



City of
Casey

City of Casey

ANNUAL REPORT

2025/26



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WELCOME
01

Anderson Hunt Iron
Landscape installation 2008 Casey RACE
Photo: Emma Cross

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.



Many Journey's, One Community - Merindah Gunya Art.

Commitment to reconciliation

The City of Casey is committed to reconciliation and to strengthening respectful relationships with Aboriginal and Torres Strait Islander communities.

Building on the foundations established through this work to date, we are embedding reconciliation across our systems, leadership and service delivery. Guided by the Casey Aboriginal Gathering Place, we will continue to support cultural connection, build community capacity and work in partnership to achieve lasting, positive outcomes.

Diversity Statement

The City of Casey is a welcoming and inclusive community, we celebrate all people with their many different stories and experiences.

We believe a strong community is built on respect, belonging and shared responsibility for each other. We are committed to ensuring everyone in Casey feels valued, supported, and able to fully participate in community life.

Welcome to the City of Casey Annual Report for 2025/26

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 outcomes in the Council Plan 2025-29.

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
'Casey will be a connected, innovative and resilient community.'

This vision was shaped by feedback and insights gathered through our community engagement program, *2024 Shape Your City*, which helped us better understand the community’s priorities for the municipality.

The vision is built around three high-level themes:

Connected: An inclusive, connected and safe community and city, where our diversity is celebrated.

Innovative: Working together to identify creative solutions to complex problems, bringing new ways of thinking.

Resilient: Strengthening community to adapt, navigate adversity and ensure a prosperous and sustainable future.

The *Council Plan 2025-29* outlines how we will deliver on this Vision, guided by five strategic outcomes that support our journey toward a connected, innovative 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.



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CITY
SNAPSHOT
02

Matthew Harding *The New Bloom* 2017.
Bloom Residential Estate, Clyde North.
Photo: Emma Cross

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/ Boon Wurrung 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.

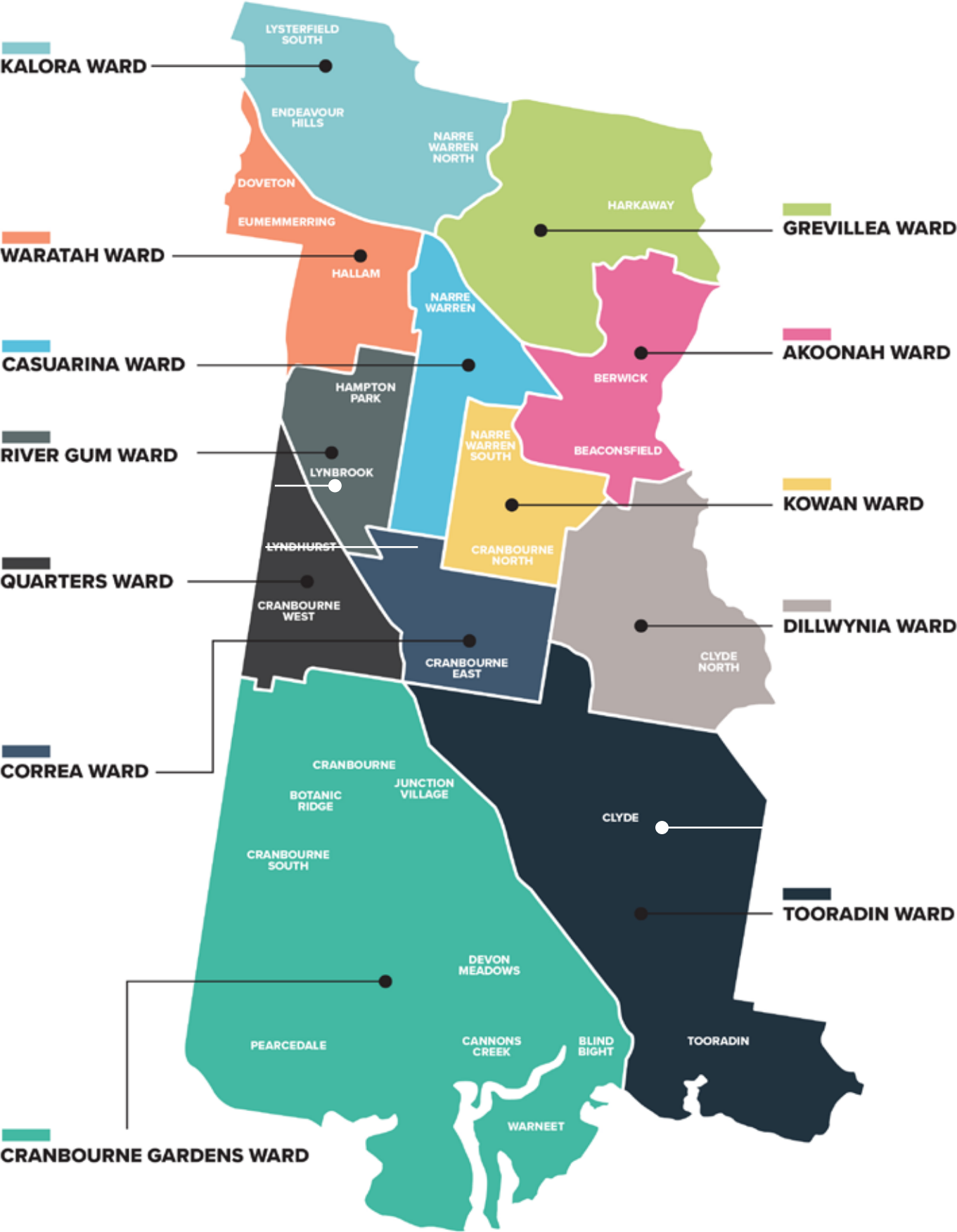
Our wards

In October 2024, the City of Casey adopted a new ward structure following a comprehensive review. The municipality was divided into 12 single-Councillor wards, increasing the number of Councillors from 11 to 12.

This change ensures fair and equitable representation for Casey’s growing population and provides greater opportunity for local advocacy across the city.



Ward map



Our Councillors

The Casey community is represented by twelve elected Councillors. While individual Councillors may consult with community members and advocate on their behalf, they can only make decisions as a collective.

The current group of Councillors were sworn-in in 2024 to serve for a four-year term. The 2025/26 Mayor and Deputy Mayor were elected during a Council Meeting on Tuesday 18 November 2025



2025/26 Mayor
Cr Stefan Koomen - Waratah Ward
M: 0403 033 243
E: skoomen@casey.vic.gov.au



Cr Dave Perry - Grevillia Ward
M: 0499 693 503
E: dperry@casey.vic.gov.au



2025/26 Deputy Mayor
Cr Michelle Crowther - Cranbourne Gardens Ward
M: 0428 403 907
E: mcrowther@casey.vic.gov.au



Cr Melinda Ambros - Kalora Ward
M: 0499 797 393
E: mambros@casey.vic.gov.au



Cr Scott Dowling - Akoonah Ward
M: 0436 961 267
E: sdowling@casey.vic.gov.au



Cr Shane Taylor - Kowan Ward
M: 0428 980 109
E: shtaylor@casey.vic.gov.au



Cr Kim Ross - Casuarina Ward
M: 0428 522 174
E: kiross@casey.vic.gov.au



Cr Carolyn Eaves - Quarters Ward
M: 0476 650 052
E: ceaves@casey.vic.gov.au



Cr Gary Rowe - Correa Ward
M: 0475 414 224
E: garowe@casey.vic.gov.au



Cr Lynette Pereira - River Gum Ward
M: 0400 334 591
E: lpereira@casey.vic.gov.au



Cr Anthony Walter - Dillwynia Ward
M: 0459 148 431
E: awalter@casey.vic.gov.au



Cr Jennifer Dizon - Tooradin Ward
M: 0497 109 542
E: jdizon@casey.vic.gov.au

Our community

Population



444,654
Estimated population of Casey in 2026 ¹



5,801
There were 5,801 babies born in 2025/26. ³

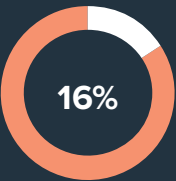
Diversity



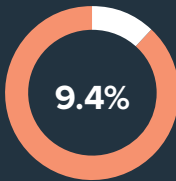
Casey has the second largest Aboriginal and Torres Strait Islander population in Greater Melbourne.



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

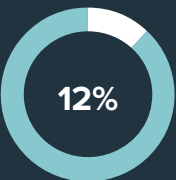


16% of people born overseas are recent arrivals (arrived in the last five years between 2016 and 2021). ²



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

Jobs

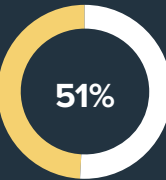


103,500
local jobs in Casey. ⁴

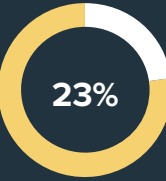


205,500
residents are employed. ⁴

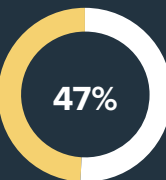
Housing



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

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

Footnotes:
¹ Forecast.id 2025
² Australian Bureau of Statistics Estimated Resident Population, 2024
³ Casey data (birth notices) - CDIS software (MCH software)
⁴ National Institute of Economic and Industry Research (NIEIR), 2024
⁵ Victorian Population Health Survey, ²⁰²³





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THE YEAR
IN REVIEW
03

The Offbeat Sari installation
view Bunjil Place Gallery, 2026.
Photo: Christian Capurro

Message from the Mayor



Cr Stefan Koomen,
Mayor, City of Casey

It's my pleasure to present the City of Casey Annual Report for 2025/26, reflecting on a year of progress, delivery and continued commitment to support our growing and diverse community.

In this first year of our new Council Plan 2025-29, we made strong progress on a range of initiatives spanning infrastructure projects, community wellbeing, economic development and environmental projects.

Upgrading existing facilities and delivering new community spaces remains a key focus for Council, and notable projects delivered this year include upgrades of the Tooradin Football/ Cricket/ Netball Pavilion, construction of the Springleaf Recreation Reserve, construction of the Ballarto Road Family and Community Centre, and Stage 1 of the Doveton Pool in the Park upgrade which included replacing the 50-metre pool and accessibility improvements.

Over the year, Council also completed its largest playground renewal project, with 26 playgrounds delivered across Casey, giving families more welcoming spaces to play and connect close to home.

Council's advocacy work was further bolstered this year with the launch of the Building a Better Casey campaign, which clearly sets out our priority projects, and has attracted widespread community support with residents lending their own voices to the campaign. We will continue advocating for the investment Casey needs to keep pace with our growth.

Through Council's own grants programs, we have been able to support our local community with a total of \$1,944,380 in grants, distributed to 320 different community groups, artists and organisations.

An initiative I'm really proud of this year is Council's Affordable Housing Policy, which we endorsed in June. The Policy reaffirms our commitment to support efforts to increase the availability of safe, social and affordable housing across Casey through advocacy, planning and partnerships.

Our environmental commitment was also evident throughout the year as we progressed the Greening Casey Plan to increase tree canopy cover, improve natural ecosystems and create more liveable neighbourhoods. Council's sustainability goals have been helped by the expansion of our electric fleet for waste services, which not only reduces carbon emissions and noise, but also provides greater certainty as fuel cost and supply pressures continue.

One of the greatest privileges of being Mayor is spending time with our community and seeing Council's work come to life – at local events, citizenship ceremonies and in the many public spaces and facilities enjoyed by our residents. These moments are an important reminder of why we invest in places that bring people together and strengthen community connection.

Finally, I would like to thank all members of the community who have participated in community engagement activities and events throughout the year. Your feedback is valued and I encourage everyone to take the opportunity to get involved in helping to shape our City when opportunities arise.

Looking back on the past year, I am immensely proud of the work Council has achieved and the solid foundation we have laid for the future.

Message from the CEO



Glenn Patterson
Chief Executive Officer,
City of Casey

It is always a pleasure to share the Annual Report and reflect on the progress we've made as an organisation to deliver strong, positive outcomes for the City of Casey. In the face of ongoing economic pressure, Council remains committed to finding a balance between financial sustainability while being responsive to the needs of our community that is estimated to reach 194,800 households by 2046.

This year marked the first full year in office for our newly elected Councillors and the conclusion of the Municipal Monitor oversight period, in what has been a successful transition to stable and independent governance following the end of administration in 2024.

Through their leadership, Councillors have been a strong voice on behalf of their communities, representing local interests on a range of local, state and national issues, while championing investment in critical infrastructure and services to support Casey's growing community.

While Council's advocacy efforts are ongoing, particularly in the lead up to the 2026 State Election, Casey has already secured \$2.95 million in funding from the last State and Federal Budgets. Some notable wins from the Victorian Budget include expanding local bus services, funding to repair, rebuild and resurface roads including the Monash Freeway and South Gippsland Freeway, and investment in Cranbourne Community Hospital.

Through our own capital works program, we have made significant investment into community assets and infrastructure, ranging from major facilities like Springleaf Recreation Reserve in Clyde North and Clyde Township Community Centre and Library Lounge, to new dog-friendly parks across Casey and playgrounds.

Strong partnerships with government, community service providers, developers, sporting organisations, businesses and residents continue to play a vital role in helping Council deliver the services, infrastructure and opportunities Casey's growing community needs.

Economically, Casey strengthened its reputation as a hub for innovation and employment with major employers, including Amazon, continuing to grow their presence in the region, contributing to hundreds of new local jobs. Another highlight was the delivery of the Smart Casey Program 2026-2029, a four-year action plan that will guide how we harness data, digital technology and innovation to create more liveable neighbourhoods.

Council also received national recognition for its work in environmental sustainability, winning a National Growth Areas Alliance Award for the Green Streets in Orana Project, which is redefining sustainable neighbourhood design with ambitious targets for planting and tree canopy cover to help create habitat corridors for wildlife and enhancing liveability for the community.

I encourage you to read the Annual Report to find out more about how we're delivering on our Long-Term Community Vision that 'Casey will be a connected, innovative and resilient community.

Highlights for the year



Casey endorses Affordable Housing Policy

Council endorsed its Affordable Housing Policy, reaffirming its commitment to support efforts to increase the availability of safe social and affordable housing across Casey.

Developed in consultation with the community, the policy outlines how Council can provide support through advocacy, planning and partnerships. Key commitments include advocating for greater State and Federal Government investment, embedding affordable housing considerations into planning processes, partnering with housing providers to explore affordable housing opportunities on surplus Council land, and prioritising housing in areas with strong access to services, transport, jobs and education.

The policy reflects Council’s commitment to creating a healthier, safer and more inclusive community, while recognising that addressing housing affordability requires collaboration across all levels of government and the housing sector. It responds to increasing local need, with median house prices in Casey rising by 26 per cent and advertised rents increasing by 40 per cent since 2020. An estimated 7,421 households now have an unmet need for affordable housing, highlighting the importance of coordinated action to support current and future residents.

Nourishing Casey with home-grown recipes

The City of Casey partnered with EACH’s Enliven program to deliver the Nourishing Casey Recipe Book, a community initiative that celebrates Casey’s cultural diversity while promoting healthy eating, food security and social connection.

Funded by the City of Casey, with support from Enliven, AMES Australia and Community Hubs Australia, the project engaged children and parents through activities at Casey Community Hubs, encouraging families to grow, prepare and share healthy meals at home. Participants contributed recipes, stories and food traditions that reflect the rich cultural heritage of Casey’s community.

The resulting recipe book features contributions from 49 community members representing a range of cultural backgrounds, including Chinese, Vietnamese, Russian, Afghan, Sri Lankan, Indian, Ukrainian and Filipino communities. By bringing together food, culture and personal stories, the project helped strengthen intercultural understanding, foster a sense of belonging and preserves traditions for future generations. An online version of the book is available at foodfromhome.org/recipes.

Highlights for the year



New wildlife corridor to protect Southern Brown Bandicoots in Casey

In a major investment for local biodiversity, a new 1.5-kilometre wildlife corridor is being established to support the endangered Southern Brown Bandicoot in Cranbourne South and Botanic Ridge. Backed by \$4.46 million in Victorian Government funding through the Nature Next Door Melbourne Strategic Assessment (MSA) Program, the project will connect important habitat areas between the Royal Botanic Gardens Cranbourne, Browns Road and the Botanic Ridge Estate.

With an additional \$418,224 contribution from the City of Casey, the corridor will improve habitat connectivity, helping wildlife move safely through

the landscape while reducing the impacts of roads and urban development. The project will play a vital role in protecting one of mainland Australia’s last remaining urban populations of Southern Brown Bandicoots and supporting the long-term survival of the species.

Revegetation works will include the planting of approximately 200,000 indigenous plants over three years from autumn 2027, with site preparation scheduled to begin in September 2026. The initiative reflects a strong partnership between local and state government to balance community growth with environmental stewardship and biodiversity conservation.



Amazon’s arrival showcases our team’s success

Casey is home to Amazon’s newest fulfilment centre, delivering a \$200 million investment to the area and creating 500 local jobs.

Council officers worked closely with Amazon and development partner ESR, to guide the project through the planning process, completing the planning assessment in just six weeks.

The new facility will provide more employment opportunities closer to home for residents and strengthens Casey’s reputation as a premier location for business investment, underpinned by strong population growth, transport connectivity and a supportive approach to development.

Located within the Cranbourne West Employment Precinct, the centre further reinforces the precinct’s emergence as a key economic hub in Melbourne’s south east. Together with major employers such as Nuttalex, Amazon’s investment supports Council’s long-term vision for a thriving local economy, diverse industries and increased local employment opportunities.

Highlights for the year



Casey expands electric fleet to deliver cleaner waste services

Council is expanding its commitment to sustainable service delivery through the introduction of a fully electric hard waste fleet from 1 July 2026. Building on the successful use of electric vehicles for hard waste collection since 2019, the fleet will grow to six electric compactor trucks supported by electric tray trucks, with diesel vehicles retained only as backup during periods of peak demand.

The transition will significantly reduce diesel consumption, carbon emissions and noise pollution, delivering environmental benefits while maintaining reliable hard waste and dumped rubbish collection services for residents. Council’s investment in electric vehicle technology also provides greater certainty against fuel price volatility and supply disruptions, helping ensure the ongoing provision of essential waste services.

The initiative supports Council’s climate action objectives and reflects its commitment to reducing environmental impacts while meeting community expectations for more sustainable services. Delivered in partnership with WM Waste Management Services, the expanded electric fleet represents a significant step towards a cleaner, quieter and more resilient future for waste collection across the municipality.

Smart Casey program supporting local innovation

Council unveiled the Smart Casey Program 2026-2029, a four-year action plan that will leverage data, digital technology and innovation to create more liveable, connected and sustainable neighbourhoods. Building on the success of the Smart Casey Launchpad, which delivered more than 60 initiatives over the past four years, the program focuses on practical projects that enhance social, environmental and economic outcomes for the community.

Developed through extensive community engagement and collaboration with local businesses and industry, the program reflects Casey’s commitment to using technology to address urban challenges and improve everyday life. Key focus areas include smarter parks and public spaces, data-driven decision-making, local innovation, emerging technologies and digital inclusion.

Council will continue to work closely with residents and stakeholders through initiatives such as Living Labs and Casey Conversations, ensuring the community plays an active role in shaping Casey’s future.

Mirvac’s Smiths Lane Community home to new consult room

In July 2025, Council partnered with Mirvac to open an interim Maternal and Child Health (MCH) consult room at the Smiths Lane Community in Clyde North.

The City of Casey recorded Victoria’s highest birth rate in 2024/25, with 5,735 babies born. To help meet the growing demand for Maternal and Child Health services, particularly in the rapidly expanding Clyde North area, Council worked with Mirvac, who provided the consult room at no cost to Council for 12 months. This will ensure families in the Smiths Lane and surrounding catchments have convenient access to this essential service while they await the future Alexander Boulevard Community Hub.

Community events calendar



Australian Garden 20th Anniversary at Royal Botanic Gardens Cranbourne

July 2025

- Wilson Goes Wild at Wilson Botanic Park Berwick
- Berwick District Woodworkers Expo at Old Cheese Factory

August 2025

- Jennifer Mills, in the Echo Chamber at Bunjil Place
- GRID Series: South East Development Program Launch at Bunjil Place

September 2025

- Pet Expo at Wilson Botanic Park
- Walktober @ Casey Fields
- Cultivating Creative Cultures with Community (4Cs) at Bunjil Place
- Casey Youth Awards at Bunjil Place

October 2025

- Spring Into Play at the Old Cheese Factory
- Ageing Positively Rock Concert & Expo at the Old Cheese Factory
- Halloween at the Old Cheese Factory
- Citizenship with Melbourne Demons at Casey Fields

November 2025

- Disability at Dusk at Myuna Farm
- Christmas Market & Lighting of Tree at Bunjil Place
- Casey Business Awards at Bunjil Place

December 2025

- 12 Days of Christmas at Wilson Botanic Park
- Melbourne Stars Family Fun Day at Casey Fields

January 2026

- Australia Day Citizenship Ceremony
- Open Space at Bunjil Place

February 2026

- Library Lounge Open Family Day at Clyde Township Community Centre
- Tucker & Tunes at Myuna Farm

March 2026

- Emergent Exhibition at Bunjil Place
- Citizenship Ceremony and Match at Melbourne City Football Club, Casey Fields
- Casey Kids Carnival at the Old Cheese Factory

April 2026

- Nature at Dusk at Wilson Botanic Park Berwick
- Wild about Blind Bight at Blind Bight Reserve
- Australian Garden 20th Anniversary at Royal Botanic Gardens Cranbourne

May 2026

- Nature & Sustainability Opening Session Community Leadership Program
- National Reconciliation Week Celebration at Bunjil Place
- Ageing Well at Home Expo at Bunjil Place

June 2026

- The Megaphone Project at various locations across Casey
- Melbourne Storm Citizenship and Casey Round at AAMI Park
- Launch Careers Expo at Bunjil Place



The Sari Project community event, 25 July 2026.
Photo: Lazy Fair

Challenges and opportunities

Casey continues to experience significant growth and change, creating both challenges and opportunities for the municipality. Throughout 2025/26, Council operated in a complex environment shaped by population growth, increasing service demands, economic pressures and changing community expectations.

Challenges

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

Growth and infrastructure

- Casey is one of Victoria’s fastest-growing municipalities, creating strong demand for housing, transport, schools, healthcare, recreation facilities, and community services. A key challenge is ensuring infrastructure and services keep pace with population growth while maintaining liveability.
- Delivering roads, community facilities, drainage, open spaces, and transport infrastructure fast enough to support new communities remains a significant challenge. Delays can affect accessibility, congestion, and quality of life.
- As new neighbourhoods develop, residents need timely access to services such as libraries, family centres, health services, recreation facilities, and open spaces. Ensuring these services are available early is essential for creating liveable communities.

Financial Economic Sustainability

- Rising service demands, inflation, and asset maintenance costs continue to place pressure on Council budgets. At the same time, rate capping limits revenue growth, requiring careful financial management to maintain services and infrastructure.
- Many Casey residents commute outside the municipality for work. Supporting local businesses, attracting investment, and creating more local employment opportunities are important for long-term economic resilience.

Housing, Wellbeing and Community Connection

- Growing demand and rising housing costs have increased affordability pressures across Casey. Council is supporting a greater mix of housing options and advocating for more affordable and social housing to meet community needs.
- A growing and diverse population requires continued investment in community wellbeing, inclusion, and safety. Strengthening social connections and access to support services helps foster a connected and resilient community.

