families and 118,000 dwellings in the City of Casey in 2021.¹

It is expected that there will be 194,800 households, and 202,900 dwellings in Casey by 2046.²

As of 2021, 45% of households were couple families with children, 20% were couples without children, 12% were one parent families and 15% were lone person households.¹

20.6% of households in Casey earn a high income (\$3,000 or more per week) and 15% were classified as low-income households (less than \$650 per week), compared with 25% and 19% respectively for the south east metropolitan region.⁴



Employment

The top three industries by local jobs in Casey are health care and social assistance (17% of all jobs), construction (16% of all jobs) and retail (12% of all jobs).⁶

In 2024, Casey’s local economy generated \$14.75 billion in net wealth (Gross Regional Product or GRP) which represents 2.53% of the states GSP (Gross State Product).⁶

There are 36,000 local businesses in Casey.⁶



Health and Wellbeing

27% of Casey residents are living with one or more long-term health conditions.¹

7% of Casey residents are living with a long-term mental health condition (including depression or anxiety).¹

5% of Casey residents are living with a profound disability requiring assistance.¹

9% of Casey residents volunteer through an organisation or group.¹

Footnotes:

¹ ABS, 2021. Some facts are based on the latest available information from the 2021 Census data.

² Forecast.id 2022

³ ABS Estimated Resident Population, 2023

⁴ Profile.id 2025. Some facts are based on the latest available information from the 2021 Census data.

⁵ DHA, 2023

⁶ NIEIR, 2023 ; ABS, 2021 (experimental imputed) — by place of work

⁷ Edmund Rice Centre, 2022

NB: All percentages have been rounded to the nearest whole number. All figures have been rounded to the nearest hundred.



Contact City of Casey

03 9705 5200

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TIS: 131450 (Translating and Interpreting Service)

口译员 | مترجم شفاهي | හොඳා පරිවර්තක | ප්‍රජාතීථි | ترجمان

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Bunjil Place,

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