Environmental Sustainability and Resilience

- Council must balance urban growth with environmental protection and climate resilience. Key priorities include reducing emissions, protecting biodiversity, managing waste, and preserving green spaces.

These interconnected challenges placed significant pressure on Council's ability to meet the evolving needs of the community. In responding to these challenges, Council focused on the priority areas identified by Councillors through strategic planning and budget development. These priorities highlighted opportunities to strengthen community wellbeing, support sustainable growth and enhance long-term outcomes for Casey residents.

Challenges and opportunities (continued)

The challenges facing Casey also highlight opportunities to shape the municipality's future. Through Council's planning and budget processes, Councillors identified a number of focus areas that informed Council's strategic response during 2025/26 and continue to provide a foundation for future planning, advocacy and investment.

Opportunities

Council will continue to prioritise a connected, innovative and resilient community.

Connected, Safe and Inclusive Communities

- Strengthen community safety through targeted crime prevention initiatives, improved public spaces and collaborative partnerships that enhance both actual and perceived safety across Casey.
- Foster social cohesion by creating inclusive programs, events and spaces that strengthen community connections and celebrate Casey's diverse population.
- Enhance youth engagement by increasing opportunities for young people to participate in decision-making and contribute to shaping Casey's future.

Planning for Growth and Liveability

- Respond to Casey's rapid population growth through strategic planning and investment in infrastructure, services and community facilities that meet evolving community needs.
- Improve active connectivity by expanding walking and cycling networks that provide safe and accessible links to key destinations across Casey.
- Enhance tree canopy outcomes through strategic placement and species selection that support biodiversity, urban cooling and long-term environmental resilience.
- Strengthen climate adaptation efforts by building resilience to extreme weather events and mitigating the impacts of a changing climate on the community and environment.

Economic Prosperity and Employment

- Support pathways to employment by strengthening connections between education, training and local industry to improve workforce participation and skills development.
- Support existing businesses through advocacy, capacity-building initiatives and economic development programs that encourage growth, innovation and resilience.
- Drive investment attraction by promoting Casey's strategic advantages and facilitating development that delivers local jobs and economic growth.

Community Trust and Service Excellence

- Enhance customer experience by delivering accessible, responsive and user-centred services that meet community expectations.
- Improve communication by providing clear, timely and accessible information that strengthens community awareness, engagement and trust in Council.



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**OUR
FOCUS**
04

Return of Councillors



This year marked a significant milestone for the City of Casey, representing the first full year under a democratically elected Council following the end of administration in late 2024.

The return of elected councillors restored local representation and accountability, supporting a renewed focus on transparent, community-centred governance.

As part of Council's commitment to strengthening community trust in 2024/25, more than 4,600 residents participated in the Shape Your City engagement program, helping shape the Council Plan 2025–29 and Community Vision 2035. This work culminated in Council's endorsement of the Council Plan and 2025/26 Budget at the end of the financial year. Councillors delivered a responsible 2025/26 Budget, balancing investment in infrastructure, services and community facilities with long-term financial sustainability.

The conclusion of the Municipal Monitor oversight period in November 2025 marked a successful transition to stable and independent governance, reflecting stronger decision-making, oversight and accountability. Council also strengthened its advocacy role, championing investment in critical infrastructure and services to support Casey's growing population.

With a clear strategic direction, renewed community confidence and a commitment to continuous improvement, Casey is well positioned to deliver positive outcomes for a connected, liveable and resilient community.

Achievements

- Councillors supported expanding initiatives to enhance food security. Across 2025, \$138,000 in grants were delivered to community groups on the front line. A \$200,000 per annum grant for 2 years was provided to Transit Soup Kitchen to enhance and support local food security networks.

- Through strong Council leadership and advocacy, Stage 1 of the Doveton Pool in the Park revitalisation commenced, delivering a new accessible 50m pool, upgraded infrastructure, and improved recreational opportunities for the community. The project attracted significant Federal Government funding and advances the long-term vision for a modern, inclusive aquatic and park facility for Doveton residents.
- Councillors advocated for residents and ratepayers regarding the Victorian Government's Emergency Services and Volunteers Fund (ESVF) levy, raising concerns about its financial impact on households, businesses and farmers. Council continued to work with stakeholders, including the Municipal Association of Victoria, to represent community interests, promote awareness of the levy's implications, and support fair and sustainable funding arrangements for emergency services.
- Council endorsed the Growth Area Infrastructure Priority List (GA IPL), providing a long-term roadmap for the delivery of more than \$2.4 billion in community, recreation and transport infrastructure across Casey's growth areas. The plan supports timely infrastructure delivery, responsible financial management and greater transparency for the community and development industry.
- The 2025/26 Budget delivered the largest tree planting program in Council's history, with approximately 8,200 advanced trees and thousands of additional tube stock plants to be planted across the municipality. Delivered through the Greening Casey Plan, the initiative enhanced biodiversity, increased tree canopy cover, improved urban cooling and created greener, more liveable neighbourhoods for the Casey community.

Implementation of the Casey Community Local Law 2025



Council undertook a comprehensive review of its Community Local Law 2023 following community concerns that some aspects did not adequately reflect the community's needs.

The review began in March 2025, and included extensive consultation with residents, businesses and stakeholders. More than 1,000 community members participated through surveys, workshops, pop-up engagement activities and direct conversations with Council officers.

The aim of the review was to ensure that local regulations remained relevant, balanced individual property rights with community expectations, and provided Council with practical tools for managing neighbourhood amenity, public safety and environmental impacts.

The updated Casey Community Local Law 2025, was adopted by Council and came into effect on 2 March 2026. It provides Council with practical mechanisms to manage issues relating to animal ownership, property maintenance, waste management, fire safety and the use of public and private spaces, while maintaining an appropriate balance between individual freedoms and community wellbeing.

Key changes include:

- Increased flexibility for temporary accommodation on private land, allowing caravans and tents to be used for up to two consecutive months without a permit.
- Removal of permit requirements for casual recreational vehicle use on private land where use does not adversely affect neighbours.
- Replacement of shipping container permit requirements with an amenity-based approach that focuses on neighbourhood character and visual impacts.
- Removal of permit requirements for repairing, servicing and storing unregistered vehicles on private property, while maintaining standards for neighbourhood amenity.
- Introduction of clearer definitions and enforcement provisions to improve consistency, transparency and compliance.

Educational resources, including a community guide, are available to ensure residents clearly understand their rights and responsibilities under the new Local Law.

Year one of the 2025-29 Council Plan – Integration of the Municipal Health and Wellbeing Plan

Council plays a significant role in supporting community health and wellbeing, which is recognised through the Municipal Public Health and Wellbeing Plan.

For the first time, Casey’s health and wellbeing focus areas have been integrated into the Council Plan 2025-29, ensuring health and wellbeing are considered across all Council priorities and responsibilities. This integrated approach strengthens collaboration across Council and with partners to address the community’s most important health and wellbeing needs.

Health Focus Areas

The six Health Focus Areas are informed by state priorities, local data, community and stakeholder feedback, and previous evaluation findings:

- 1. Healthy and Active Environments
- 2. Connection and Participation
- 3. Community Empowerment
- 4. Tobacco, Vaping, Alcohol and Gambling Harm
- 5. Community Safety and Prevention of Violence
- 6. Affordable Housing and Homelessness

Highlights and achievements in 2025/26

Healthy and Active Environments

- Delivered Sport4All Program disability awareness training to 28 local sport clubs.
- Delivered 69 aquatic safety-related activities/sessions reaching almost 1,000 community members.
- Supported Enliven and Community Hubs to deliver food literacy workshops for multicultural communities, and launched the Nourishing Casey Recipe Book with recipes from 49 community members.

Connection and Participation

- Delivered five Wiser Driver and two Wiser Traveller programs, reaching over 100 older residents to build confidence in driving and using public transport.
- Transgender Awareness Week activation and the inaugural raising of the Transgender Flag at Bunjil Place.
- Designed and implemented Faith and Wellbeing spaces at Bunjil Place.
- Delivered and expanded Aboriginal and Torres Strait Islander cultural programming, engagement and partnerships across Casey through performances, community events, education initiatives and Aboriginal-led creative projects.

Community Empowerment

- Designed and implemented new translated communication materials for Emergency Relief Centres.
- Completed a Multicultural Research Project to better understand effective communication for multicultural communities in Casey.
- Delivered 17 Mental Health First Aid/Mental Health Awareness sessions to 366 community members, volunteers and staff.
- The Youth Climate Action Committee delivered youth-led climate action initiatives including tree planting, a documentary and planning for the Casey Youth Climate Summit.
- Tobacco, Vaping, Alcohol and Gambling Harm
- Advocacy efforts through the Alliance for Gambling Reform.
- Developed guidance for Council to review liquor licence applications through a health and wellbeing lens.
- Gambling education provided to 4 sports clubs.

Community Safety and Prevention of Violence

- Developed Graffiti Management Program 2026-2030.
- Delivered 16 Days of Activism 2025 campaign to raise awareness and promote respect, gender equality, and family.
- Launched A Practical Guide to Safer School Precincts, a nationally scalable, evidence-based resource developed through Casey’s Safe Around Schools program to support councils and schools in improving road safety, reducing congestion, and encouraging active travel around school precincts.

Affordable Housing and Homelessness

- Endorsed an Affordable Housing Policy.
- Development of a regional homelessness action plan through the South East Housing and Homelessness Alliance.
- Partnered with Council to Homeless Persons to deliver a homelessness advocacy event and art exhibition.

The first year of the integrated Municipal Public Health and Wellbeing Plan has established a strong foundation for improving health and wellbeing outcomes across Casey. Progress across the six Health Focus Areas highlights the value of collaboration, advocacy and community partnership in addressing local priorities.

As the first year of a four-year integrated approach, these achievements provide an important baseline to build upon, helping Council and its partners track progress, strengthen actions, identify gaps and opportunities, and maximise positive outcomes for the community over the life of the plan.

Building a Better Casey: Advocating for Our Growing Community

Building a Better Casey is giving a strong voice to community priorities, driving advocacy and securing government investment to deliver the infrastructure, transport and services needed for a rapidly growing city.

In 2025/26, Council launched the Building a Better Casey advocacy campaign, amplifying community priorities and lobbying for State and Federal Government support for critical infrastructure, transport and services. Developed in response to Casey’s rapid population growth and increasing pressure on local infrastructure, the campaign calls for coordinated investment in critical areas including transport, community infrastructure and essential services, necessary to keep pace with growth.

A key feature of the campaign was its strong community engagement. Through Council’s engagement platform, Casey Conversations, residents were invited to share their experiences and priorities along with the real challenges faced in everyday life. Transport and congestion emerged as the most pressing issue, with residents calling for better road connections, safer streets and improved public transport options. This feedback directly shaped the campaign’s advocacy priorities, ensuring they reflect what matters most to the community.

The priority projects included:

- Major road upgrades and improved traffic flow
- Expansion of public transport, including the proposed Clyde Rail Link
- New and upgraded community hubs, libraries and recreation facilities
- Investment in early years services and safer neighbourhoods.

The campaign is already making an impact with Casey securing funding commitments for key initiatives, including improvements to local bus services.

Council continues to advocate strongly for long-term investment, working with all levels of government and key stakeholders to deliver the infrastructure and services needed for a growing city.





Conclusion of the Innovate Reconciliation Action Plan

The City of Casey’s Innovate Reconciliation Action Plan (RAP) 2024–2026 outlined Council’s commitment to advancing reconciliation with Aboriginal and Torres Strait Islander peoples and embedding reconciliation principles across its operations and community initiatives. Developed to acknowledge the contribution of Casey’s Aboriginal Gathering Place and strengthen Council’s organisational approach to reconciliation, the RAP provides a structured framework for meaningful action.

Aligned with the national RAP program, the plan focused on the core themes of relationships, respect, and opportunities, recognising that reconciliation requires stronger partnerships with First Nations communities, increased cultural understanding, and improved equity and inclusion. The Plan emphasised practical actions, deeper engagement with Aboriginal and Torres Strait Islander peoples, and the development of new approaches that support self-determination and better outcomes.

Through this roadmap, Council aims to foster a more inclusive and culturally responsive organisation, strengthen community connections, and contribute to a more respectful, equitable, and harmonious future for all who live, work, and visit the City of Casey.

City of Casey’s reconciliation journey:

- In 2016, the Aboriginal Gathering Place in Doveton was established, creating a welcoming sanctuary for Aboriginal and Torres Strait Islander people to connect and access vital services and activities.
- During 2016/2017, Council formed an internal Aboriginal Engagement Unit to foster greater understanding and support within the community.
- In 2018, Council endorsed the Aboriginal Strategic Framework, placing Aboriginal engagement at the forefront of its planning.
- Throughout 2020, in the midst of the COVID pandemic, Council developed new engagement and service models to support Aboriginal and Torres Strait Islander communities, including meal deliveries.
- In 2021, the Aboriginal Engagement and the Reconciliation Action Plan became an integral part of Council’s Wellbeing Strategy.
- In 2022 Council introduced the Governance model - Aboriginal Engagement, embracing Yarning circles.
- Casey’s Innovate RAP was launched in March 2024 and has since been a key driver of organisational change, strengthening outcomes for Aboriginal community members and embedding reconciliation across Council practices.

Highlights/ achievements of the plan

Relationships

- Casey strengthened relationships with Aboriginal and Torres Strait Islander communities through the delivery of its first community-wide National Reconciliation Week event in 2025. The event demonstrated Council’s commitment to reconciliation, celebrated unity in action, and reinforced Casey’s role in bringing communities together.

Respect

- Casey’s Building with Country Design Guide marked a significant step from acknowledgement to action, embedding Bunurong cultural knowledge at the heart of how the municipality is planned, designed and delivered. Co-developed with the Bunurong Land Council, Windsor Kerr and Casey’s planning team, the guide reflects a genuine partnership that ensures decisions are grounded in respect for Country and cultural authority.

Opportunities

- Casey continues to create opportunities for Aboriginal community members to influence the future of the Gathering Place through annual Yarn Ups. These culturally-safe forums enable community members to share feedback, shape programs and events, and inform both immediate improvements and long-term planning, ensuring community voices remain central to decision-making and outcomes.

Other Notable Highlights

- Improved accessibility and community engagement by extending Gathering Place activities into high-growth areas across the municipality.
- Advanced visible recognition of Traditional Owners through the installation of Acknowledgement of Country plaques across major community facilities.
- Received national recognition for reconciliation and cultural learning initiatives, with Your Special Place winning the 2025 Australian Business Award for Change Management.

The City of Casey is committed to reconciliation and to strengthening respectful relationships with Aboriginal and Torres Strait Islander communities. Building on the foundations established to date, we are embedding reconciliation across our systems, leadership and service delivery. Guided by the Casey Aboriginal Gathering Place, we will continue to support cultural connection, build community capacity and work in partnership to achieve lasting, positive outcomes.





What your rates and charges provided in 2025/26

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



Our Environment
\$22.49



My Council
\$19.20



My Family and Community
\$25.55



Our Transport Network and Infrastructure
\$9.60



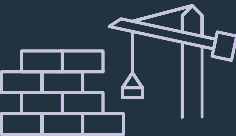
Our Sport and Recreation
\$10.57



Our Arts and Culture
\$7.38



My Business and Employment
\$0.55



Our Property and Planning
\$4.64



My Pets and Animals
\$0.02

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

Financial summary

Operating Position

The Council achieved a surplus of \$204.5 million in the 2025/26 financial year, which is lower than the prior year’s restated surplus of \$248.6 million.

This decrease is primarily due to the reclassification of \$158.9 million as a prior period item and an increase in other expenses due to expenditure on non-council assets (related to VicRoads) that cannot be capitalised, for the Hardy Road & Ballarto Road projects.

The 2025/26 surplus is supported by contributed assets from new estates and subdivisions amounting to \$137.3 million, developer contributions from Development Contribution Plans totalling



\$97.6 million, capital grants for specific projects of \$34.6 million, and supplementary rates in line with development activity.

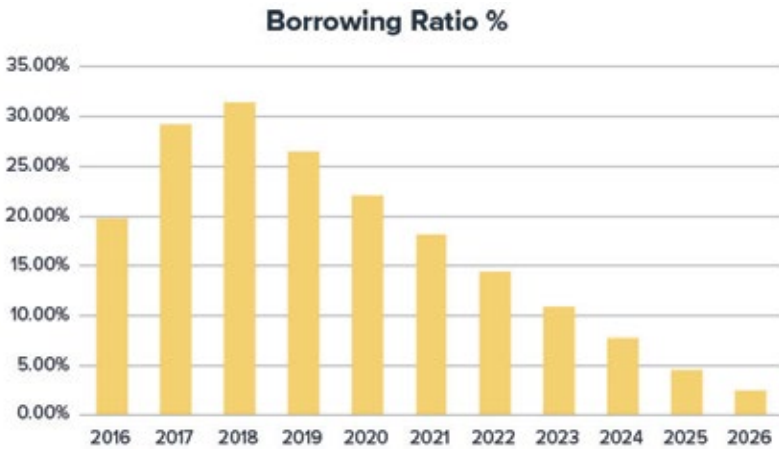
This operating surplus underpins the continued delivery of services and the necessary development and maintenance of community infrastructure.

Obligations

Council’s debt ratio, measured by comparing interest-bearing loans and borrowings to rate revenue, was 1.65 percent at the end of 2025/26.

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

The Council plans to repay all existing loans by the end of the next financial year.



Liquidity

Short-term cash and other current financial assets as of June 2026 totalled \$437.8 million, an increase of 9.13% from \$401.2 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 358 percent, indicating a satisfactory financial position well above the target band of 98 to 200 percent.

This reflects the Council’s management of financial reserves, including Developer Contributions and Statutory requirements (\$227.2 million), Assets Reserve (\$43.8 million), General Reserve (\$22.8 million), grants received in advance and deferred capital grants (\$17.3 million), cash-backed liabilities such as trusts and deposits (\$58.5 million), creditors and payables (\$34.9 million), and employee entitlements (\$32.4 million).

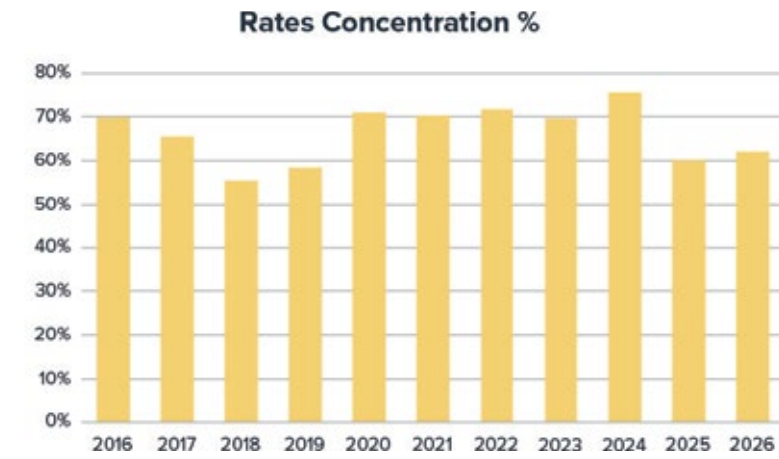


Stability and Efficiency

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 67.77 per cent for the 2025/26 year, which has increased from 63.87 per cent in 2024/25 and affected by the monetary contribution (capital) during the year.

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 \$1,806.39 in 2025/26 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.



Mini Roundabouts, Cranbourne

The project delivered safety improvements at 11 existing cross intersections along La Trobe Street, Bowen Street, Normanby Street, Loch Street, Canterbury Street, Barkly Street and Hotham Street. The works involved replacing existing give-way controlled intersections with mini roundabouts to reduce vehicle speeds, improve driver awareness, and create a safer environment for all road users.

Construction was completed in November 2025 and included the installation of concrete kerbing, heavy-duty concrete central islands, and asphalt resurfacing works, including a new asphalt wearing course.

The project was delivered at a total cost of \$635,387, fully funded by the Australian Government's Safer Local Roads and Infrastructure Program, supporting Council's commitment to improving road safety across the local transport network.



The Terrace Reserve Playground Renewal, Narre Warren South

Completed in May 2026, the renewal of the playground has transformed the space into a modern, inclusive play destination for the community.

Delivered at a cost of \$170,000 and fully funded by Council, the upgraded playground offers a diverse range of contemporary play experiences, including all-abilities access, sensory play features, gender-inclusive design elements, and opportunities that promote imaginative, social, and collaborative play for children of all ages and abilities.

Springleaf Recreation Reserve Development, Clyde North

Completed in June 2026, the facility delivers a significant community asset for local residents, featuring a dual-purpose AFL and cricket oval, illuminated netball courts, flexible social and community spaces including a kiosk and change room facilities, a playground, and extensive landscaped open spaces.

The development also incorporates a car park designed to integrate with the future Family and Community Centre, supporting long-term community growth and connectivity. The project was delivered at a total cost of \$16.58 million, comprising \$7.82 million in funding from the Australian Government's Thriving Suburbs Fund and \$8.76 million from Developer and Infrastructure Contribution Reserves.



Dog Friendly Park – Berwick Spring Wetland, Berwick

Completed in May 2026, the dog park provides a dedicated and welcoming recreational space for local dog owners and their pets.

The new facility features separate enclosed areas for small and shy dogs and larger dogs, along with secure fencing, drinking fountains, shelters, seating, and landscaped surroundings that enhance both functionality and visitor experience.

The project was delivered at a total cost of \$518,134, funded through a contribution of \$340,410 from Development Contributions Reserves and \$177,724 from Council.

Major capital works highlights



Barry Simon Recreation Reserve Playground Renewal, Endeavour Hills

Completed in December 2025, the renewal of the Barry Simon Reserve playground has delivered an enhanced and more inclusive play space for the local community.

Delivered at a total cost of \$145,000, the upgraded playground features an expanded footprint to accommodate new multi-age play equipment, improved seating and furniture for families and caregivers, and additional tree planting to create a landscaped buffer between the play area and nearby vehicle access.



Clyde Township Community Centre – Library, Clyde

Completed in March 2026, the community centre was enhanced with the addition of a new Library Lounge, improving access to library services for residents of Clyde and surrounding communities.

Operated by Connected Libraries, the facility provides access to library collections, 24/7 library lockers, public computers, internet services, and a range of community programs and events, helping to connect residents with valuable information, learning and social opportunities.

Delivered at a total cost of \$334,444 and fully funded by Council, the Library Lounge will serve the community until a permanent full-service library branch is established as part of the future Clyde community hub.

Grices Road Recreation Reserve Pavilion Renewal, Berwick

Completed in October 2025, the pavilion extension and upgrade has significantly enhanced the facility’s capacity to support sporting clubs, and the wider community.

The project delivered a new multipurpose space, upgraded servery, undercover spectator area, three storage rooms, two fully accessible amenities and four additional public amenities, creating a more functional, inclusive and welcoming environment for users.

Delivered in partnership with the Victorian Government, the project was funded through a \$1.2 million Community Sport and Recreation Grant from Sport and Recreation Victoria, complemented by a Council contribution of \$322,662.



- Betula Reserve Playground Renewal - \$407,675
- Casey ARC HVAC System Renewal - \$517,941
- Endeavour Hills HVAC System Renewal - \$521,869
- Essex Park Drive Reserve Dog Park - \$549,389
- Kendall Road Reserve Playground Upgrade - \$603,142
- Land Acquisitions – Various Projects - \$35,299,887
- Max Pawsey Football/Cricket Female Friendly Pavilion Renewal - \$481,900
- Max Pawsey Reserve Playground - \$1,319,552
- Pearcedale Recreation Reserve District Playspace and Skate Park - \$1,475,232
- Princes Highway (East of Mansfield Street) Linking Path - \$297,372
- Raisell Road Playground Renewal - \$438,870
- Road Construction Ballarto Road and South Gippsland Hwy Intersection - \$1,286,792
- Robert Booth Reserve Tennis Pavilion Renewal - \$1,178,565
- Tooradin Recreation Reserve Skate Park Upgrade - \$499,453
- Various - Short Footpath Segments - \$251,767
- Various Aquatic and Leisure Facilities Building Renewal - \$328,651



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**OUR STRATEGIC
PRIORITIES**

05

Integrated Strategic Planning Framework

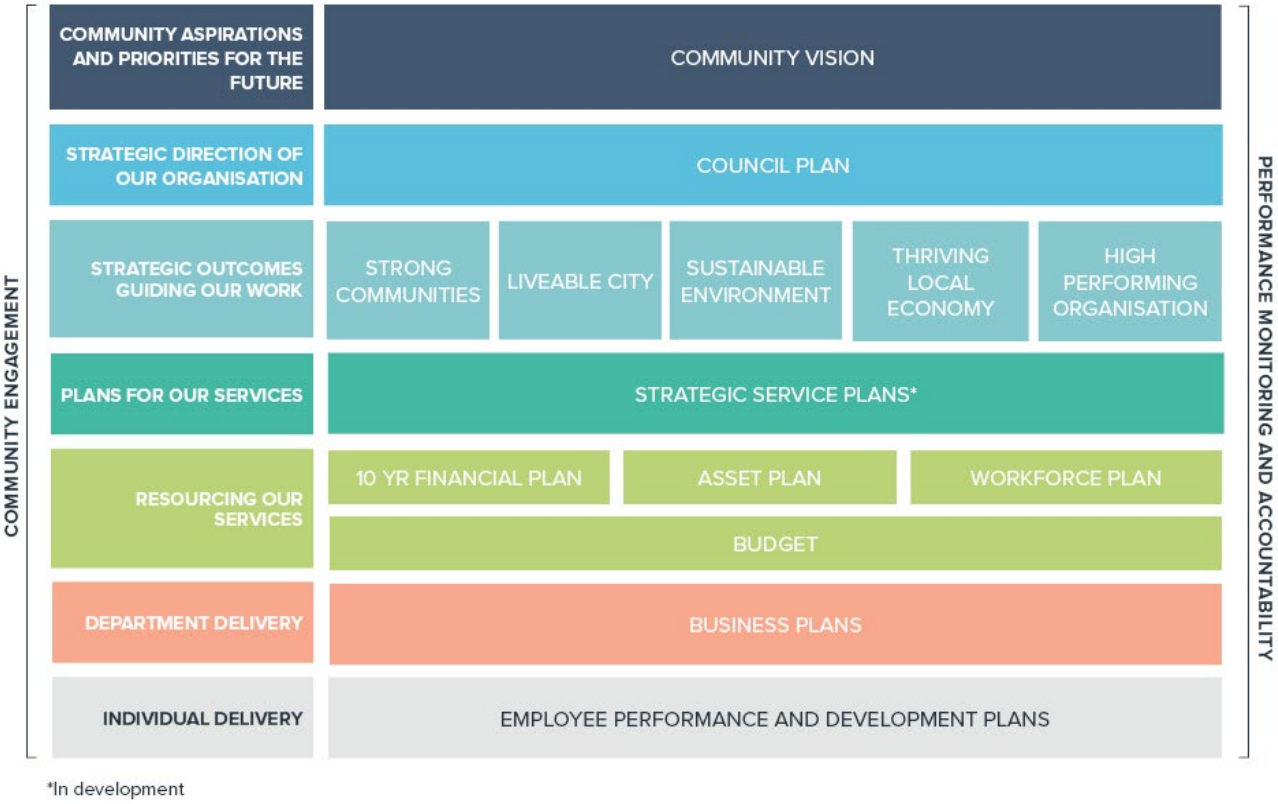
The City of Casey operates under the *Local Government Act 2020*, which sets out the legislative framework for Victorian councils. Part 4 of the Act, which came into effect on 24 October 2020, outlines the statutory requirements for strategic planning, budgeting and annual reporting.

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**, and
- **A Workforce Plan** (including projected staffing requirements for 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.

The following diagram shows the relationships between the key planning documents that make up the Integrated Strategic Planning Framework.



Council Plan and Annual Action Plan

The Council Plan 2025-29 outlines how the City of Casey will work towards its Vision of 'Casey will be a connected, innovative and resilient community.' It is structured around five strategic outcomes, which guide the development of supporting strategic priorities and initiatives:

- Strong Communities
- Liveable City
- Sustainable Environment
- Thriving Local Economy
- High Performing Organisation

To operationalise these strategic outcomes, Council develops an Annual Action Plan. This plan translates the high-level strategic priorities of the Council Plan 2025-29 into a practical roadmap for the year ahead. It outlines specific services, projects, and initiatives that directly contribute to achieving the strategic outcomes.

Performance

The following section outlines Council's performance in delivering the strategic outcomes of the *Council Plan 2025–29*. 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:

- **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.
- **Strategic indicators:** Outcomes achieved against the indicators set out in the Council Plan, reflecting progress towards long-term goals.

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

Strategic Outcome 1: Strong Communities

Deliver programs, foster partnerships and empower healthy, safe, inclusive and connected communities.

Strategic Priorities

- **Community safety:** Partner with community to enhance safety outcomes and feelings of safety.
- **Effective advocacy:** Coordinate advocacy and partnerships to attract funding for and provision of critical non-council services that support community needs.
- **Arts and destinations:** Utilise cultural, arts and heritage experiences and places to foster community connection and cohesion, inclusion and a strong creative community.
- **Sport and active community participation:** Support increased participation in sport, leisure and community programs, with a focus on women, girls and gender diverse people, through coordinated design and delivery of accessible programs.
- **Early years and youth:** Support the delivery of programs and partner with community organisations to provide greater access to services for early years and youth populations.changing needs
- **Social cohesion:** Foster greater social cohesion through the advancement of Casey’s targeted populations needs; and the rejection and prevention of family violence and promotion of gender equality.

S01

New cars to drive Casey learner success

The City of Casey welcomed local car dealership Booran Motors as the new Vehicle Sponsor for the TAC L2P Program, with the business providing two new Chery Tiggo 4 Hybrid vehicles to support local learner drivers.

Delivered by Council in partnership with the Department of Transport and Planning and the Transport Accident Commission (TAC), the program assists young people aged 16 to 23 who do not have access to a supervising driver or suitable vehicle to gain the supervised driving experience required to obtain their probationary licence.

For the past 17 years, the Casey TAC L2P Program has helped hundreds of local learners build confidence, develop safe driving habits and improve access to

employment, education and community opportunities through increased mobility and independence.

The program continues to be supported by a dedicated network of volunteer driver mentors, whose time and commitment help learners develop their skills behind the wheel. Throughout the year, Council encouraged new volunteers to join the program, with comprehensive training and ongoing support provided.

Through the support of community partners such as Booran Motors and the contribution of volunteer mentors, the TAC L2P Program continues to create positive outcomes for young people and contribute to safer roads across Casey.



Major initiatives

Implement graffiti management strategies to eliminate vandalism, protect environmental amenities and enhance community safety.

Council developed and finalised the Graffiti Management Program 2026–2030. This is a comprehensive framework addressing the full graffiti lifecycle through prevention, removal, education, enforcement and evaluation.

The program was informed by community engagement and analysis of graffiti hotspot and repeat-location data, and is built around six core principles: eradication, engagement, education, engineering, enforcement and evaluation. Council also continued to expand its graffiti removal efforts, successfully removing more than 55,000m² of graffiti across the municipality during 2025/26, contributing to cleaner and safer public spaces for the community.

Implement an improved school crossing and safety program to improve traffic management and ensure pedestrian safety in school zones.

Pedestrian safety around schools remained a key focus during the year, with Council delivering school crossing services, road safety education and compliance activities through the Safe Around Schools program across Casey.

During the year, more than 200 school crossing supervisors completed annual refresher training, road safety education was delivered to existing and newly opened schools, and support was provided for four new State Government schools and two new school crossings. Significant progress was made towards compliance with the Department of Transport School Crossing Risk Assessment Framework (SCRAF), with assessments undertaken across the school crossing network.

Conduct research on residents’ perceptions of local crime and safety issues in Casey.

Council completed Year three of its community safety perceptions research, including a resident survey and detailed trend analysis of community views on crime and safety. The findings, supported by Exploring Safety in Casey data, provided valuable insights into changing perceptions, priority concerns, and safety trends across Casey. These insights will support evidence-based decision-making, strategic planning, and the design of future community safety initiatives.

Through established relationships with Victoria Police, emergency services, local business and community groups such as Neighbourhood Watch, enhance safety outcomes for the Casey community and increase collaboration between Council and key community safety partners.

Throughout 2025/26, Council continued to strengthen community safety outcomes through strategic partnerships with Victoria Police, Crime Stoppers, Neighbourhood Watch, government agencies, emergency services, developers and local community organisations. Key activities included quarterly Safer Casey Community Reference Group meetings addressing emerging community safety issues such as hoarding and squalor, access to legal services, and community wellbeing.

Council maintained regular engagement through monthly meetings with Victoria Police Community Liaison Coordinators and ongoing collaboration with community safety partners, supporting information sharing, coordinated responses and early identification of local issues. New partnerships were established with service providers and government departments in Doveton, while a working group was formed with developers in growth areas such as Clyde North to embed community safety considerations into emerging communities.

Council also supported and delivered a range of community safety initiatives, including Community Safety Month activities, crime prevention forums, community outreach sessions in new estates, school-based education programs, the Project Respect initiative, and six community crime and safety meetings across Casey. Regular participation in Neighbourhood Watch meetings and community events further strengthened local connections, enhanced community awareness, and promoted collaborative approaches to improving safety across the municipality.

Major initiatives

Invest in maintaining and upgrading public amenities and improve lighting, by implementing Crime Prevention through Environmental Design Principles.

Council continued to invest in the maintenance, upgrade and delivery of public amenities to enhance community safety, accessibility and amenity. Crime Prevention Through Environmental Design (CPTED) principles remained embedded across Council strategies, planning, design and referral processes, ensuring public spaces are designed to reduce opportunities for crime and promote community safety.

Throughout the year, Council progressed and delivered a range of open space improvements, including local and district playgrounds, skate parks and dog off-leash areas. Key achievements included the opening of the Tooradin Skate Park and the completion of several playground projects at Irene Parade Reserve, Lyall Street Reserve, Strathaird Reserve, Wintersun Road Reserve and Wood Road Reserve. Construction also progressed on new dog off-leash parks. These investments have improved the quality, accessibility and safety of public spaces for residents and visitors across the municipality.

Partner with key stakeholders to understand the effects of the Best Start Best Life reforms and the identified issues that will prevent children having universal access to two years of funded kindergarten

Council continued to advocate with the Department of Education and local kindergarten providers to address the impacts of the Best Start, Best Life reforms on service delivery across Casey. Throughout the year, engagement with the early years sector identified challenges relating to workforce availability, service viability, infrastructure demand, and barriers to access for vulnerable children.

Advocacy efforts contributed to greater flexibility in the Department's Priority of Access arrangements, helping ensure vulnerable children are prioritised for kindergarten places. Council also advocated for increased resourcing and funding for CALD outreach and Community Registration and Enrolment Services (CRES), while strengthening collaboration with stakeholders to inform future planning and support equitable access to early childhood education.

Advocate for additional resources to address the complex challenges posed by the rising incidence of family violence.

Throughout 2025/26, Council progressed a comprehensive program of stakeholder engagement and advocacy to better understand and respond to family violence and related community safety challenges. Engagement with internal teams and external partners identified key service gaps, resourcing pressures, and emerging community needs, strengthening Council's evidence base and informing future priorities.

Insights gathered throughout the year were consolidated and translated into targeted advocacy and action, supporting stronger partnerships, enhanced primary prevention and early intervention approaches, and improved coordination across the sector. As a result of this work, additional funding was secured to deliver workforce training and capacity-building initiatives, increasing staff capability to respond effectively to the growing complexity of family violence. These achievements contribute to a more informed, coordinated, and sustainable organisational response, supporting improved service delivery and safer communities.

Partner with the recently established South East Homelessness and Housing Alliance (SEHHA) to drive outcomes for those experiencing homelessness and housing insecurity across the region.

Council continued its partnership with the South East Homelessness and Housing Alliance (SEHHA) to strengthen a coordinated regional response to homelessness and housing insecurity across the South East. Throughout the year, Council participated in alliance meetings, contributed to homelessness system mapping, and supported the development and implementation of SEHHA's Action Plan.

Key achievements included the delivery of a regional advocacy launch event attended by 80 stakeholders, the establishment of working groups focused on advocacy, communications, monitoring and evaluation, grant applications, and data and research, and the consolidation of rough sleeper data to inform regional advocacy with the Department of Families, Fairness and Housing (DFFH).

During the year, SEHHA's 2026 Advocacy Priorities were developed and endorsed, a draft website was created, and an evaluation consultant was engaged with funding secured for evaluation activities. Planning also commenced for a regional Homelessness Week event to raise community awareness and advocate for housing and homelessness priorities.

Coordinate advocacy and partnerships to attract funding for and provision of critical non-council services, in particular for areas where there is known gender inequality, disadvantage and discrimination.

Council strengthened its response to food insecurity in Casey through advocacy, partnership development, sector engagement and targeted investment. During the year, Council developed and launched a Food Relief Advocacy Campaign, convened a Mayoral Food Relief Roundtable with representatives from 11 organisations and Councillors, and progressed advocacy priorities relating to food relief, housing and homelessness, and mental health ahead of the Victorian State Election.

Council also supported local providers through partnership-building activities, sector collaboration opportunities and letters of support for external funding applications. Building on feedback from the food relief sector, Councillor advocacy, the Casey Food Relief Advocacy Statement 2025 and Victorian food relief guidelines, Council allocated \$150,000 to establish the Casey Food Relief Capacity Building Initiative. Grant guidelines were developed and shared with Councillors, with the initiative set to open to the community in July 2026 to strengthen the capacity and sustainability of local food relief services.

Undertake joint advocacy projects with relevant stakeholders in the aged care sector, including other south-east councils and non-profit agencies, which increase resources for aged health care within the region.

Council worked collaboratively with regional aged care stakeholders to advocate for improved resourcing and service provision across the aged care sector. Through the South East CHSP Practice Group, Council helped identify service gaps within the Commonwealth Home Support Programme (CHSP) and gathered case studies demonstrating the impact on service providers and clients.

Council also coordinated the development of an advocacy brief and supporting case studies, which informed a formal submission to the Australian Government Department of Health and Aged Care in November 2025. The submission highlighted CHSP service gaps and their consequences for service delivery and client outcomes across the region. Council continued joint advocacy efforts with regional partners throughout the year.

Design and deliver events that offer the community opportunities to experience art and culture activities locally.

Throughout 2025/26, Council delivered a diverse program of arts, cultural and creative activities across Bunjil Place, Old Cheese Factory, The Factory, Wilson Botanic Park and library locations, providing accessible opportunities for the community to engage with arts and culture close to home. Initiatives included school holiday programs, the annual 4C's cultural diversity celebration, community workshops, participatory creative activities, and free exhibition opportunities for local artists.

A range of high-quality performances, exhibitions and installations were also presented, including sold-out concerts, nationally touring productions, First Nations cultural experiences, community-engaged arts projects and exclusive exhibitions. These programs increased access to high-quality arts and cultural experiences, celebrated cultural diversity, supported local artists, and strengthened community participation across Casey.

Deliver a temporary Library Lounge in the Clyde Township Family and Community Centre to ensure residents in the growth areas of Casey have access to library services.

To support the growing Clyde community, Council established a temporary Library Lounge at the Clyde Township Family and Community Centre, providing local access to books, programs and digital resources. Throughout the year, work included planning and design, building alterations, installation of power and IT infrastructure, procurement of library collections, development of staffing and partnership models.

The Clyde Township Library Lounge officially opened on 14 February 2026, with a Family Fun Day attracting over 350 visitors. Following the opening, the focus shifted to establishing strong operational partnerships between Connected Libraries and other tenants within the Clyde Township Community Hub, including the implementation of governance, operational and safety procedures to support the shared facility. The project has been successfully completed and transitioned to business-as-usual operations and funding, delivering an accessible local library service for the Clyde community while supporting broader community connection and participation.

Major initiatives

Enhance community access and experiences at local attractions by delivering initiatives aligned with relevant MasterPlans such as the new community space at Old Cheese Factory and renewal of visitor experience elements at Wilson Botanic Park.

Council continued to enhance access, functionality and visitor experiences at key community facilities through projects guided by relevant Master Plans. At the Old Cheese Factory, the renewal of the multi-purpose community room progressed from demolition and construction through to the final stages of delivery, with completion anticipated shortly.

Strong community interest in the facility has been identified, with planning underway to promote the space and maximise future community use and participation.

Planning also advanced for accessibility improvements to pathways near the Visitor Centre, with funding opportunities being explored to support future delivery.

Identify and promote opportunities, including through partnership with organisations, to increase access to recreational, modified and social sporting activities for people of all ages.

Council continued to expand access to inclusive and modified sporting opportunities throughout 2025/26, delivering a range of well-attended activities including pickleball, chair yoga, walking football and Summer of Tennis programs. Participation remained strong across all programs, with pickleball experiencing particularly high demand. The #CaseyGirlsCan initiative further increased opportunities for women, girls and culturally diverse communities through partnerships delivering introductory soccer, basketball, badminton and volleyball programs.

New initiatives introduced during the year included the successful launch of Mummy Walkers, delivered in partnership with Casey Central Shopping Centre, which attracted strong participation and positive community feedback. Council also delivered the Active After Dark program across 13 sites, activating underutilised facilities with improved lighting to create safer and more accessible spaces for recreation and physical activity. Strong partnerships with community organisations, sporting clubs and health services supported broader participation and wellbeing outcomes, including programs for parents and culturally diverse communities. Planning also progressed for future opportunities, including indoor cricket programs with Cricket Victoria and the Walktober campaign, further supporting active, connected and healthy communities.

Undertake a review of the accessibility of key Council buildings and facilities for people with a disability.

During 2025/26, Council progressed the Accessible Casey project from planning into delivery, taking important steps towards creating a more inclusive and accessible city for people of all abilities. The two-year initiative aims to improve how residents, visitors and the wider community access and experience Council facilities and public spaces, considering physical, cognitive and sensory accessibility from design through to everyday use.

Throughout the year, Council worked closely with accessibility specialists, community representatives and staff across the organisation to better understand barriers to access and identify opportunities for improvement. Key milestones included appointing Think Access as lead consultant, establishing a stakeholder group to guide the project, and commencing the development of practical tools and frameworks to support more consistent accessibility outcomes across Council facilities and public spaces.

Develop opportunities for LGBTIQ+ communities to have increased access to inclusive sports and recreation programs through collaboration with local sports clubs and associations.

In partnership with Proud2Play, Council delivered capacity-building initiatives to support local sporting clubs to become more inclusive and welcoming for LGBTIQ+ communities.

Throughout the year, clubs participated in workshops and training focused on inclusive practice, respectful language, policy development, child safety, privacy, and creating welcoming sporting environments. The program culminated in a full-day training session, where participating clubs identified priority improvements and began developing action plans to strengthen safe, inclusive participation opportunities across sport and recreation.

Deliver an early-intervention and response training program for community leaders and volunteers to empower and increase their capabilities to identify, support, and refer vulnerable residents, in particular those with mental health challenges.

Latrobe Community Health Service (LCHS) commenced delivery of youth counselling and mental health services during 2025/26, with a 12 month program of community education activities developed for delivery in 2026/27. Planning also continued for a co-designed Youth Mental Health Round Table, bringing together young people, parents/carers and service providers to identify challenges and solutions, with the event scheduled for September 2026.

Community mental health capacity building achieved strong results, with 11 Mental Health First Aid sessions delivered to 150 professionals and volunteers.

Participant feedback has been positive, with 86 survey responses indicating increased knowledge of mental health and greater confidence in supporting people experiencing mental health concerns. Three additional sessions for sports clubs have been delayed due to competing club priorities and will be delivered in a future period. Overall, significant progress has been made in establishing the new service partnership, expanding mental health education opportunities and strengthening community awareness and early intervention capabilities

Support access to 3- and 4-year-old kindergarten through the implementation of Year 2 of Casey’s new kindergarten service model.

Council continued to strengthen access to 3- and 4-year-old kindergarten across Casey, progressing implementation of its kindergarten service model and supporting delivery of the Best Start, Best Life reforms.

Through Council's Central Registration and Enrolment Scheme (CRES), 5,140 children (2,167 three-year-olds and 2,973 four-year-olds) were placed into kindergarten programs for 2026. Additional kindergarten places and Pre-Prep sessions were introduced to support family access, while Council worked closely with providers and the Department of Education to build service capacity.

The transition to the Early Years Manager model also progressed, with Uniting Vic. Tas assuming management of three former Council kindergarten services in preparation for the opening of the new Hardy's Road kindergarten. Promotional resources, including the Kindergarten Registration Booklet and Apply for Kindergarten video, were developed to increase family awareness and participation in early childhood education.

Support access to youth programs that address social connection and wellbeing, through implementing the outcomes of the Youth Service review.

Council continued to invest in the wellbeing, connection and participation of young people throughout 2025/26. Guided by the Youth Services Review, significant changes were implemented to improve access to support, information and programs across Casey. Youth counselling services commenced through a new partnership with Latrobe Community Health Service, while expanded outreach initiatives and community-based programs increased opportunities for young people to engage locally.

Partnerships with community and employment organisations further strengthened pathways to support, education and employment. These improvements have created a more accessible, community-focused youth service that is better positioned to respond to the diverse needs of young people and their families.

Major initiatives

Work with community service organisations (CSOs) through the Casey Futures Partnership to deliver the CSO Growth and Attraction Framework and grow the capacity of the sector to meet the diverse needs of a growing population.

The Casey Futures Partnership (CFP) continued to strengthen collaboration between community service organisations, Council and key stakeholders to improve service delivery and community wellbeing across Casey. Throughout the year, the partnership focused on building sector capability, improving access to local data and services, and establishing a shared vision for future action.

Key achievements included the launch of the Community Service Organisation (CSO) Directory on Council's Open Data platform, completion of the Community Access to Services Survey, delivery of capacity-building and systems thinking workshops, and the development of a shared approach to local data collection and use. The partnership also identified strategic priorities for 2026 through a consultant-led planning process and adopted Cost of Living Pressures as its overarching advocacy focus, providing a coordinated framework for future evidence-based advocacy on issues affecting both the community and the community services sector.

Determine and launch a new themed Community Action Leadership program that empowers more community leaders in Casey to make a positive difference in their communities.

The Nature and Sustainability Community Leadership Program was successfully designed and launched in 2025/26, building on the foundations of the 2021–2024 leadership program. Extensive stakeholder engagement, governance planning and a co-design workshop involving 25 community members and Council officers helped shape the program's focus on nature, sustainability, climate action and First Nations connection to Country.

The program officially commenced in May 2026, attracting 29 participants committed to driving positive environmental change across Casey. Launch activities included a Meet & Greet and a formal opening at Bunjil Place featuring a Smoking Ceremony by Uncle Mark Brown and a welcome address from Mayor Koomen. The program strengthens community leadership capacity and equips participants with the knowledge, skills and networks to support local sustainability initiatives and community-led environmental action.

Develop and deliver a community and stakeholder awareness campaign during the international campaign, 16 Days of Activism, which takes steps towards preventing violence against women and promotes gender equality.

The Casey Says No to Violence initiative delivered a successful and highly visible 16 Days of Activism campaign across Casey, raising awareness of gender equality, respect, safety and family violence prevention.

The campaign featured a coordinated suite of activities, including a professionally produced community awareness video displayed at Bunjil Place, widespread promotion of the campaign message through posters, banners and public displays, and strong partnerships with Victoria Police, Respect Victoria, local councillors and community leaders. Staff and volunteer training activities also strengthened organisational capability to support prevention and response efforts.

Extend the availability of Aboriginal Gathering Place programs, offering activities and services at multiple City of Casey locations to reach more people within the Aboriginal and Torres Strait Islander communities

Throughout 2025/26, significant groundwork was undertaken to expand Aboriginal Gathering Place programs and services across multiple locations within the City of Casey, improving access to culturally safe activities and opportunities for Aboriginal and Torres Strait Islander community members. Planning and scoping activities progressed throughout the year, supported by ongoing community engagement, identification of potential satellite delivery locations, and collaboration with internal teams, external organisations and service providers.

A key achievement was the establishment of a partnership in Cranbourne between local primary schools, Koorie Engagement Support Officers (KESOs) and Reclink, supporting the delivery of an ongoing term-based program. This initiative strengthened community partnerships and created new opportunities for engagement, participation and connection through community events.

Five new trials to strengthen connection and reduce loneliness in Casey

To address rising social isolation and loneliness across the municipality, Council established the Connecting Communities Living Lab, bringing together community organisations, researchers and residents to co-design and test innovative approaches that strengthen social connection and belonging. The initiative responds to the challenges of rapid population growth, changing demographics and cost-of-living pressures, which can impact community participation and wellbeing.

Following a competitive application process, five organisations were selected to partner with Council over 12 months to trial community-building solutions and generate local evidence on what works in reducing social isolation.

The projects focus on creating more inclusive community spaces, supporting culturally diverse groups, fostering connection through nature-based activities, providing safe spaces for men to build relationships, and improving walkability and accessibility across Casey through community-led design.

These partnerships demonstrate Council's commitment to building a more connected, inclusive and resilient community by supporting innovative, evidence-based initiatives that enhance social participation and strengthen community wellbeing.



Strategic Indicators

Indicator	Commentary
Maintain a high level of graffiti removal requests to improve the appearance of public areas and improve safety perceptions within the community.	Council maintained a high level of responsiveness to graffiti removal requests, with 99.8 per cent addressed within the required timeframe. This strong performance helped keep public spaces clean, welcoming and safe for residents and visitors, contributing to community pride and amenity.
Status: Achieved	
Increase the number of Road Safety Education initiatives delivered to enhance community awareness and safety.	Council continued to deliver Road Safety Education initiatives to promote safer behaviours and increase community awareness. During the year, tailored one-on-one sessions were provided at Devon Meadows Primary School, Clyde Creek Primary School and Miriyan Primary School, with positive engagement from students and staff contributing to a 33 per cent improvement on the previous year's results. Council also commenced engagement with local schools to support the transition to the new School Age Safety (SAS) program model.
Status: Achieved	
Maintain a low average number of days to action safety requests, such as animal management, to improve community safety.	Council maintained a low average response time for safety requests, including animal management matters, helping to support community safety and wellbeing. During the year, safety requests were actioned within an average of 1.94 days, demonstrating Council's commitment to delivering prompt and effective services that contribute to a safe and well-managed community.
Status: Achieved	
Increase the number of environmental design audits to assess safety improvements.	A total of 23 Crime Prevention Through Environmental Design (CPTED) audits were undertaken across Casey, including Cranbourne, Endeavour Hills, Narre Warren, Berwick and Pearcedale. CPTED is an evidence-based approach that uses the design and management of public spaces to reduce opportunities for crime and improve perceptions of safety. Audits included assessments of lighting, CCTV, car parks, public toilets, sporting facilities, pedestrian underpasses and other public spaces, with a mix of day and night inspections. Audit requests remained consistent throughout the year, driven by both internal referrals and resident concerns, supporting targeted improvements to community safety and crime prevention outcomes.
Status: Achieved	
Advocate and secure service funding to enhance the availability of critical services for the community.	Securing funding for advocacy priorities remained challenging throughout the year. While several service-related grant applications were submitted, they were unsuccessful in highly competitive funding rounds with strong sector demand. In addition, Victoria's fiscal constraints continued to limit available funding opportunities. These circumstances were external to Council and beyond its influence.
Status: Not Achieved	

Indicator	Commentary
Increase the percentage of people who feel Council events are inclusive and welcoming, promoting community connection and engagement.	Survey results from Council events held this year showed that, on average, 93 per cent of respondents agreed that the events were inclusive and welcoming, supporting the objective of promoting community connection and engagement which was a three per cent increase on the previous year's results.
Status: Achieved	
Increase library membership to support access to cultural, arts, and learning resources.	Library membership continued to grow throughout the year, reflecting ongoing community interest in library services, programs and learning opportunities across Casey. While membership growth was lower than anticipated, overall membership remains on an upward trajectory. Membership figures are also influenced by Libraries Victoria's regular data cleansing process, which removes memberships that have not been renewed within three years. As a result, fluctuations in membership numbers may reflect database maintenance activities rather than changes in community engagement. Despite this, new members continued to join throughout the year, demonstrating a stable and ongoing connection between the community and library services. Membership growth may also lag behind population growth due to limitations in the immediate expansion of library services.
Status: Not Achieved	
Increase satisfaction with events that offer opportunities for the community to experience local arts and cultural activities.	Community satisfaction with events designed to showcase local arts and cultural activities reached over 92 per cent this quarter, which reflects the quality and relevance of programming, as well as strong community engagement.
Status: Achieved	
Increase the participation of women, girls, and gender-diverse people in sport, leisure, and community activities, ensuring inclusivity and accessibility.	During the year, 7,744 women participated in CaseyGirlsCan programs, representing a 73.2 per cent increase from 4,471 participants in 2024/25, demonstrating strong growth in engagement and the program's continued success in creating opportunities for participation.
Status: Achieved	

Strategic Indicators

Indicator	Commentary
Increase participation in the Maternal and Child Health (MCH) service to support early years development.	Participation in the Maternal and Child Health service during the year was 68.46 per cent. This result reflects strong community confidence in early years support services and demonstrates the ongoing importance of programs that promote the health, wellbeing and development of children and families.
Status: Achieved	
Increase the number of children registered for 3 and 4-year-old kindergarten to promote early childhood education.	A total of 8,285 children were registered in 3- and 4-year-old kindergarten programs during the financial year. This outcome demonstrates continued progress in increasing participation in early childhood education and reflects Council's commitment to supporting positive learning, development, and school readiness outcomes for young children across the municipality.
Status: Achieved	
Increase satisfaction with the Dad's Matter program to support engaged parenting.	Satisfaction with the Dads Matter program continues to grow, with participants reporting increased parenting confidence and stronger community connections. The Dads Matter Family Campfire Night achieved a 95 per cent satisfaction rating, while the Champions of Change program recorded 96 per cent satisfaction, with 96 per cent of participants likely to attend future events and recommend the program to others. The Men's Forum also received a 96 per cent positive feedback rating, demonstrating its value as a supportive space for men to connect, reflect and build skills.
Status: Achieved	
Increase satisfaction with teenage school holiday programs to enhance youth engagement.	Satisfaction with the Teenage School Holiday Program achieved an average result of 100 per cent. Quarter four data was unavailable due to changes to the program arising from the service review with Council working to develop new customer surveys to support future measurement and reporting.
Status: Achieved	

Indicator	Commentary
Increase the number of early years and youth partnership initiatives, through the Community Service Organisation (CSO) Casey Futures Partnership Alliance, to strengthen early years and youth service resourcing.	Through the Casey Futures Partnership Alliance Growth and Attraction Framework, six partnership initiatives were delivered in collaboration with Community Service Organisations (CSOs), strengthening sector capacity and supporting the resourcing and sustainability of the early years and youth services workforce. These partnerships fostered collaboration, workforce development, and improved service outcomes for children, young people, and families across Casey.
Status: Achieved	
Increase the number of opportunities for children and young people to participate in decision-making on issues that affect them, empowering youth voices.	This year, 199 opportunities were provided for children and young people to meaningfully participate in decision-making on issues that affect their lives through Child, Youth and Family programs and events, a 255 per cent increase on the previous year's 56 opportunities. These opportunities enabled young people to have their voices heard, contribute their perspectives, and influence decisions, demonstrating our commitment to ensuring children and young people are actively engaged and taken seriously in matters that impact them.
Status: Achieved	
Increase the percentage of Gender Impact Assessment (GIA) recommendations adopted that consider the needs of target populations, promoting gender equality and social equity.	The percentage of Gender Impact Assessment (GIA) recommendations adopted was 66 per cent. Despite this result, the majority of recommendations were incorporated into policies, programs, and initiatives to better consider the needs of target populations and support gender equality and social equity outcomes. Progress was influenced by competing organisational priorities, resource constraints, and the varying feasibility of implementing some recommendations within project timeframes.
Status: Not Achieved	

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Arts and Culture Supports, encourages and delivers arts and cultural activities across Casey, including encouraging local people and groups to design and deliver their own arts and cultural programs. Delivering expanded library and arts services through our 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.	(8,865)	(9,071)	207
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.	(8,597)	(11,041)	2,444
Community Access and Wellbeing Plays a key role in uplifting internal capability to ensure health, equity, and accessibility is considered across policies, programs and services, whilst also partnering with expert providers to directly improve accessibility and wellbeing throughout the community.	(5,269)	(5,841)	572
Community Connection, Support and Activation Provides a broad range of programs, engagement and partnerships to enhance community connection and support. This includes 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.	(17,883)	(18,472)	590

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
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	(11,164)	(10,940)	(224)
Destination and Events Activates spaces and deliver experiences that bring the community together through diverse programs, partnerships and celebrations. This includes enhancing access to high-quality destinations, delivering a calendar of inclusive events, supporting local tourism, and creating opportunities for residents and visitors to connect with Casey's unique identity and stories. Strategic investment in the service will benefit local residents by strengthening community pride and sense of belonging through shared experiences, events and places.	(12,525)	(12,537)	12
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.	2,542	3,123	(581)
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.	(7,893)	(8,954)	1,062

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2022/23	2023/24	2024/25	2025/26	
Aquatic Facilities					
Service standard					
Health Inspections of aquatic Facilities [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	2.40	3.00	3.60	2.25	There has been a 38% decrease in the number of health inspections of aquatic facilities since last year. The reduced number of inspections during the year was due to the temporary closure of one of Council's main aquatic facilities for upgrade works. As the facility was not operational, inspections were not required, resulting in a lower overall number of inspections undertaken.
Service cost					
Cost of aquatic facilities [Direct cost of the aquatic facilities less income received/Number of visits to the aquatic facilities]	\$0.55	(\$0.32)	(\$0.08)	(\$0.17)	This positive result can be attributed to the new Leisure Contract generating a higher than anticipated return to Council, exceeding the budgeted forecast.

Service Performance Indicators	Results				Material Variations and Comments
	2022/23	2023/24	2024/25	2025/26	
Animal management					
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests/ Number of animal management requests]	1.46	1.60	1.56	1.94	There has been a 24% increase in the time taken to action animal management requests compared to the previous year. This increase can be attributed to higher service demand, increased complexity of requests and resourcing challenges during the reporting period which resulted in longer response times.
Service standard					
Animals reclaimed [Number of animals reclaimed/Number of animals collected] x 100	28.86%	22.31%	20.07%	15.87%	There has been a 21% decrease in the number of animals reclaimed compared to last year. This is primarily due to more impounded cats and kittens not being microchipped or registered, making it difficult to reunite them with their owners. Ongoing cost of living pressures have also contributed to fewer dogs being reclaimed, with more owners surrendering their pets rather than reclaiming them. This reflects broader sector trends with reduced reclaim rates being experienced across animal welfare services.
Animals rehomed [Number of unclaimed collected animals rehomed/ Number of unclaimed collected animals] x 100	28.50%	37.44%	33.89%	38.71%	There has been a 14% increase in the number of animals rehomed compared to last year. This is primarily due to more unclaimed animals entering the pound, particularly cats and kittens without identification. It also reflects our pound service provider's continued focus on rehabilitation and rehoming to achieve positive outcomes for impounded animals, with more animals remaining in care for longer to support successful rehoming outcomes.
Service cost					
Cost of animal management service per population [Direct cost of the animal management service/ Population]	\$5.03	\$5.78	\$6.90	\$10.11	Animal management service costs have increased by 46% compared to last year. This increase reflects higher contract, veterinary and impoundment costs associated with more animals entering the pound, longer holding periods and an increase in court-held dogs during dog attack investigations. It also reflects our pound service provider's rehabilitation-focused approach, with more animals remaining in care to achieve positive welfare outcomes.

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2022/23	2023/24	2024/25	2025/26	
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]	1.25	1.40	1.62	1.42	There has been a 13% decrease in time taken to action food complaints since last year. The result was influenced by a high volume of complaints that could not be substantiated. These matters were generally resolved more quickly than substantiated complaints, resulting in faster turnaround times and contributing to the overall outcome for the year.
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	104.60%	100.00%	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	128.57%	127.76%	104.32%	There has been a 18% decrease in critical and major non-compliance outcome notifications since last year. The food sampling program was delivered in accordance with the gazetted minimum requirements during the year. Increased demand across other service areas limited the capacity to undertake additional sampling beyond these requirements, resulting in a lower number of samples collected against this measure.
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]	\$440.44	\$408.81	\$465.86	\$326.03	There has been a 30% decrease in the cost of the food safety service since last year. The result reflects a revision to the calculation methodology, with non-food related contracted items removed from the metric. These costs had previously been included, which overstated the overall figure.

Service Performance Indicators	Results				Material Variations and Comments
	2022/23	2023/24	2024/25	2025/26	
Libraries					
Resource currency					
Recently purchased library collection	53.30%	69.58%	70.96%	71.27%	Result is in the expected range
[Number of library collection items purchased in the last 5 years/Number of library collection items] x 100					
Service cost					
Cost of library service per population	\$12.87	\$12.20	\$16.52	\$18.93	There has been a 15% increase in the cost of library service per population since last year. This can be attributed to an adjustment to the calculation to include maintenance and utilities costs incurred by Council, a one-off increase in the funding contribution from Council to Connected Libraries for the fit out of a new Library Lounge in Clyde, and an increase in ongoing operational funding for additional staffing for the new Library Lounge.
[Direct cost of the library service/Population]					
Utilisation					
Loans per head of population	N/A	3.60	3.65	3.70	Result is in the expected range
[Number of library collection item loans/Population]					
Participation					
Library visits per head of population	N/A	1.89	1.91	2.05	Result is in the expected range
[Number of library visits/ population]					

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2022/23	2023/24	2024/25	2025/26	
Maternal and Child Health (MCH)					
Service standards					
Infant enrolments in the MCH service	101.25%	101.00%	101.16%	100.87%	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	\$110.19	\$100.40	\$109.78	\$107.90	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	94.09%	92.17%	96.21%	96.09%	Result is in the expected range
[Number of 4-week key age and stage visits/Number of birth notifications received]					



Strategic Outcome 2: Liveable City

Holistically plan, build, manage and influence an accessible, high-quality built environment for a growing Casey community.

Strategic Priorities

- **Improved connectivity:** Plan, deliver and advocate for transport improvements to roads, public transport, pedestrian and cycling networks that improve access, connectivity, safety and city movement outcomes for our community.
- **Appropriate infrastructure:** Plan and deliver infrastructure that is sustainable, fit for purpose, supports shared use and promotes health, safety and amenity.
- **Respond to growth:** Plan and deliver urban planning that ensures our community has access to services and facilities across the city aligned to need and place.
- **Effective advocacy:** Advocate for investment that supports and responds to our growing city’s needs – including transport mobility and access to jobs and services.
- **City shaping infrastructure:** Plan and invest in city shaping projects complementing our city’s scale and diversity.

S02

Spotlight on infrastructure projects

Council has continued to invest in high-quality parks, playgrounds and community infrastructure, delivering significant upgrades at reserves across Casey to enhance accessibility and help to create welcoming spaces that support active lifestyles, encourage social interaction and strengthen community wellbeing.

Recent works at Berwick Springs West Playground, Ackland Park Reserve, Ray Bastin Reserve, Lochard Terrace Reserve Playground and Bayview Park

Boardwalk have created vibrant and inclusive spaces for residents of all ages and abilities.

The projects have delivered new modern playground equipment, multi-use recreation areas, accessible pathways, social gathering spaces, shelters, barbecues and improved landscaping. The upgrades also incorporated sustainable and accessible design elements, such as nature play opportunities and the installation of an accessible boardwalk at Bayview Park.



Major initiatives

Advocate for improved public transport and major road upgrades including Clyde Rail extension, Berwick Cranbourne/ Clyde Fiveways Road duplication and Thompsons Road extension to ensure residents and businesses can better move across the city.

Council continued to advocate for priority transport projects throughout 2025/26, including improved public transport, major road upgrades and better connectivity to support Casey’s growing community. Working closely with the Department of Transport and Planning and regional advocacy partners, Council progressed key priorities including the Clyde Rail Extension, Thompsons Road Extension, Berwick-Cranbourne/Clyde Fiveways Road duplication, and future bus service improvements.

In preparation for the upcoming State Election, Council stepped up its advocacy through the Building a Better Casey campaign, directly engaging with the State and Federal Government in addition to providing budget submissions. Council’s campaign was bolstered by extensive community engagement that included surveys, social media outreach, and 12 community pop-ups to capture resident feedback and reinforce Council’s advocacy priorities.

Casey has since secured funding for improved bus services in Botanic Ridge, Casey Fields, Clyde, Junction Village, Devon Meadows and Berwick. An annual review of Council’s transport advocacy priorities has also been completed to ensure projects remain evidence-based, aligned with community needs and supported by current data.

Plan and advocate for increased investment in infrastructure that improves walking and cycling options, alongside an audit of Council’s Walk and Ride Strategy, to support improved access and connectivity.

Council progressed planning and advocacy for improved active transport across Casey, with a focus on safer and more connected walking and cycling networks. A comprehensive list of active transport priorities, along with detailed mapping, was developed and refined, drawing on the Walk and Ride Strategy, previous advocacy work and stakeholder input.

Council continued to engage with State and Federal representatives, key partners and the community to build awareness and support for priority projects, with community feedback helping to strengthen advocacy efforts in the lead up to the State Election.

Partner with the development industry to deliver more transport, community and recreation infrastructure to support our growth area communities.

Council actively managed developer contributions throughout 2025/26 to support the timely delivery of transport, community and recreation infrastructure across Casey’s growth areas. Working closely with the development industry, Council facilitated the delivery of infrastructure projects under developer agreements, ensuring essential infrastructure keeps pace with population growth and emerging community needs.

During the year, developers delivered more than \$10.5 million in infrastructure projects under developer agreements (excluding works-in-kind), including transport, community and recreation assets. These developer-funded projects contributed to improved connectivity, enhanced community facilities and services, and supported the creation of well-planned, liveable communities across Casey’s growth areas.

Address the needs of the growing community by planning and implementing new projects, fit-for-purpose renewals and upgrades to existing infrastructure, including the delivery of Hampton Park amenity upgrades, Springleaf Recreation Reserve and Tooradin Football/ Cricket/ Netball Pavilion upgrade.

Throughout 2025/26, Council continued to plan, deliver and complete key infrastructure improvements across community facilities and recreation reserves to support Casey’s growing community.

Hampton Park - minor amenity and beautification upgrades were completed, including tree planting along Council-owned nature strips and shrub planting near Arthur Wren Hall and the Hampton Park Community Centre, enhancing the appearance and amenity of the precinct.

Springleaf Recreation Reserve - a new hub for community sport and recreation was completed including a multi-purpose pavilion, AFL and cricket ovals, netball courts, car parking, lighting and playground. The new facilities will be home to several local sporting clubs and support greater community participation.

Tooradin Recreation Reserve - the upgrade of the Football/Cricket/Netball Pavilion was completed, delivering facilities that align with Council’s Sports Facilities Framework and provide improved amenities for users of the reserve.

All projects identified within this initiative were completed during 2025/26, contributing to enhanced community infrastructure, improved recreational facilities and increased capacity to meet the needs of Casey’s growing population.

Major initiatives

Finalise the Casey Fields South (Employment) and Devon Meadows and Croskell (Employment) Precinct Structure Plans with the Victorian Planning Authority and implement these plans to facilitate new housing and job opportunities.

Council continued to work closely with the Department of Transport and Planning (DTP) and the Victorian Planning Authority (VPA) to advance key employment precincts and support employment growth and strategic land use planning in Casey.

A major milestone was achieved with the approval of the Croskell (Employment) Precinct Structure Plan (PSP) by the Minister for Planning in March 2026 and its subsequent gazettal into the Casey Planning Scheme. Council is now working with landowners and developers to support implementation of the PSP, facilitating future employment, housing, infrastructure and community facility delivery.

Progress also continued on the Casey Fields South (Employment) and Devon Meadows PSPs. Standing Advisory Committee hearings were conducted during 2025/26, considering matters including drainage infrastructure, school site locations and transport planning. In April 2026, DTP received the Committee's report and commenced reviewing recommendations and engaging with stakeholders. Feedback will inform the final PSPs, while preparation of the associated Infrastructure Contributions Plan continues.

Partner with the Victorian Planning Authority to prepare the Cardinia Creek South (Part 2) Precinct Structure Plan to deliver over 1,100 new homes.

Preparation of the Cardinia Creek South Part 2 Precinct Structure Plan (PSP) has progressed in partnership with the Victorian Planning Authority and the Department of Transport and Planning (DTP) to support future development and infrastructure delivery in Casey's growth areas.

Council completed the project scoping and technical studies, undertook extensive planning and consultation activities, and progressed the PSP through validation, agency engagement and public exhibition. Council also advocated for key community outcomes, including 30 per cent tree canopy coverage within the public realm and the early integration of telecommunications infrastructure to support future neighbourhoods.

Following public exhibition in March and April 2026, DTP considered submissions and commenced finalisation of the PSP and associated Infrastructure Contributions Plan (ICP). Council's key advocacy priorities were supported and are expected to be incorporated into the final plan. The PSP and ICP are scheduled to go to the Minister for Planning for approval later in 2026.

Develop an Affordable Housing Policy to support the establishment of more affordable housing in the City of Casey.

Creation of an Affordable Housing Policy was part of Council's commitment to support increasing the availability of social and affordable housing across the City of Casey.

Developed in collaboration with key stakeholders, the Affordable Housing Policy focuses on principles, advocacy, facilitation, and partnerships. Community and Councillor consultation was also undertaken to gather feedback on the priorities outlined in the policy and Council's role in supporting affordable housing outcomes.

The endorsed policy provides a framework to guide Council's future advocacy and activities to support housing affordability and accessibility for Casey's community.

Advocate to State and Federal Government on priorities associated with infrastructure investment, grants and partnerships to improve and deliver community, recreation and transport infrastructure for the growing Casey community.

Council progressed its advocacy agenda throughout 2025/26 by strengthening engagement with State Government decision-makers and advancing priority infrastructure and service projects for Casey's growing community. Key activities included targeted meetings with State Ministers, engagement with State agencies on transport initiatives, and the development of advocacy materials aligned to the State Budget and election cycle.

Council also contributed to the Greater South East Melbourne (GSEM) State Election Platform and supported its development through stakeholder engagement and event planning. In March 2026, Council launched the Building a Better Casey advocacy campaign, supported by a coordinated communications and media approach to raise awareness and build support for Casey's priority infrastructure and service upgrades. These efforts strengthened Council's advocacy with State and Federal Governments and helped position Casey's key priorities ahead of the 2026 State Government Election.

Advocate for improved mobile connectivity requirements in Precinct Structure Plans and facilitate the delivery of appropriately located telecommunication towers in areas experiencing poor connectivity.

Council continued to advocate for improved mobile connectivity across future growth areas by working with the Department of Transport and Planning and other key stakeholders to strengthen telecommunications infrastructure requirements in Precinct Structure Plans (PSPs).

As a result of this advocacy, mobile connectivity provisions were incorporated into the approved Croskell (Employment) PSP and the draft Casey Fields South (Employment) and Devon Meadows and Cardinia Creek South Part 2 PSPs. These outcomes will help ensure telecommunications infrastructure is considered early in the development process, supporting reliable digital connectivity for future communities, reducing connectivity gaps, and enhancing access to services, economic opportunities and community wellbeing.

Council will continue to support the integration of mobile connectivity requirements as these precincts progress through the planning and development process.

Progress the planning and design for the Cranbourne Community Hub and Doveton Pool in the Park Master Plan to deliver purpose-built facilities that offer easy access to important community and Council services.

Throughout 2025/26, Council continued to invest in the planning, design and delivery of major community infrastructure projects, with significant progress achieved on both the Cranbourne Community Hub and the Doveton Pool in the Park Master Plan.

Cranbourne Community Hub

The Cranbourne Community Hub progressed from planning to the advanced design stage. Key milestones included planning approval, engagement of project consultants and selection of future community service organisation tenants. Design development was shaped through extensive collaboration with Council services and community partners to ensure the facility meets the needs of residents and service users.

Doveton Pool in the Park Master Plan

Strong progress was made across all components of the Doveton Pool in the Park Master Plan. The new 50-metre pool and plant room reached practical completion, with handover and operational training successfully completed. Building renewal works also advanced, with major structural elements completed and fit-out works underway. Following community consultation and Council endorsement of an updated project approach, planning and procurement continued for the program pool and slide, which will further enhance recreation opportunities for the community.

Construction of these elements is scheduled to commence in 2026/27.

Together, these projects represent important investments in community infrastructure and will provide improved spaces for recreation, connection, learning and access to services for the growing Casey community.

National Recognition for Casey’s innovation in sustainable growth

The City of Casey received national recognition for its Green Streets in Orana Project when it was named joint winner in the innovation category at the 2025 National Growth Areas Alliance Awards. Delivered in partnership with developer Balcon, the initiative is redefining sustainable neighbourhood design by setting a target of more than 30 per cent tree canopy cover through the planting of 2-2.5 trees per lot - more than double the industry standard. To date, more than 2,700 trees have been planted across Orana Estate, creating important habitat corridors and enhancing liveability for the community.

The project introduced pioneering Urban Forest Design Principles and a dedicated Tree Growth Zone, providing a practical framework for developers to deliver greener and more climate-resilient communities. It has also delivered significant environmental benefits, including the avoidance of around 6,000 metric tonnes

of carbon dioxide emissions through innovative construction practices. As the urban canopy matures, residents will enjoy cooler, safer and more walkable streets that support health, wellbeing and community connection.

Casey also celebrated success at the Urban Development Industry of Australia Victoria Awards, with local developments recognised across multiple categories. Award-winning projects included Five Farms in Clyde North, which improved essential telecommunications infrastructure; Tree Walk Park at Berwick Waters, an inclusive community recreation space; and Alira in Berwick, a residential subdivision that transformed a flood-prone site into a thriving neighbourhood. Together, these achievements highlight Casey's commitment to fostering sustainable growth, innovation and high-quality community outcomes.



Strategic Indicators

Indicator	Commentary
Maintain sealed local roads to meet condition standards, supporting improved access, connectivity and safety. Status: Achieved	Maintenance of sealed local roads continued to meet condition standards, supporting safe and reliable travel throughout the municipality. The result of 95.68 per cent demonstrates strong asset management performance and a proactive maintenance approach, helping to preserve road quality, improve connectivity, and enhance road safety for the community.
Maintain a high completion rate of the annual infrastructure works program, ensuring projects support sustainability and community wellbeing. Status: Achieved	Council delivered a significant Capital Works Program for the year with 77 per cent of infrastructure projects completed on schedule. Strong progress across major community infrastructure projects enhanced portfolio performance and delivery outcomes across all service areas. While a \$37.1 million carry-forward is forecast due to project timing and delivery constraints, the program finished the year with improved performance and strong delivery momentum.
Maintain a balanced approach to developer contributions and expenditure, aligning with community needs and growth. Status: Achieved	Annual expenditure of funds collected under contribution plans was \$57,978,009. Spending on developer-funded infrastructure was lower than expected this year due to delays in some land purchases and the delivery of community and sports infrastructure projects. Developer contributions continued to be received, with the remaining funds held in reserve to support future infrastructure projects for the community.
Advocate for and secure infrastructure funding to address the city’s evolving infrastructure needs. Status: Achieved	Council secured \$2.95 million in external funding during the year, particularly following the release of the State and Federal Budgets. Council's advocacy campaign has received strong stakeholder support, contributing to election commitments ahead of the State Election. While funding continues to be influenced by factors outside Council's control, including delayed grant announcements and constrained government funding, Council remains committed to advocating for investment in the infrastructure needed to support the city's growth
Increase expenditure on large-scale infrastructure projects to drive significant city development. Status: Achieved	This year, Council invested more than \$24.6 million in major infrastructure projects, driving significant growth and development across the municipality. Key projects progressed during the year, included the Hardy Road Family and Community Centre, Ballarto Road Family and Community Centre, Springleaf Active Open Space, Bells Road Active Open Space, and the Cranbourne Community Hub. These investments enhance community infrastructure, support population growth, and improve access to essential facilities and services.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Asset Planning Plans for the future provision, renewal and performance of Council's infrastructure and facilities to meet current and emerging community needs. The service leads strategic infrastructure and facilities planning, prepares asset management plans including a 10 year asset management plan, and coordinates the development of Council's capital works program. It integrates asset data and systems to support evidence based decision making, undertakes consultation with the community and facility user groups, and builds strong stakeholder relationships to advocate for infrastructure investment. Through this work, Asset Planning ensures Council's assets are planned in a coordinated, sustainable and cost effective way across their lifecycle.	(1,255)	(1,256)	2
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.	(126)	(1,885)	1,759
Design and Construction Delivers the detailed design and construction of Council's infrastructure and facilities to meet approved service, safety and accessibility standards. The service prepares detailed designs for new and upgraded assets, ensures compliance with accessibility and safety requirements, and manages the delivery of major infrastructure projects. It oversees developer led works to ensure they align with Council standards and specifications, ensuring infrastructure projects are delivered efficiently, safely and to a high quality.	(2,353)	(1,881)	(472)
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.	(3,593)	(4,653)	1,060

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Maintenance Ensures Council's infrastructure, facilities, fleet and plant assets are safe, functional and fit for purpose throughout their lifecycle. The service delivers proactive and reactive maintenance programs, condition monitoring and inspections to ensure assets meet documented service levels and comply with relevant standards and policies. This work protects asset value, manages risk and supports reliable service delivery for the Casey community.	(14,317)	(11,847)	(2,470)
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.	(27,448)	(33,069)	5,621
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.	(13,832)	(16,212)	2,380

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2022/23	2023/24	2024/25	2025/26	
Roads					
Satisfaction					
Sealed local road requests [Number of sealed local road requests/Kilometres of sealed local roads] x 100	139.39	160.33	189.23	189.30	Result is in the expected range
Service cost					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction/Square metres of sealed local roads reconstructed]	\$59.90	\$94.68	\$67.88	\$45.48	There has been a 33% decrease in the cost of sealed local road reconstruction since last year. This improvement is due to a decrease in associated footpath and concrete works within the program, as well as more efficient delivery of asphalt works. By grouping larger asphalt projects together, the program achieved better productivity, increased delivery efficiency, and reduced asphalt tonnage rates, resulting in overall cost savings.
Cost of sealed local road resealing [Direct cost of sealed local road resealing/ Square metres of sealed local roads resealed]	\$31.63	\$45.82	\$37.44	\$37.92	Result is in the expected range
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	44.00	46.00	46.00	52.00	There has been a 13% increase in satisfaction with sealed local roads since last year. This can be attributed to Council's increased investment in road renewal and maintenance programs, which have improved the quality and condition of sealed local roads throughout the City of Casey.

Service Performance Indicators	Results				Material Variations and Comments
	2022/23	2023/24	2024/25	2025/26	
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]	131.00	119.00	102.00	106.00	Result is in the expected range
Service Cost					
Cost of statutory planning [Direct cost of the statutory planning service/ Number of planning applications received]	\$3,467.66	\$3,543.77	\$3,758.58	\$4,221.47	There has been a 12% increase in the cost of the statutory planning service compared to the previous year. Despite this increase, the result remains within the expected range and reflects the ongoing cost of delivering the service.
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	69.23%	31.58%	50.00%	75.00%	There has been a 50% increase in council planning decisions upheld at VCAT since last year. This result reflects Council's continued constructive participation in VCAT proceedings, alongside a sustained reduction in the number of appeals lodged with VCAT.

Strategic Outcome 3: Sustainable Environment

Foster a sustainable environment through education, climate change action, waste management and the protection and enhancement of natural resources.

Strategic Priorities

- **Climate mitigation:** Implement programs across Council to reduce carbon emissions and educate and support community and local business to reduce emissions.
- **Climate adaptation:** Investigate and implement adaptation measures that proactively support infrastructure, ecosystems, and community in preparing for climate change impacts.
- **Biodiversity and natural resource management:** Improve city greening with a focus on tree canopy cover and promote the protection and enhancement of biodiversity and other natural resources across Council and private land.
- **Waste treatment:** Advance Council treatment of waste and educate community about sustainable waste practices to increase food waste diversion and reduce litter and waste contamination.
- **Water management:** Implement holistic water management practices through water sensitive urban design that advance water harvesting and reduce flood risks.

S03

Sorting is simpler with new recycling baskets

Recycling eligible drink containers is now easier, with 100 new open-topped recycling baskets installed alongside public bins across Casey. Delivered in partnership with the Victorian Container Deposit Scheme (CDS Vic), the baskets provide a convenient way for people to leave eligible containers for others to collect and redeem for a 10-cent refund.

The initiative supports efforts to reduce litter, divert more recyclable materials from landfill, and encourages greater participation in container recycling.

It also creates opportunities for community members to claim refunds from collected containers, helping to keep public spaces cleaner while supporting circular economy outcomes.

Residents should check containers have the 10-cent refund mark before placing containers in the baskets to ensure they are eligible. Local community groups can also access CDS Vic collection bags to support fundraising activities, with supplies available while stocks last.



Major initiatives

Reduce Council greenhouse gas emissions, source green energy, improve the efficiency of Council buildings and empower the community to reduce their own emissions through sustainable living practices.

Council continued to progress towards its net zero emissions target through renewable energy, energy efficiency and sustainable procurement initiatives. Key achievements included transitioning to 100 per cent renewable electricity, advancing solar and battery projects, improving energy monitoring across Council facilities, and removing gas infrastructure from selected buildings.

Council also embedded sustainability into operations through sustainable purchasing initiatives, contract management and staff engagement programs. Partnerships with South East Councils Climate Change Alliance (SECCA) and the Smart Cities team supported the development of business sustainability programs, including a Circular Economy Dashboard prototype to help local businesses reduce waste, lower costs and cut emissions.

Overall, Council strengthened its operational sustainability performance while supporting community and business participation in the transition to a low-carbon future.

Improve Casey's preparedness for extreme weather events by collaborating with community to build and plan for climate resilience, protect the natural environment and adapt public assets

Throughout 2025/26, Council progressed a range of initiatives to strengthen climate resilience, improve preparedness for extreme weather events, and protect the natural environment. Key achievements included the delivery of community education on climate adaptation through The Adaptation Game (TAG) and the Climate Change and Biodiversity Leadership Education Program, which engaged residents in climate action and environmental stewardship.

Council strengthened its emergency preparedness through Municipal Emergency Management Planning (MEMP) with agencies including SES and Victoria Police, while continuing to support community resilience through sustainability education and home energy efficiency initiatives. To improve biodiversity in Casey, Council completed the BioLinks Plan and commenced four initiatives to improve habitat connectivity, in addition to wetland monitoring and restoration projects. Council also supported the Youth Climate Action Committee's planning of the Youth Climate Summit, which will engage 100 local secondary students in climate education and sustainability pathways.

Plant more trees to progress Council's 15 per cent total tree canopy target.

Council advanced its Greening Casey program, with significant planting undertaken toward its target of 15 per cent tree canopy cover across the municipality by 2030. Throughout the year, 8,118 trees were planted through Council programs and community initiatives, with planting undertaken in streets, reserves and public spaces. In addition, more than 77,800 tube stock and mature plants were established or distributed, supporting biodiversity, urban cooling and greener neighbourhoods.

During the summer period, Council focused on planning future street and reserve planting and community planting events. Council also secured two grants to establish and enhance ecological corridors at Brookland Greens Reserve and along a powerline easement in Botanic Ridge, strengthening connections to the Royal Botanic Gardens Cranbourne and supporting future large-scale revegetation projects.

Improve tree canopy cover and green spaces in the new estates, in partnership with the development sector

Council continued to work proactively with developers across growth areas to enhance tree canopy cover and increase green space within new residential estates, supporting the creation of cooler, healthier and more liveable communities.

Key achievements included the creation of Landscaping Guidelines and Tree Species Selection information to provide clear guidance for developers. Council also collaborated with development partners to encourage the integration of more tree planting, green infrastructure, passive irrigation systems and expanded green space within new estates.

To support consistent implementation, Council introduced assessment checklists for engineering staff when assessing proposed developments, considering things like recycled materials and water quality treatments to achieve high quality and sustainable outcomes across growth areas. Ongoing engagement with the development industry has strengthened collaboration and reinforced the importance of prioritising urban greening and canopy growth in future residential communities.

Major initiatives

Strengthen priority bio-link corridors to enhance connectivity for Casey’s wildlife, with a focus on protecting native flora and fauna at risk of extinction.

Council completed the Biolinks Plan to strengthen ecological connectivity and biodiversity protection across Casey by identifying priority habitat corridors that support the movement and survival of native flora and fauna. Implementation planning has commenced for two priority corridors, with draft plans completed by the end of the financial year. This work establishes a strategic framework to guide future planning, land management and conservation initiatives, supporting habitat connectivity, protection of vulnerable species, and long-term ecological resilience across the municipality.

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

Council continued to strengthen community connections to nature and support local biodiversity through a broad range of educational programs, volunteer initiatives and community-led environmental activities throughout 2025/26.

Key achievements included the delivery of Gardens for Wildlife visits and wildlife garden projects, providing residents with practical advice and resources to create habitat-friendly gardens. More than 6,200 plants were distributed to the community through events and environmental programs, supporting biodiversity outcomes on private and public land.

Community members participated in a variety of nature-based learning experiences, including guided walks, school holiday activities, biodiversity education sessions, conservation workshops and family-focused events. These programs helped to increase awareness of local flora and fauna and encourage sustainable environmental practices among the community.

Council also strengthened environmental stewardship through volunteer recruitment, training and engagement opportunities. Friends Groups, environmental volunteers, schools and community members contributed to habitat restoration, conservation works and community planting days, including the planting of more than 13,000 native plants across the municipality.

Work with the Maryvale EfW Project Co and South East Metropolitan Advanced Waste Processing Pty Ltd to work towards financial close of the Maryvale Waste to Energy facility.

During 2025/26, Council continued to work with the Maryvale Waste to Energy Project Co and the South East Metropolitan Advanced Waste Processing (SEMAWP) partnership to support progress towards financial close of the proposed Maryvale Waste to Energy facility.

Council participated in project governance, oversight and regional collaboration activities to help advance a long-term waste processing solution for participating councils. During the year, Council supported ongoing governance and oversight of the project through the SEMAWP partnership and contributed to the establishment of the Project Oversight Group, which strengthened governance arrangements, monitored project performance and enhanced collaboration between participating councils.

Council also continued to work with project partners towards financial close of the Waste Supply Agreement, while responding to significant external challenges arising from the Victorian Civil and Administrative Tribunal (VCAT) decision relating to the Hampton Park Waste Transfer Station. In response, Council supported investigations into alternative pathways to maintain the project's long-term viability.

Standardise Council's waste collection services to comply with the Victorian Government’s Kerbside Reforms project.

During 2025/26, Council continued to progress implementation of the Victorian Government’s Kerbside Reforms to standardise household waste and recycling services across the municipality. Throughout the year, planning, procurement and implementation activities focused on expanding glass recycling and food and garden organics (FOGO) services, helping prepare Casey households for future changes to kerbside waste collection. The project remained on track for the staged rollout of new services, supporting improved resource recovery and reducing waste sent to landfill.

Continue to upgrade Stormwater Assets and undertake renewal measures to reduce flooding across the municipality.

Council continued to strengthen flood resilience across the municipality through the delivery of key stormwater infrastructure upgrades, drainage renewals, and strategic planning initiatives. Major works completed during the year included the installation of four Gross Pollutant Traps and drainage pipe renewal works, improving stormwater management, reducing flood risk, and protecting local waterways and communities.

In addition to delivering priority projects, Council progressed investigations into drainage issues, engaged with communities on proposed works, and continued advocacy with Melbourne Water to address broader flooding challenges. These activities informed the prioritisation of future flood mitigation and drainage renewal projects, including works planned for Monahans Road.

Overall, 95 per cent of nominated drainage projects were completed on time in 2025/26, with priority projects identified for 2026/27 and a forward program established to guide the ongoing renewal and improvement of Council's stormwater asset network.

Reduce Council's reliance on potable water through implementation of water saving features in new buildings and facilities and the ongoing leak detection program.

Council continued to reduce reliance on potable water through a range of water conservation, stormwater harvesting and recycled water initiatives.

During the year, smart water monitoring devices were installed at key facilities, including Casey RACE and the Council Works Centre, to improve monitoring and management of rainwater harvesting systems. Audits of stormwater harvesting sites were also completed to identify opportunities to improve system performance and increase water yields. The concept plan for the Berwick Springs Recycled Water Connection was finalised, paving the way for the next stage of that project.

Operational support was provided to optimise the Casey Fields Stormwater Harvesting Project and maximise the reuse of harvested water. Council also collaborated with South East Water to progress alternative water supply opportunities and sustainable water management on the Myuna Farm and Betula Reserve projects.

A key achievement during the year was the rectification of the UV treatment system at Casey RACE, enabling harvested rainwater from the two-megalitre storage tank to be used for swimming pool top-ups, with further pump improvement works planned. These initiatives demonstrate Council's commitment to improving water efficiency, increasing the use of alternative water sources and supporting long-term water sustainability.

Partner with Melbourne Water to update flood modelling for our coastal areas and engage with our community on the outcomes of the updated modelling

Council is working in partnership with Melbourne Water to support its Flood Modelling Program for Casey's coastal areas. Throughout the year, Council participated in project governance activities, provided feedback on Melbourne Water's sea level rise planning guidance, and sought clarity on program timelines, future community engagement, and implementation arrangements.

Council is also represented on Melbourne Water’s Western Port Bay Coastal Planning Project Control Group and will provide feedback on the finalised Planning for Sea Level Rise Guidelines.

Bin It Right Casey App Launched to Support Smarter Waste Management

After months of planning, development and valuable community input, Council launched the Bin It Right Casey app, providing residents with a simple and convenient way to manage their household waste and recycling services.

Developed specifically for the Casey community, the free app brings essential waste and recycling information together in one easy-to-use platform. It has a range of practical features including reminders for upcoming bin collection nights, clear guidance on what belongs in each bin, a personalised 12-month bin collection calendar, and information about service updates and changes.

By making waste and recycling information more accessible, the Bin It Right Casey app helps residents reduce contamination and improve recycling outcomes. The initiative also reflects Council's ongoing commitment to delivering innovative digital solutions that enhance customer experience and support a cleaner, more sustainable municipality.

The app can be download free of charge from the Apple App Store and Google Play Store.



Strategic Indicators

Indicator	Commentary
Decrease carbon emissions from corporate gas and electricity use, reflecting Council's efforts to reduce its environmental footprint.	Council achieved an 85 per cent reduction in corporate gas and electricity emissions, highlighting strong performance in environmental sustainability. The reduction was driven by ongoing energy efficiency improvements and a significant shift towards cleaner energy solutions.
Status: Achieved	
Maintain a high percentage of actions completed to improve Council's ability to prepare for, adapt to, and recover from climate-related extreme weather events.	Ninety per cent of the actions scheduled for Year Two of the Climate Resilient Casey Plan have either been completed or are currently underway. This demonstrates strong progress in delivering Council's climate resilience commitments and embedding sustainability across key areas of Council operations.
Status: Achieved	
Increase the number of trees planted to expand tree canopy coverage across the municipality.	A total of 85,958 trees and tube stock have been planted across the municipality, strengthening our long-term urban greening efforts and boosting canopy coverage to improve environmental resilience. This figure includes routine planting undertaken across parks and reserves through Council's horticulture teams and contractors, community tree planting activities, and large-scale greening projects delivered during the year.
Status: Achieved	
Increase the percentage of household waste diverted from landfill to support sustainable waste practices.	Household waste diversion from landfill was 47.36 per cent during the year. The result was influenced by changes in recycling behaviours following the introduction of the Container Deposit Scheme, as well as seasonal variations in green waste volumes. Council remains committed to improving waste diversion performance through ongoing waste reduction, resource recovery and community education initiatives.
Status: Not Achieved	
Maintain a high level of satisfaction with Council's waste service, ensuring treatment of waste reflects community expectations.	The annual customer satisfaction survey recorded a result of 80 per cent for waste services, demonstrating continued positive community perceptions of the service and its effectiveness in meeting residents' needs.
Status: Achieved	
Reduce Council's use of drinkable water through water harvesting and leak prevention measures	During the year, 79.63 megalitres (ML) of potable water was saved through proactive leak detection and rectification activities, contributing to a reduction in Council's drinking water consumption. Water harvesting and leak prevention measures remain in place, supporting Council's long-term commitment to sustainable water management, resource efficiency, and the responsible use of natural resources.
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.	(13,336)	(17,252)	3,915
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.	(70,236)	(68,177)	(2,059)
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.	(938)	(731)	(207)

Strategic Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2022/23	2023/24	2024/25	2025/26	
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.	3.64	2.85	8.61	5.07	There has been a 41% decrease in missed kerbside collection bins compared to the previous year. This is largely due to reporting changes in 2024/25 that increased the number of reported missed collections through the inclusion of bins presented late by residents. The 2025/26 result reflects improved reporting accuracy and a reduction in genuinely missed collections, bringing performance back to expected levels.
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]	\$141.34	\$145.96	\$148.22	\$169.41	There has been a 14% increase in the cost of the kerbside garbage bin collection service since last year. This can be attributed to higher landfill charges and increased operating costs. The State Government's landfill levy increased by \$37 per tonne, and a slightly higher volume of waste was sent to landfill. Collection costs also rose as higher fuel prices and inflation increased contractor expenses.
Cost of kerbside recyclables bin collection service [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$70.99	\$66.58	\$50.98	\$58.00	There has been a 14% increase in the cost of the kerbside recyclables collection service since last year. This can be attributed to higher landfill levy charges, as contaminated waste cannot be recycled and must instead be disposed of at landfill. Collection costs were also affected by global fuel price increases linked to the conflict in the Middle East. This resulted in higher contractor costs through CPI increases and more frequent fuel price adjustments, particularly during April and May when diesel prices were significantly higher.

Strategic Outcome 4: 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.

Strategic Priorities

- **Investment attraction:** Work with other specialist organisations to deliver programs and activities that grow business investment in new and priority sectors, promoting local job growth and innovation.
- **Employment pathways:** Advocate and partner with the education sector to support local skill development and the establishment of equitable and inclusive training and employment pathways.
- **Existing business growth:** Coordinate Council programs, activities and response to regulatory reforms to support and promote the growth of existing businesses.
- **Revitalise our strategic places:** Coordinate planning and investment to revitalise and improve connection and access to neighbourhood activity centres and land precincts, unlocking land for housing.

S04

Hampton Park set for revitalisation

Council, in partnership with the Victorian Government, is revitalising the Hampton Park activity centre to create a safer, more attractive and accessible precinct for residents, visitors and local businesses.

Guided by community feedback, the project will deliver upgrades including landscaping, pedestrian safety improvements, enhanced shopfronts, better wayfinding and infrastructure to support outdoor trading.

The improvements will be co-designed with traders and landowners to ensure they meet local needs and strengthen the precinct’s appeal. Celebrated for its rich cultural diversity and migrant-owned businesses, Hampton Park will benefit from investments that enhance its unique character while supporting local economic activity.

The project is funded through a \$250,000 contribution from the Victorian Government’s Multicultural Business Precinct Revitalisation Program, and \$50,000 from the City of Casey.



Major initiatives

Influence direction and priority actions within the Greater South East Melbourne, Outer Metropolitan Councils and National Growth Areas Alliance Councils to maximise benefit for the Casey community.

Council continued to advocate for investment, infrastructure and policy outcomes through its involvement with Greater South East Melbourne (GSEM) and the National Growth Areas Alliance (NGAA). Advocacy efforts focused on key regional priorities including transport infrastructure, housing, advanced manufacturing, economic development, and jobs and skills to support Casey's growing community.

Through GSEM, Council contributed to major advocacy initiatives including the release of a Deloitte report confirming Melbourne's South East as Australia's largest manufacturing hub, the development of a State Election Platform, and ongoing engagement with Ministers, Members of Parliament and industry leaders. Key outcomes included securing more than \$40 million in federal funding for upgrades to the Thompsons Road and Berwick-Cranbourne Road intersection in Clyde North and establishing a Manufacturing Working Group to help shape future advocacy priorities.

Through the NGAA, Casey supported national advocacy for improved infrastructure and services in growth areas. Council was also recognised as a joint winner of the NGAA Strategic Foresight & Innovation Award for its Green Streets project, demonstrating leadership in sustainable and innovative urban design.

Work with vocation training and education providers to create training and work placement opportunities that meet local industry needs and improve employment outcomes for Casey residents, including those from vulnerable employment groups.

Throughout 2025/26, Council strengthened workforce development outcomes through collaboration with education providers, industry, employers and regional partners. Working with the Casey Cardinia Skills and Jobs Network and other stakeholders, Council supported initiatives that improved access to employment, training and career pathway opportunities, particularly for young people and residents experiencing barriers to employment.

Key activities included promoting local workforce opportunities, supporting sector-specific employment initiatives, and strengthening connections between employers, education providers and service organisations to address local workforce needs.

Council also supported major career and trade events, including the SELLEN Try a Trade Expo, which provided more than 5,000 students with hands-on exposure to trade careers, and the LAUNCH Expo, delivered in partnership with Workforce Australia, which attracted more than 600 attendees and over 35 participating organisations.

In addition, Council finalised a Co-operative Education Agreement with Federation University, creating paid student placement opportunities that support employability outcomes and help build a future pipeline of skilled professionals.

Review and amend Council’s processes to make it easier for Casey businesses to engage with Council services.

As part of Council’s Business Friendly initiative, a new request management process was implemented to ensure timely responses and better coordination across regulatory areas, with additional support offered through the Business Concierge program to assist businesses through planning, building and health approval processes.

Victorian Government funding, through the Business Approvals Incentive Scheme, helped to establish a dedicated business permit planning stream following a review of Council’s processes for business-related applications. A 12-month Business Planning Approvals Pilot commenced in May 2026, providing a dedicated pathway for qualifying business applications and pre-applications. The pilot focuses on improving application quality through early assistance, with enquiries responded to within 48 hours. The first milestone report was submitted to the Victorian Government in accordance with the funding agreement

Major initiatives

Introduce an upgrade and renewal program for Council maintained activity centres to ensure attractive and high amenity public spaces that support the growth and diversity of local businesses.

Council progressed the implementation of the five-year Activity Centre Improvement Program, advancing an upgrade and renewal program for Council-maintained activity centres to deliver high-quality, attractive public spaces that support the growth and diversity of local businesses.

During the year, audits of all activity centres were completed, informing investment priorities and supporting Council endorsement of the program.

Following endorsement, concept and detailed designs were developed for all nominated minor upgrade projects, supported by community engagement activities undertaken during the year. Detailed design has been completed for all four projects and construction works completed for two. Construction of the remaining two projects is scheduled for completion by September 2026, with the program delivering targeted improvements to the quality, functionality and attractiveness of local activity centres across the municipality.

Deliver a series of business development programs, events and shop local campaign aimed at supporting the growth, education and promotion of small business in Casey.

Council delivered a range of initiatives to strengthen business growth, innovation and community connections across Casey. The Love Local campaign encouraged residents to support local businesses during the festive season, with 100 businesses participating through the Local Gift Guide and promotional activities. Council also enhanced digital capability and innovation through a series of events delivered in partnership with Federation University, including the completion of the AI Adoption program, which engaged more than 700 participants across 12 events, as well as dedicated AI and Cybersecurity and AI in Education forums.

To foster business networking and peer support, Council launched the Business Coffee Club series, providing opportunities for home-based and local businesses to connect, collaborate and share experiences. Events attracted strong participation and positive feedback, with 94.1 per cent of attendees satisfied with the sessions and all respondents reporting opportunities to build new business connections.

Council also celebrated and promoted business excellence through the Casey Business Awards. The 2025 program culminated in an awards event attended by 190 guests, while the launch of the 2026 awards generated a 14 per cent increase in applications compared with the previous year. High participation from first-time applicants and home-based businesses demonstrated the strength and diversity of Casey's business community.

Major initiatives

Implement the Strategic Property Program by developing or selling underutilised Council-owned land at key sites, to create civic, community and commercial outcomes.

The Strategic Property Program progressed throughout 2025/26, with Council reviewing a range of sites in key strategic centres across Casey to identify opportunities to activate and reutilise Council-owned land for community, creative, commercial and infrastructure purposes.

Significant progress was made in Berwick Village with the appointment of a consultant to support implementation of the Berwick Village Major Activity Centre Structure Plan, and work has commenced on design guidelines. A major milestone was achieved with the completion and opening of the new Cranbourne Hospital, supported by the delivery of Birman Drive and Lehman Lane to improve access to the facility.

Council also advanced strategic property renewal initiatives, including approval of the sale of surplus land at 12–14 Vesper Drive, Narre Warren, which will help unlock new opportunities for local business growth, investment, and job creation.

Prepare a planning scheme amendment to incorporate the Berwick Village Major Activity Centre Structure Plan to manage the future growth and development of Berwick Village.

During the year, Council continued to progress the Berwick Village Major Activity Centre Structure Plan, a key strategic planning initiative to guide future development, infrastructure and land use within one of Casey's most significant activity centres.

Community consultation on the draft Structure Plan was undertaken, with feedback from residents, businesses and stakeholders informing revisions to the draft plan. Following release of the State Government's Housing Capacity Assessment Platform, Council undertook housing capacity and built-form testing to inform future development outcomes and ensure alignment with State planning policy and housing objectives.

Council also progressed implementation planning, including investigation of new zoning, overlays and planning controls, drawing on best-practice approaches from other Victorian activity centres. Significant progress was made on preparation of the associated planning scheme amendment, including development of amendment documentation and assessment of appropriate statutory planning controls. In parallel, work progressed on a design consultancy tender to support implementation of the Structure Plan and development of design guidance to promote appropriate land activation and built-form outcomes.

The Structure Plan and associated planning scheme amendment continue to be advanced to support the long-term growth, housing capacity and vitality of Berwick Village.

Review the Hampton Park Central Development Plan to identify new opportunities to facilitate the development and revitalisation of the Hampton Park activity centre.

Council progressed a comprehensive review of the Hampton Park Central Development Plan to identify opportunities for revitalisation, improve connectivity, and unlock future development potential within the activity centre. Key activities included project planning, technical investigations, engagement with key landowners, preparation of a draft Development Plan, and extensive collaboration with internal stakeholders.

The draft Plan was endorsed by Council in March 2026 and informed by community engagement activities, including surveys and submissions, which demonstrated strong community support. Feedback received helped shape the final Development Plan, which was adopted by Council on 16 June 2026. The Plan provides a refreshed vision for Hampton Park Central and supports its evolution as a more vibrant, accessible and connected community hub, while encouraging improved property maintenance, accessibility and pedestrian safety.

Strategic Indicators

Indicator	Commentary
Increase the number of businesses supported to establish in Casey through Council's Choose Casey Concierge Service, to diversify Casey's economy and create more local jobs.	Through the Choose Casey Concierge Service, Council supported 15 businesses and investors exploring opportunities to establish or expand in Casey. Enquiries spanned a range of sectors, including hospitality, aged care, tourism and recreation. Officers provided coordinated support through key introductions and facilitated engagement, helping to streamline investment pathways and encourage business growth within the municipality
Status: Achieved	
Maintain efforts to partner with public and private organisations to support delivery of initiatives that promote inclusive employment, employment pathways and local skills development.	Council delivered and supported nine initiatives in partnership with public and private organisations to advance inclusive employment, local skills development and workforce pathways. Key initiatives included the Launch Careers Expo, participation in the Casey Cardinia Skills and Jobs Network, delivery of the AI and Cybersecurity Forum with Federation University, and sponsorship of the SELLEN Try a Trade Expo. These initiatives strengthened connections between employers, training providers and job seekers across Casey.
Status: Achieved	
Increase the number of businesses that engage with Council business assistance programs and events.	Council's business assistance programs and events engaged 1,343 local businesses during the reporting period. This strong level of participation demonstrates continued demand for Council-led business support initiatives, including networking opportunities, workshops, training sessions, and advisory services. Through these programs, Council has supported local businesses to build capability, strengthen connections, and respond to emerging economic opportunities and challenges, contributing to a resilient and sustainable local economy.
Status: Achieved	
Increase investment in the development of Casey's activity centres and nominated land precincts to enhance connectivity, access, and support the creation of jobs.	During the year, Council approved 65 planning permit applications (including amended permits) for developments within Casey's four established Major Activity Centres, representing a combined value of \$64 million. This investment supports the ongoing development of Casey's activity centres and nominated land precincts, enhancing connectivity, improving access, and facilitating job creation.
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 Delivers and supports a range of activities, services and programs that support the sustainability, development and growth of local businesses. Coordinates the registration, education, and enforcement of businesses who are required to be licensed and/or registered under various Acts.	(1,001)	(1,571)	570

Confidence builds as Casey businesses plan for growth in 2026

Council's 2025 Business Insights Survey highlighted strong confidence across Casey's business community, with more than 60 per cent of businesses planning to grow in 2026 and 73 per cent intending to expand within the municipality.

The survey found growing adoption of artificial intelligence (AI), with 42 per cent of businesses reporting a strong understanding of AI and using it in their day-to-day operations. Despite this shift towards digital innovation, businesses continue to value in-person support, with mentoring, business advice and networking opportunities remaining important for growth and success.

Pricing was identified as both a key challenge and opportunity, reflecting the pressures of a competitive business environment.

To support local businesses, Council continues to offer a range of initiatives, including the Business Permit Support Service, Business Coffee Club networking events, one-on-one business mentoring, and regular business development programs. The survey findings provide valuable insights into local business sentiment and will help inform future economic development initiatives across Casey.



Strategic Outcome 5: High Performing Organisation

Operate an adaptable, efficient, future ready organisation that engages and responds to community needs through sustainable and innovative service delivery.

Strategic Priorities

- **Responsive customer experience:** Design and deliver fit for purpose customer experiences that are empathetic, consistent, accessible and responsive to customer needs.
- **Operational performance:** Enhance Councils service and project performance through innovative practice and clearly communicate results to the community. Build Councils’ ability to pursue innovative partnerships for greater community outcomes.
- **Financial performance:** Improve financial performance by enhancing accountability and focus on efficiency and long-term strategic decision making.
- **Governance and transparency:** Promote community engagement in Council decision making through transparent governance and accessible communication.
- **Constructive culture:** Develop and grow an organisational culture that is safe and that promotes continuous improvement, collaboration and achievement.

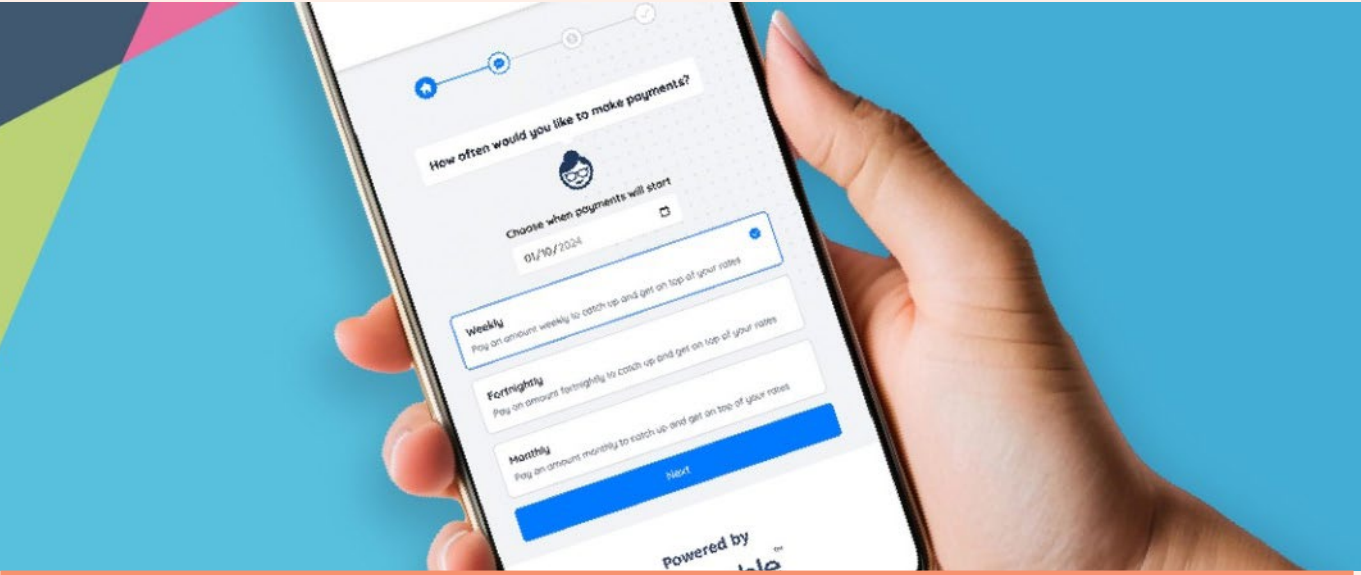
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Flexible online payments put Casey residents in control

Council launched a new online payment platform, Payble, giving Casey residents greater flexibility in how they manage their rates and infringements payments.

Available alongside Council’s existing payment methods, Payble gives residents greater choice over when and how they pay, while supporting a more convenient and accessible online experience.

Residents can create an account quickly and securely through Council’s website, then choose to make either one-off payments or set up a weekly, fortnightly or monthly payment schedule. Reminders for upcoming and overdue payments help residents stay on track, while payment arrangements can be adjusted at any time without needing to contact Council.



Major initiatives

Implement the customer service delivery model to enhance self-service options, resolve more enquiries the first time and offer additional support for customers to improve their overall experience.

Council successfully introduced a new Customer Service Delivery Model (CSDM) during 2025/26, to streamline customer interactions across Council services and ensure the best experience for community when they contact Council. The new model provides specialist training for customer service teams to be able to help callers with their enquiries the first time they contact Council, and introduced a case management service for more complex enquiries to ensure regular updates and reduce the need for follow-up contact.

The CSDM was supported with increased self-service options on Council’s website, more digital forms and enhancements to Snap Send Solve. Ongoing monitoring and refinement of the model will continue to support continuous improvement and customer-focused services.

Provide additional and enhanced digital options for customers so they can interact with Council at a time that is convenient

Throughout 2025/26, Council enhanced its digital services by expanding online service options, improving website content and accessibility, and streamlining customer interactions.

Key achievements included the launch of Payble, a new online payment platform for rates and infringements, the introduction of new digital forms and workflows, and expanded online services across planning, engineering and community programs. Council also improved website content and navigation, including updates to Maternal and Child Health, kindergarten and transport advocacy information.

Additional initiatives included the launch of a new Calendar of Events, enhanced Council Meeting registrations, and new online services for rates refunds, asset protection permits and hard waste collections for sporting clubs.

These initiatives have improved accessibility and convenience for customers, while strengthening the quality and governance of Council’s digital services.

Enhance Council’s understanding and measurement of the customer experience that is provided, so that opportunities are identified to improve services in a way that matters to most customers.

Council refreshed the Casey Customer Principles to better reflect evolving community needs and expectations, embedding them into customer experience measurement, service design, training, system development and research.

During the year, new approaches to capturing customer feedback were implemented, providing greater insight into customer experiences across key service interactions and supporting targeted improvements. This work informed enhancements to services including kindergarten enrolments and dumped rubbish reporting, while customer feedback collection across phone and digital channels has strengthened Council’s ability to improve customer experiences and resolve enquiries at the first point of contact.

Utilise innovative practices to improve Council’s communication of strategic plans and performance to ensure important information is clearly and transparently provided to the community.

Throughout 2025/26, Council enhanced the transparency, accessibility and promotion of its performance reporting. The Quarterly Community Report was strengthened through the inclusion of strategic indicators, improvements to community engagement and communications activities, and enhanced access to strategic planning information via the Corporate Planning Microsite.

Significant progress was also made in developing a new interactive Open Data performance dashboard, with historical data integrated, visualised and refined through stakeholder testing. The dashboard will provide the community with richer, more accessible performance information which will continue to expand over time. Supporting these efforts, Council progressed its Smart Cities Program through sensor deployments, renewal of the LoRa network and ongoing Open Data Portal improvements, strengthening Council’s capacity to collect, analyse and share performance insights.

Major initiatives

Implement Casey’s Smart Cities Program to improve the use of technology, innovation and data across our growing City.

Council’s Smart Cities Program continued to strengthen data-driven decision making, innovation and community engagement throughout 2025/26. Key achievements included the completion of the Mobile Signal Strength Mapping Project, expansion of the Open Data Platform with new public dashboards and a Community Service Organisation Directory, and the launch of a new Open Data Platform homepage to improve transparency and access to Council insights.

Harnessing opportunities provided through using sensors for data gathering, Council deployed 20 sensors to support one of the largest studies of informal sport participation in Casey and procured 50 heat sensors for a major environmental data collection initiative.

The year marked an important transition in place-based innovation, with the successful completion of the Climate Action Living Lab and the launch of the Connecting Communities Living Lab. Strong collaboration with project partners has established a foundation for future experimentation, learning and community-led innovation. Together, these initiatives improve access to information and support more informed planning and service delivery for the community

Deliver innovative process and digital improvements to our services to ensure they are meeting customer expectations and are efficient and effective.

During 2025/26, Council continued to modernise and strengthen its core technology platforms to improve service delivery, operational efficiency and customer experience. Following the successful implementation of OneCouncil for finance, assets and procurement in July 2025, Council focused on embedding new systems to deliver process improvements, enhance reporting and streamline workflows.

Ongoing enhancements were delivered across Finance, Assets and Works, while the OneCouncil program progressed into Phase 2 design. Council also advanced customer data management and governance capabilities to support more consistent services and expanded self-service options for the community. Despite vendor resourcing challenges, the Customer Data Improvement project is scheduled for completion in July 2026.

Develop a social impact measurement framework to ensure Council is investing in services with the greatest need and impact.

Significant progress was made in strengthening Council’s approach to measuring, evaluating and reporting social impact across projects, programs and services. A cross-Council working group was established, project scope was refined and discovery work completed to identify the most effective approach to social impact measurement.

A key outcome was the recommendation to embed social impact measurement within a broader benefits management and realisation framework. This approach will now be progressed through Council’s activities, strengthening the ability to understand, report on and manage both tangible and intangible community outcomes.

Ensure the organisation’s Financial Plan provides a 10 year financially sustainable projection for funding the Council Plan to achieve the Long-Term Community Vision 2035.

Council continued to progress its long-term financial planning throughout 2025/26, ensuring the Financial Plan provides a financially sustainable 10-year outlook to support delivery of the Council Plan and the Long-Term Community Vision 2035. Financial forecasts completed during the year identified no material changes to Council’s financial sustainability outlook, with the Plan remaining on track to support strategic priorities and long-term community outcomes.

During the year, Council refreshed its approach to long-term financial planning, strengthening the alignment between sustainable service delivery, infrastructure investment and the needs of a growing community. The draft 2026-2036 Financial Plan was developed and presented for public exhibition before the final 2026-2036 Financial Plan was adopted by Council in June 2026.

Provide community members with opportunities to provide feedback and be involved in decision-making on Council initiatives that affect them.

Throughout 2025/26, Council continued to provide opportunities for the community to contribute to decision-making and help shape local priorities with community engagement on a broad range of projects and initiatives where residents were encouraged to share their views.

Across the year, Council held community engagement activities and promoted advocacy initiatives through the Building a Better Casey program, generating thousands of responses from community members. Participation was particularly strong in Quarter four, when 77 projects were open for feedback, including 23 engagement projects and 54 advocacy projects, resulting in 1,545 individual responses.

Council’s online engagement platform, Casey Conversations, continued to be a key channel for community participation and attracted significant interest. More than 84,000 visits were recorded across the year, demonstrating the community’s ongoing willingness to engage with Council projects, initiatives and decision-making opportunities.

The strong levels of participation achieved during 2025/26 reflect Council’s commitment to meaningful community engagement and ensuring residents have opportunities to influence initiatives that affect their community.

Improve community engagement outcomes through programs that build our organisation’s knowledge and application of best practice community engagement principles.

Council continued to strengthen its commitment to best practice community engagement through the Engagement Experts program, targeted training and a culture of continuous learning and collaboration. Throughout the year, staff shared project case studies to support peer learning, participated in training initiatives, and enhanced skills in best-practice engagement, safety and accessibility.

Further capability development included Inclusive and Accessible Communications training, safety scenario training, and collaboration with other councils to share Casey’s Community of Practice model. Council also explored innovative approaches to improve engagement outcomes, including investigating accessibility enhancements for the Casey Conversations platform and commencing development of a Copilot-powered tool to support the analysis and reporting of community feedback. These initiatives have strengthened organisational capability to gather and use community feedback, promoted consistent engagement practices and improved the quality of community insights.

Deliver a targeted Culture Program to enhance focus on developing great leadership and achievement orientated behaviours and mindsets.

Council continued to progress its Culture Program, focused on strengthening leadership capability and fostering achievement-oriented behaviours across the organisation. During the year, the program was refined to support a broader and more strategic approach to culture and leadership development. Key activities included leadership development training, refreshed performance discussions, and psychosocial safety training.

Strategic Indicators

Indicator	Commentary
Increase customers' rating of how easy it is to interact with Council.	The customer rating for ease of interaction with Council reached 65 per cent for the year, reflecting Council's ongoing commitment to improving accessibility and streamlining customer experiences across all service channels.
Status: Achieved	
Increase the percentage of digital interactions to improve accessibility and be responsive to customer needs.	Council continues to focus on increasing digital customer engagement by expanding the range of online services available. This includes the introduction of a new online booking system and enhanced digital payment options, providing customers with more convenient ways to interact with the organisation.
Status: Achieved	
Maintain a high completion rate of planned service improvement projects to demonstrate innovative and effective service delivery.	Progress towards planned service improvements remained strong throughout the year, with 81.4 per cent of Service Improvement projects on track for delivery. This performance highlights the organisation's focus on driving innovation and enhancing service outcomes.
Status: Achieved	
Increase adherence to service agreements to ensure consistent performance.	Council continued to provide consistent services to the community, achieving 93 per cent of service level agreements (SLAs) across the year. This reflects Council's ongoing commitment to delivering quality, accessible and responsive services.
Status: Achieved	
Maintain a positive adjusted underlying result to reflect improved accountability, efficiency, and sustainable decision making	Council recorded an unaudited adjusted underlying deficit of \$41.0 million (negative 7.33 per cent). The result was lower than previous quarters, mainly due to asset write-offs and revaluations, higher depreciation costs from new assets, and Hardy Road and Ballarto Road project costs that were expensed rather than capitalised. Council will continue to monitor its financial performance, with the final result subject to year-end audit review.
Status: Not Achieved	
Increase the percentage of the community subscribed to Casey Conversations to foster transparent governance.	Council continued to achieve strong community participation and engagement throughout the year. Efforts focused on reducing barriers to participation, improving accessibility, and creating more opportunities for residents to contribute to consultation and engagement activities, supporting meaningful community involvement across Council projects.
Status: Achieved	
Increase participation from cultural and minority groups in surveys to ensure inclusive community engagement.	Council continued to strengthen inclusive community engagement by increasing participation from cultural and minority groups in engagement projects. During the year, 41.81 per cent of participants in Council engagement activities identified as belonging to cultural and minority groups, demonstrating strong representation and helping ensure community feedback reflects the diversity of the municipality.
Status: Achieved	

Indicator	Commentary
Decrease the number of decisions made in closed Council meetings, promoting open and transparent decision-making processes.	Council achieved a significant reduction in decisions made at meetings closed to the public, with the result decreasing to 1.05 per cent for the year. This reflects a lower number of matters requiring confidential consideration and enabled more decisions to be made in open Council meetings. The outcome reinforces Council's commitment to transparent, accountable, and accessible decision-making for the community.
Status: Achieved	
Increase leadership effectiveness to encourage a culture that is safe and promotes continuous improvement, collaboration and achievement	Leadership effectiveness achieved a result of 82 per cent, supporting a culture that is safe and promotes continuous improvement, collaboration, and achievement. A new Leadership Development Model (LDM) will further strengthen leadership capability, while the Employee Experience (EX) platform, launching in September 2026, will provide enhanced insights to support leadership effectiveness.
Status: Achieved	

Community voices shape Council decisions

Council continued to strengthen community participation in 2025, delivering 66 engagement activities that provided residents with opportunities to help shape the future of their city. More than 4,500 residents shared their ideas, insights and expectations through surveys, workshops, pop-up sessions and door-knocking campaigns, providing feedback on a broad range of projects and plans, including the Community Local Law Review, Domestic Animal Management Plan, Municipal Emergency Management Plan, Berwick Village Major Activity Centre Structure Plan, infrastructure projects, and the renewal and design of playgrounds, dog parks and skate parks.

Interest in local decision-making remained strong throughout the year, with Council's online engagement platform, Casey Conversations, attracting 45,278 visitors. The high level of participation reflected the community's commitment to helping shape local priorities and ensuring Council decisions are informed by community needs and aspirations.

The Community Local Law Review was the most significant engagement undertaken during the year, attracting more than 1,200 contributions through a combination of surveys, workshops, pop-up sessions and door-knocking activities.

Feedback gathered through the engagement process helped shape the draft Community Local Law, which was exhibited for public comment in August and September 2025 and received a further 74 submissions.

Council remains committed to providing meaningful opportunities for residents to contribute to decision-making and help guide Casey's growth and development. Residents are encouraged to join Casey Conversations to stay informed and participate in future engagement opportunities.

Strategic Services

The strategic services that contribute to this strategic objective are:

Strategic Service	Actual \$'000	Budget \$'000	Variance \$'000
Communications 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.	(3,890)	(3,753)	(137)
Customer Enables us to deliver efficient, consistent, and personable customer interactions that meet our customers’ needs and expectations via the channel they prefer.	(13,701)	(11,257)	(2,443)
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.	(4,344)	(5,985)	1,641
Governance and Risk 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.	(7,048)	(7,746)	699
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.	(22,170)	(17,033)	(5,137)
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.	(7,072)	(9,707)	2,635
Strategy and Innovation Works across the organisation on opportunities to deliver increased value to our community and improve performance.	(10,621)	(20,618)	9,997

Service Performance Indicators

Service Performance Indicators	Results				Material Variations and Comments
	2022/23	2023/24	2024/25	2025/26	
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	5.81%	4.23%	5.13%	1.05%	There has been a 79% decrease in council decisions made at meetings closed to the public since last year. This can be attributed to fewer matters requiring confidential discussion, resulting in more Council decisions being made in meetings accessible to all members of the public.
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	94.44%	91.67%	100%	99.24%	Result is in the expected range
Governance					
Satisfaction with council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	48.00	51.00	42.00	47.00	Result is in the expected range
Service Cost					
Cost of elected representation [Direct cost of the governance service/ Number of Councillors elected at the last council general election]	\$192,850.33	\$240,062.67	\$75,630.46	\$80,325.61	Satisfaction with Council decisions increased by 12% compared to last year. This improvement reflects Council’s ongoing commitment to clear and transparent community engagement, providing more opportunities for people to share their views and contribute to decisions that affect their local community. Continued efforts to report back on engagement outcomes have also helped demonstrate how community feedback is considered in Council's decision-making processes.



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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



Kathryn Seirlis
Director City Planning and Infrastructure

Areas of responsibility:

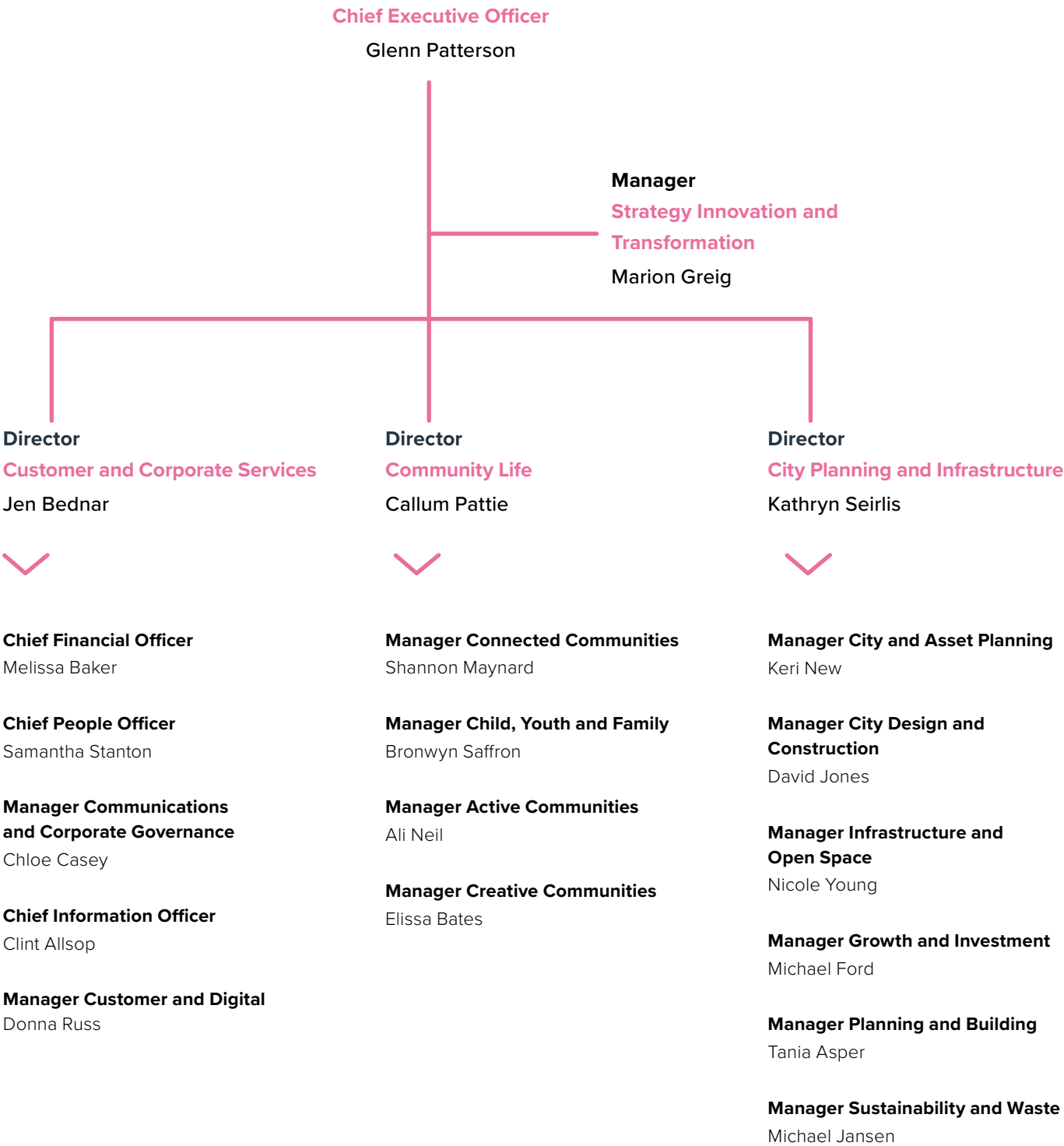
- City and Asset Planning
- City Design and Construction
- Growth and Investment
- Infrastructure and Open Space
- Planning and Building
- Sustainability and Waste



Callum Pattie
Director Community Life

Areas of responsibility:

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



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 2026 is set out below.

Division	Male	Female	Not specified	Total FTE
	FTE	FTE	FTE	
Full-Time Employees				
CEO and Strategy, Innovation and Transformation	13.00	24.71	0.00	37.71
City Planning and Infrastructure	196.00	117.84	0.00	313.84
Community Life	75.80	235.29	1.00	312.09
Customer and Corporate Services	71.00	125.00	0.00	196.00
Total	355.80	502.84	1.00	859.64
Part-Time Employees				
CEO and Strategy, Innovation and Transformation	0.00	1.36	0.00	1.36
City Planning and Infrastructure	3.73	25.83	0.00	29.20
Community Life	16.42	256.89	0.39	273.70
Customer and Corporate Services	2.12	30.98	0.00	33.10
Total	22.27	315.06	0.39	337.36
Casual Employees				
Total	3.79	3.58	0.00	7.37
Grand total	381.86	821.48	1.39	1,204.73

Note: Grand Total FTE includes Casual Employees & temporary/fixed term employees.

A summary of Council staff represented by full-time equivalent (FTE), employment classification and gender as at 30 June 2026 is set out below.

Classification	Male	Female	Not Specified	Total FTE
	FTE	FTE	FTE	
Band 1	12.95	16.58	0.00	29.53
Band 2	0.00	0.98	0.39	1.37
Band 3	31.30	7.02	0.00	38.32
Band 4	43.51	60.05	0.00	103.56
Band 5	69.78	162.06	1.00	232.84
Band 6	110.09	139.07	0.00	249.16
Band 7	52.84	90.28	0.00	143.12
Band 8	40.00	38.59	0.00	78.59
Senior Officer	15.00	33.90	0.00	48.90
Maternal & Child Health Nurse (universal, enhanced and sleep)	0.00	56.79	0.00	56.79
Maternal & Child Health Nurse Coordinator (all services)	0.00	7.90	0.00	7.90
Lactation Consultant in Maternal Child and Health	0.00	1.43	0.00	1.43
Kindergarten Assistant	0.80	100.76	0.00	101.56
Kindergarten Teacher	1.80	102.49	0.00	104.29
Casual Employees	3.79	3.58	0.00	7.37
Total	381.86	821.48	1.39	1,204.73
Trainee	14.00	3.00	0.00	17.00
Grand Total	395.86	824.48	1.39	1,221.73

Note: Grand Total FTE includes Casual Employees & temporary (i.e. trainees)/ fixed term employees



Our Staff

Enterprise Agreement

The *Casey City Council Enterprise Agreement 2024* remains in effect until 30 June 2028. In accordance with the Agreement, employees received a 3.0 per cent salary increase, based on the Victorian Government's local government rate cap for the 2025/26 financial year.

The agreement continues to be 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.

Municipal Association of Victoria (on behalf of 23 Councils) and the Australian Education Union continue to negotiate the Early Education Employees Agreement (EEEE) which applies to City of Casey Early Education Teachers and Educators. Significant progress has been made with the Department of Education assisting in the negotiations, confirming the funding arrangements.

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 2025/26, Council continued to implement initiatives that support workforce diversity and create employment pathways for current and prospective employees.

Key actions included:

- Future You program – now in its second year as an ongoing initiative, providing employment opportunities for Casey residents from diverse backgrounds who face barriers to employment through a modified recruitment process. The program was recognised as a finalist in the 2024 SEEK Star Awards.
- Entry-level employment pathways – Council continued to support traineeships, apprenticeships, work experience opportunities and the development of graduate pathways, helping people gain valuable workplace experience and build careers in local government.

- Circle Back commitment – for the third consecutive year, Council maintained its status as a Circle Back employer, ensuring all applicants receive a response. This helps reinforce transparency, respect and inclusivity in recruitment.
- Disability awareness training – Council continued to enhance hiring managers' understanding of disability inclusion through ongoing training, including programs delivered by JobAccess, and actively supported the International Day of People with Disabilities.

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.

During 2025/26, Council continued to strengthen its focus on building organisational capability and preparing its workforce for future challenges and opportunities. This included progressing a new Leadership Development Model designed to equip employees at all levels with the skills, knowledge and behaviours required to lead self, lead others and lead the business.

Casey's Capability Framework continues to provide a clear foundation for the behaviours, skills, knowledge and capabilities required to enhance organisational effectiveness and support delivery of Council's strategic priorities. The framework plays a key role in workforce planning, performance and development discussions, recruitment and talent development, ensuring employees are equipped to meet both current and emerging community needs.

The implementation of these capability and leadership initiatives supports the People Strategic Service Plan and Strategic Workforce Planning objectives by developing employee potential, strengthening leadership capability and creating clear pathways for growth and development across the organisation.

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 promoting gender equality within the workplace and the community. Council continued its commitment to advancing workplace gender equality through the implementation of the *Gender Equality Action Plan 2022–2026* and preparation for the next cycle.

In line with the requirements of the *Gender Equality Act 2020*, a workplace audit, employee experience survey results, two-year progress report and a new *Gender Equality Action Plan 2026–2030* were submitted to the Commission for Gender Equality in the Public Sector. These activities provide valuable insights into workforce composition, employee experiences and areas for ongoing improvement.

Organisational capability was strengthened through Gender Impact Assessment (GIA) training, practical resources and the in-house development of a GIA reporting app to support intersectional gender-responsive decision-making. This work assists Council officers to consider the different impacts policies, programs and services may have on people of all genders and backgrounds in the Casey community.

Progress was made on initiatives continued in the *A Safe and Equal Casey: Gender Equality and Prevention of Violence Against Women Strategic Plan 2022–2032*, including community awareness initiatives and participation in the annual *16 Days of Activism Against Gender-Based Violence* campaign to promote gender equality, respect and the prevention of violence against women.

Through these initiatives, Council continues to strengthen its systems, data and workforce capability to support a more equitable, inclusive and respectful workplace and community.

Health and Safety

Looking after the safety, health and wellbeing of its people continues to be a priority at Council. Throughout 2025/26, Council strengthened its focus on injury prevention, early intervention, psychosocial safety and continuous improvement of its safety management systems through several key initiatives:

- **Early Intervention Program (EIP):** Council continued to invest in its Early Intervention Program, ensuring employees receive timely support for injuries and health concerns. Early intervention has improved recovery outcomes, reduced injury durations and supported successful return-to-work outcomes.
- **Claims and Insurance Management:** A coordinated and strategic approach to claims management has enabled Council to effectively manage workers compensation costs and mitigate future insurance premium increases. Regular reviews of active claims, collaboration with key stakeholders and a focus on sustainable return-to-work outcomes have contributed to improved financial and employee outcomes.
- **Mandatory Psychosocial Safety Training:** Council developed and implemented mandatory psychosocial safety training for leaders across the organisation. The program increased awareness of psychosocial hazards, strengthened leadership capability and reinforced Council's commitment to maintaining a psychologically safe workplace.
- **Health and Safety Review:** Council completed a comprehensive review of its health and safety systems and practices. The review identified strengths, opportunities for improvement and key priorities that will guide future health and safety planning and support the continued maturity of Council's safety management system.
- **Continuous Improvement and Safety Culture:** Council continued to encourage proactive hazard identification, incident reporting and risk management across all service areas. These activities support informed decision-making, strengthen accountability and contribute to a safer workplace for all employees.

Our Volunteers

The City of Casey is proud to be supported by a dedicated community of local volunteers who generously contribute their time, energy and expertise to support fellow residents.

Volunteers play an essential role in delivering a range of services and programs across the municipality.

During the past year, volunteers delivered vital services that helped older residents remain independent and connected to their community, including:

- Delivering more than 40,000 meals to older residents.
- Providing more than 3,500 transport trips to assist residents in attending medical appointments.

- This year also saw the introduction of the Casey Day Tripper Social Outing Program, creating a new volunteering opportunity through the Day Host Volunteer role. These volunteers support older residents who may be socially isolated or experience transport barriers, helping them enjoy local attractions and experiences across Casey and beyond.
- Since the program commenced in September 2025, Day Host Volunteers have:
 - Helped deliver nearly 60 day trips.
 - Supported more than 700 older residents to participate in social outings.

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



Jade Oakley Samphire 2019.
Manna Gum Family and Community Centre.
Photo: Emma Cross



—
GOVERNANCE,
MANAGEMENT
AND OTHER
INFORMATION
07

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

More than 18 months into their term, Casey's Councillors are well established in their roles and continue to represent the interests of the community through informed decision-making, strategic leadership and local advocacy.

Having completed their induction, governance training and ongoing professional development requirements, Councillors are equipped to fulfil their responsibilities and contribute effectively to Council's decision-making processes.

Councillors continue to work collaboratively to deliver on Council's strategic priorities, support community wellbeing and ensure the City of Casey remains focused on transparency, accountability and good governance.

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 was steady, with 119 Freedom of Information (FOI) applications. While this is slightly lower than last financial year, many of the requests were substantially more complex, and the use of AI tools to assist people with drafting their requests is increasingly evident.

Governance and integrity

To support Council's decision-making structures and uphold its commitment to ethical leadership, a suite of governance mechanisms has been strengthened through updated frameworks and legislative reforms.

Key Instruments of Delegation were updated and endorsed by Council in April 2026, to ensure consistent, ethical and effective decision-making powers for Council and members of staff. Legislative compliance across the organisation was consistently strong, with obligations assessed and reported on, in line with yearly/cyclical requirements.

Endorsed Documents and the Document Lifecycle Framework is currently undergoing a large-scale review to streamline, strengthen and revitalize the framework, improving the quality and relevance of policy across Council. 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 are required by legislation to act in the best interests of the community. 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 2025/26, 17 conflicts of interest were declared and appropriately managed by Council staff.

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 2025/26; however, existing committees continued to operate.

Meetings of Council

Council conducted open public meetings on the third Tuesday of each month during 2025/26. Members of the community were welcome to attend these meetings and observe from the gallery. All Council meetings were live streamed, with an approximate annual community reach of around 15,000 views across digital platforms. 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 2026.

Councillor	Council Meetings	Delegated Committee Meetings	Total Meetings attended
Cr Stefan Koomen (Mayor)	12	36	48
Cr Michelle Crowther (Deputy Mayor) (18 November 2025 – 30 June 2026)	12	9	21
Cr Melinda Ambros (Deputy Mayor) (1 July 2025 – 18 November 2025)	12	9	21
Cr Scott Dowling	12	5	17
Cr Kim Ross	12	3	15
Cr Gary Rowe	12	8	20
Cr Dave Perry	12	2	14
Cr Shane Taylor	12	8	20
Cr Carolyn Eaves	12	5	17
Cr Lynette Pereira	12	5	17
Cr Jennifer Dizon	12	4	16
Cr Anthony Walter	12	1	13



Allowances and Expenses

Councillor and Monitor allowances and expenses

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

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Councillors and Monitors to enable them to discharge their duties.

Councillors and Monitors allowances and expenses for 2025/26:

Councillor	Allowance including Superannuation	Travel and Vehicle Expenses	Conferences Training and Development	Other	Total
Cr Stefan Koomen (Mayor)	\$145,856.71	\$1,007.89	\$5,181.58	\$603.93	\$152,650.11
Cr Melinda Ambros	\$53,783.14	-	\$1,784.17	\$711.70	\$56,279.01
Cr Scott Dowling	\$42,144.37	-	\$1,081.82	\$711.70	\$43,937.89
Cr Kim Ross	\$42,144.35	\$445.50	\$8,136.79	\$585.49	\$51,312.13
Cr Gary Rowe	\$42,144.35	-	-	\$711.70	\$42,856.05
Cr Michelle Crowther (Deputy Mayor)	\$61,664.80	\$3,790.51	\$1,415.00	\$723.70	\$67,594.01
Cr Dave Perry	\$42,144.35	-	-	\$763.44	\$42,907.79
Cr Shane Taylor	\$42,144.35	-	-	\$547.43	\$42,691.78
Cr Carolyn Eaves	\$42,271.13	\$214.90	\$10,401.82	\$588.96	\$53,476.81
Cr Lynette Pereira	\$42,144.35	-	\$1,644.86	\$711.70	\$44,500.91
Cr Jennifer Dizon	\$42,144.35	-	\$6,501.82	\$588.96	\$49,235.13
Cr Anthony Walter	\$42,144.35	-	\$6,154.55	\$742.39	\$49,041.29

Monitor	Allowance including Superannuation	Travel and Vehicle Expenses	Conferences Training and Development	Other	Total
Cameron Boardman	\$31,564.35	\$4,436.37	\$1,589.35	-	\$37,590.07
Peter Stephenson	\$29,044.70	\$131.82	\$1,246.53	\$69.08	\$30,492.13

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 to carry out its responsibilities for accountable financial management and 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, appointed until November 2025. The Committee appointed two new independent members, Mr Mick Jaensch and Mr Roger Chao, each for a three-year term from December 2025.

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 2025/26, 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 2026.

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.

Managers are required to attend Audit and Risk Committee meetings to respond to questions in relation to the reviews for their service area. All audit issues that are 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 supports a consistent approach to risk management across the organisation and aligns with AS/NZS ISO 31000:2018 and the Victorian Government Risk Management Framework.

Council continues to strengthen its Risk Management Framework, with the organisation-wide review of the Corporate Risk Register currently underway. As part of this process, Operational Risks are being assessed to ensure they remain current, relevant and aligned with Council’s objectives. Regular reporting on these risks, along with strategic risks, will continue to be provided to the Executive Leadership Team and Audit and Risk Committee.

Council’s comprehensive Fraud and Corruption Prevention Program remains a key component of its governance framework. Employees regularly complete online training designed to help them identify, prevent and report suspected instances of fraud and corruption, reinforcing Council’s commitment to maintaining a strong ethical culture and organisational integrity.

Work is also progressing on the review of Council’s Business Continuity Management Framework. The review aims to ensure Council’s approach to business continuity remains contemporary, effective and responsive to emerging risks and operational requirements. Completion of the review is anticipated around September–October, after which any recommended improvements will be implemented to further strengthen organisational resilience.

Collectively, these initiatives demonstrate Council’s ongoing commitment to effective risk management, strong governance practices and organisational resilience. By continually reviewing key risk frameworks and investing in staff awareness and preparedness, Council is well positioned to manage risks, respond to disruptions and support the delivery of services to the community.



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	20/08/2024
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	16/06/2026
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	16/06/2026
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	12/08/2025 12/11/2025 03/02/2026 12/05/2026 MEMPC Exercise – 4/06/2026 and 19/06/2026
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

Governance and Management Item	Assessment	Date
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
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	28/01/2025
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	16/09/2025 9/12/2025 17/03/2026 16/06/2026

Governance and Management Checklist (continued)

Governance and Management Item	Assessment	Date
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	21/10/2025 9/12/2025 17/03/2026 16/06/2026
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	26/08/2025 16/12/2025 24/03/2026 23/06/2026
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	21/10/2025 28/04/2026
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	21/10/2025
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: 21/08/2025 S6: 01/06/2026 S7: 27/04/2026 S12: 21/05/2026 S13: 27/04/2026 S14: 28/04/2026 S16: 28/04/2026 S18: 28/04/2026
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: 15 September 2026

Cr Michelle Crowther
Mayor
Dated: 15 September 2026



Warren Langley Hey let's go 2024.
Clyde Township Family and Community Centre. Photo: Emma Cross.



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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 53 tenders and executed 80 contracts in 2025/26. 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 that brings together people with disability, carers, service providers and local government to strengthen regional disability inclusion.

Council continued to co-facilitate the Alliance, with a key achievement being the successful delivery of Disability at Dusk in November 2025. Designed for people with disability, their families, carers and allies, the event embedded accessibility from the outset through inclusive programming, sensory supports, accessible information and practical access features. With more than 1,300 registrations and strong community feedback, the event highlighted the value of regional collaboration and lived-experience-led planning in creating inclusive community events where people with disability feel welcome, supported and connected.

Disability Inclusion Action Plan (DIAP)

Council has made substantial progress during the year in advancing disability inclusion across the organisation.

Meals and Transport Services helped older residents and people with mobility challenges remain independent, connected and living safely at home by improving access to transport, nutritious meals and community participation. Link Workers supported people with disability to navigate services, build confidence and access community, health and social supports. Through information, connections and proactive outreach, they increased independence, reduced social isolation and promoted inclusive participation.

Year one of the Disability Inclusion Action Plan established a strong foundation for Council-wide disability inclusion. Of the 71 actions, most are underway or have clear next steps, with early achievements in accessible communications, community leadership, advisory group engagement, regional partnerships, inclusive events, access planning, business inclusion and carer support.

Disability Access and Inclusion Advisory Group (DAIAG)

Council supported meaningful participation in the Disability Access and Inclusion Advisory Group, with members providing lived-experience advice across a range of Council priorities.

During the year, DAIAG contributed advice on arts and performance programs, emergency management training, peer support networks, accessible events, public spaces and broader DIAP implementation. This input strengthened Council planning and decision-making by ensuring projects were informed by direct community insight and lived experience.

Inclusive culture and workforce capability

Council continued to strengthen inclusion across its workforce and services through initiatives aligned with the Disability Inclusion Action Plan, Rainbow Action Plan, Reconciliation Action Plan and Gender Equality Action Plan.

Across Ageing Well services, staff and volunteers delivered person-centred support that recognised the diverse needs and preferences of older residents, promoting wellbeing, independence and social connection.

Workforce capability in disability inclusion was enhanced through accessible communications guidance and resources, while LGBTIQ+ inclusion was supported through targeted training and practical tools that promoted inclusive and respectful practice across Council.

Council also advanced cultural inclusion through learning and development opportunities, cultural resources and staff engagement initiatives that strengthened understanding of Aboriginal cultures and culturally safe practice.

Progress on workplace gender equality continued through implementation of the Gender Equality Action Plan, delivery of gender equality reporting and workforce development initiatives that strengthened staff capability to apply a gender and lived-experience lens to policies, programs and services.

Together, these initiatives increased organisational capability and helped embed inclusion, equity and belonging across Council’s workplace, services and community.

Community engagement and awareness

Council continued to support community wellbeing, inclusion and participation across a range of initiatives. Older residents were supported to stay connected, reduce social isolation and access services through the Social Meals Program, Day Tripper outings, Link Worker and Case Management services, while the Ageing Positively in Casey newsletter helped keep residents informed and engaged.

Disability inclusion was strengthened through community engagement and planning for future awareness initiatives. A range of events and partnerships promoted inclusion and visibility for LGBTIQ+ communities, while Mental Health First Aid training reached 350 participants, increasing community capacity to recognise and respond to mental health challenges.

Council also partnered with Monash University to better understand the communication needs of Casey’s diverse multicultural communities, with findings to inform future engagement approaches. Ongoing engagement with Aboriginal and Torres Strait Islander communities, including cultural events and National Reconciliation Week activities, strengthened community connections and supported Council’s commitment to reconciliation.

Accessible events and built environments

Accessible transport services, including Casey Connector and community transport, improved access to community facilities, programs and events for older residents, while Link Workers provided local, accessible support to help people overcome isolation and navigate services. The Ageing Well at Home Expo connected nearly 300 residents with service providers and information to support independence, wellbeing and ageing in place.

Council continued advancing accessibility and inclusion through improvements to events, facilities and built environment planning, including progressing the Accessible Casey project to better embed physical, sensory and cognitive accessibility across Council processes. Planning also commenced for future International Day of People with Disability activities.

Significant progress was achieved under the Rainbow Action Plan, including Council’s first participation in Pride March, IDAHOBIT celebrations and a successful Pride Month program featuring community events that strengthened visibility, connection and inclusion for LGBTIQ+ communities.

Council adopted its Affordable Housing Policy in June 2026, providing a framework to support increased affordable housing supply through advocacy, planning processes, partnerships and strategic use of Council land to address growing local housing need.

Council also strengthened recognition of Aboriginal and Torres Strait Islander peoples through the installation of Acknowledgement of Country plaques and flags at major community facilities and kindergartens, reinforcing its commitment to reconciliation, respect and inclusion.

Partnerships and innovation

Council strengthened community outcomes through partnerships that increased participation, inclusion and access to services across Casey. Collaborative initiatives supported older residents to remain independent and connected through the Day Tripper, Wiser Driver and Wiser Traveller programs, while regional aged care networks strengthened sector collaboration and advocacy.

Partnerships also progressed disability inclusion initiatives, expanded opportunities for LGBTIQ+ community connection and belonging, and delivered food literacy workshops that improved healthy eating, food security and community connection. Council worked with regional partners to address homelessness and housing insecurity through advocacy and coordinated action, while partnerships with Aboriginal organisations and stakeholders advanced reconciliation by supporting cultural connections, community-led programs and improved access to culturally responsive services.

Disability access and inclusion

Inclusive emergency management

Vulnerable older residents were supported by monitoring wellbeing, identifying emerging concerns early, and maintaining connections during emergencies and extreme weather events. Council also continued to embed disability inclusion into emergency management planning and preparedness, with Disability Access and Inclusion Advisory Group DAIAG providing lived-experience insights to strengthen understanding of the needs of people with disability and carers.

In addition, Council investigated ways to support residents during extreme heat and found limited evidence that formal cool spaces improve population-level health outcomes. Findings highlighted that residents are more likely to use familiar locations during heat events and reinforced the value of heat health awareness initiatives that help people prepare for and manage extreme heat.

Carers recognition

Carers were supported through programs that promoted wellbeing, connection and independence. Day Tripper excursions provided meaningful social opportunities for carers and those they support, while Delivered Meals and Volunteer Transport services helped ease daily pressures and reduce stress. Link Workers and Case Managers assisted carers to navigate aged care and disability systems, access appropriate supports, and strengthen connections to local services, support groups and community activities.

Council also continued to deliver Carers Cuppas in partnership with local carer networks, providing opportunities for social connection, peer support and access to information. Participation has increased highlighting the ongoing demand for flexible support that helps reduce isolation, provides informal respite and recognises the valuable role carers play in the community.

Domestic Animal Management Plan

Over the last year, the Council finalised the Domestic Animal Management Plan 2021-2025 and implemented the new DAMP 2026-2029. This year council officers have produced and delivered animal management initiatives, educated residents on responsible pet ownership topics, promoted the value of pet registration, and worked to ensure the safety and harmony of both residents and animals within the City of Casey.

Casey has 34,189 cats and dogs registered within the municipality, however a gradual decrease in overall registrations has been observed over recent years. A total of 870 dogs and 2,497 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 366 dog attacks and rush offences resulting in 25 dogs being seized pending court outcomes. A total of 48 briefs of evidence were collated, with all matters prosecuted resulting in successful outcomes.

A number of programs and campaigns were carried out to encourage responsible pet ownership in Casey.

- **Development of the Domestic Animal Management Plan 2026-2029:** A key milestone during the year was the endorsement of the Domestic Animal Management Plan 2026–2029 in March 2026. The plan was developed following extensive consultation with the community during its drafting phase, ensuring local views and priorities were reflected in its direction and outcomes. Its adoption marks an important step forward in guiding Council’s approach to responsible pet ownership, animal welfare, and community safety over the coming years.
- **RSPCA and the City of Casey promoting Responsible Pet Ownership:** Council officers have worked collaboratively with the RSPCA to promote responsible pet ownership through community information sessions held across Casey. Council will continue to partner with the RSPCA on future projects to enhance community awareness and support the wellbeing of cats and dogs.

Key achievements

City of Casey Animal Management Case Study for the Commission for Gender Equality VIC

Commission for Gender Equality in the Public Sector featured the City of Casey as a case study for Council’s work in responding to family violence and taking an integrated approach to community safety and wellbeing. The case study highlighted Council’s work on raising awareness of the link between animal abuse and family violence, and the importance of considering the needs of victim survivors and their pets as part of a coordinated response.

Council’s Family Violence Assistance Program provides temporary boarding and care for the pets of people experiencing family violence, enabling victim survivors to access support services while their animals are cared for in a safe environment.

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.

Officers responded to and investigated a significant number of animal-related community concerns, including 366 reports of dog attacks and rushes, 924 barking dog complaints, 416 nuisance dog complaints, 461 nuisance cat complaints, and 286 incidents involving dogs wandering at large. These investigations play a vital role in protecting public safety, and address community concerns through timely enforcement and education.

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.

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 2025/26 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 2025, the application fee is \$33.60 and the charge for searching is \$25.20 per hour.

There were 119 Freedom of Information requests lodged in 2025/26. For more information, contact the Freedom of Information Officer.

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.

Privacy compliance and reporting

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 2025/26, there were four disclosures 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 2025/26 financial year.



Royal Family Dance Crew as part of Rising Festival. Bunjil Place Theatre, 5 June 2026. Photo: Rachel Main



— DEVELOPMENT CONTRIBUTIONS PLAN

09

Development Contributions Plan

Table 1: Total DCP levies received in 2025/26 financial year

City of Casey	Year Approved	Levies Received \$
Lyndhurst	2002	5,679.58
Old Cranbourne East	2008	81,199.04
Cranbourne East	2010	57,420.00
Cranbourne North	2011	115,750.22
Cranbourne West	2010	11,921,934.93
Clyde North	2011	14,914,548.60
Botanic Ridge	2013	52,020.00
Clyde	2014	40,301,162.92
Berwick Waterways	2014	145,895.91
Brompton Lodge	2016	45,720.00
Collison Estate	2025	0.00
Total		67,641,331.20

Table 2: DCP land, works, services or facilities accepted as works-in-kind in 2025/26 financial year

Name of DCP	Year Approved	Project ID	Project Description	Item Purpose	Project Value (\$)
Cranbourne West	2010	PL01	PSP and DCP Preparation	PLAN PREPARATION	365,234.35
Clyde North	2011	RD10	Nth-SNth-Sth Arterial/Loc Twn Ctr Signal Intersect 3	ROAD	506,951.64
Clyde	2014	IN-53-03 C	Thomp Rd nth-sth connect Wst Bells Rd East old Pound rd	ROAD	1,638,945.29
Clyde	2014	IN-53-04 C	Bells Road / Thompson Road	ROAD	632,652.28
Clyde	2014	CO-54-05 L	Clyde Creek - Level 3 CF - (110 (s) Twyford Rd Clyde)	COMMUNITY FACILITY	916,828.82
Clyde	2014	IR-54 L	Clyde Creek - Indoor IR-54 (110 (s) Twyford Rd Clyde)	ACTIVE OPEN SPACE	2,349,551.54
Clyde	2014	RD-54-03A C	Tuckers Road (Ballarto Road to Hardys Road)	ROAD	378,678.49
Clyde	2014	IN-53-11 C	Bells Road / Sofra Road	ROAD	60,074.23
Clyde	2014	IN-53-13 C	Hardys Rd / Nth Sth connector east of Berw-Cranb Rd	ROAD	1,217,386.69
Clyde	2014	IN-53-14 C	Hardys Road / connector MTC	ROAD	832,657.36
Clyde	2014	IN-53-18 C	Tuckers Road / North-South connector	ROAD	945,465.94
Clyde	2014	IN-54-13 C	Tuckers Road / South connector (MTC)	ROAD	407,133.18
Clyde	2014	IN-54-14 C	Tuckers Rd / Sth connector (Ballarto rd MTC main st)	ROAD	1,162,287.47
Berwick Waterways	2014	P01-L	Local parks (passive open space)	ACTIVE OPEN SPACE	87,960.66
Berwick Waterways	2014	P01-L	Local parks (passive open space)	ACTIVE OPEN SPACE	1,509,452.08
Total					13,011,260.02

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	8,995,386.57	3,223,793.67	18,024,472.74	27,019,859.31
Collison Estate	2025	0	0	0	0
Total		8,995,386.57	3,223,793.67	18,024,472.74	27,019,859.31

Table 4: Land, works, services or facilities delivered in 2025/26 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 (\$)
Ti-Tree Creek	2000	PJ02	Dog Park	335,409.97	0	0	0	335,409.97
Cranbourne East	2010	RD19	INS- Interim signalised intersection Cameron/Elmslie Street	774,853.87	0	0	0	774,853.87
Cranbourne North	2011	CI01	Land for Bray Boulevard Community Centre 0.9 h/a	4,000,000.00	0	22,937.69	0	4,022,937.69
Cranbourne West	2000	RD13	Construction of Missens Road	911,500.11	0	0	0	911,500.11
Cranbourne West	2000	PL01	PSP and DCP Preparation	0	365,234.35	0	0	365,234.35
Clyde North	2010	RD10	Nth-SNth-Sth Arterial/Loc Twn Ctr SignalIntersect 3	0	506,951.64	0	0	506,951.64
Clyde North	2010	CI04	Clyde North - FCC (80s Springleaf Ave)	257,545.75	0	0	724,347.00	981,892.75
Clyde North	2010	AR03	Clyde North - AOS2 (600 (i) Bells Rd)	521,727.41	0	0	0	521,727.41
Clyde North	2010	AR05	Clyde North - AOS 3 (20s Springleaf Ave)	1,345,659.66	0	0	4,606,310.16	5,951,969.82
Clyde North	2010	AR06	Clyde North - Pavillion AOS3 (20 (i) Springleaf Ave)	2,916,966.44	0	0	0	2,916,966.44
Clyde	2014	RD-54-03A C	Tuckers Road (Ballarto Road to Hardys Road)	0	378,678.49	0	0	378,678.49
Clyde	2014	IN-53-03 C	Thomp Rd nth-sth connect Wst Bells Rd East old Pound rd	0	1,638,945.29	0	0	1,638,945.29
Clyde	2014	IN-53-04 C	Bells Road / Thompson Road	0	632,652.28	0	0	632,652.28
Clyde	2014	IN-53-05 C	Thompsons Rd / nth-sth connector West of Bells Rd-west	1,427,598.19	0	0	0	1,427,598.19
Clyde	2014	IN-53-11 C	Bells Road / Sofra Road	181,008.06	60,074.23	0	0	241,082.29

Development Contributions Plan (continued)

Table 4: Land, works, services or facilities delivered in 2025/26 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 (\$)
Clyde	2014	IN-53-13 C	Hardys Rd / Nth Sth connector east of Berw-Cranb Rd		1,217,386.69	0	0	1,217,386.69
Clyde	2014	IN-53-14 C	Hardys Road / connector MTC	0	832,657.36	0	0	832,657.36
Clyde	2014	IN-53-18 C	Tuckers Road / North-South connector	0	945,465.94	0	0	945,465.94
Clyde	2014	IN-54-04 L	Berwick-Cranbourne Road / Pattersons Road	674,250.00	0	0	0	674,250.00
Clyde	2014	IN-54-13 C	Tuckers Road / South connector (MTC)	0	407,133.18	0	0	407,133.18
Clyde	2014	IN-54-14 C	Tuckers Rd / Sth connector (Ballarto rd MTC main st)	0	1,162,287.47	0	0	1,162,287.47
Clyde	2014	CO-53-01 C	Thompsons Road - Level 1 CF (70 Hardys Rd Clyde North)	2,324,329.17	0	0	4,172,663.00	6,496,992.17
Clyde	2014	CO-54-05 L	Clyde Creek - Level 3 CF - (110 (s) Twyford Rd Clyde)	0	916,828.82	0	0	916,828.82
Clyde	2014	IR-54 L	Clyde Creek - Indoor IR-54 (110 (s) Twyford Rd Clyde)	0	2,349,551.54	0	0	2,349,551.54
Clyde	2014	LS-54-05 L	Clyde Creek - LSS5 (1675 Ballarto Rd Clyde & 40S Tuckers Rd Clyde	31,212,993.72	0	0	0	31,212,993.72
Berwick Waterways	2014	CO01-C	Level 1 ComFac Multi commroom/ Extension to Bridgewatr	1,881,802.74	0	0	0	1,881,802.74
Berwick Waterways	2014	P01-L	Local parks (passive open space)	3,473,388.34	87,960.66	0	0	3,561,349.00
Berwick Waterways	2014	P01-L	Local parks (passive open space)	2,424,624.92	1,509,452.08	0	0	3,934,077.00
Cranbourne West Local Roads	2014	DCP90-RD20	Gwen Road construction	443,206.64	0	0	0	443,206.64
Cranbourne West Local Roads	2014	DCP90-RD22	Volk Road construction	75,813.18	0	0	0	75,813.18
Cranbourne West Local Roads	2014	DCP90-RD25	Volk Road/Evans Road intersection construction	1,076,547.08	0	0	0	1,076,547.08
Total				56,259,225.25	13,011,260.02	22,937.69	9,503,320.16	78,796,743.12

Infrastructure Contributions Plan

Table 1: Total ICP monetary component received in 2025/26 financial year

Name of Collecting Agency	Name of ICP	Monetary component in levies received in 2025/26 financial year (\$)	Value of works in kind received in satisfaction of monetary component in 2025/26 financial year (\$)	Total monetary contribution received in 2025/26 financial year (\$)
City of Casey	Cardinia Creek South	10,420,775.66	0	10,420,775.66
City of Casey	Minta Farm	337,601.36	0	337,601.36
City of Casey	Croskell	0	0	0
Total		10,758,377.02	0	10,758,377.02

Table 2: Inner public purpose land received in 2025/26 financial year

Name of Collecting Agency	Name of ICP	Land or Project ID	Land or Project Description
City of Casey	Cardinia Creek South	RD03L	Thompsons Road - Smiths Lane to Alexander Boulevard Property 4
City of Casey	Cardinia Creek South	RD07L	Thompsons Road Property 4
City of Casey	Cardinia Creek South	IN05L	Thompsons Road / Alexander Boulevard Intersection Property 4

Table 3: Total Land Equalisation Amount (LEA) received and Land Credit Amount (LCA) paid in 2025/26 financial year

Name of Collecting Agency	Name of ICP	Total of any LEAs received in 2025/26 financial year (\$)	Total of any LCAs paid in 2025/26 financial year (\$)
City of Casey	Cardinia Creek South	2,496,184.25	0
City of Casey	Minta Farm	282,905.89	0
Total		2,779,090.14	0

Infrastructure Contributions Plan (continued)

Table 4: ICP works, services and facilities accepted as works-in-kind in 2025/26 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Item purpose	Project value (\$)
Total					0

Table 5: Total ICP monetary contributions expended by development agency in 2025/26 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	ICP money expended (\$)
City of Casey	Cardinia Creek South	IN05C	Thompsons Road / Alexander Boulevard Intersection	127,904.97
City of Casey	Cardinia Creek South	CI01C	Cardinia Creek South - Level 3 CF CI-01 (70 (s) Smiths Ln Clyde North)	50,566.84
City of Casey	Cardinia Creek South	CI04C	Cardinia Creek South - Level 1 CF CI-04 (1895 (s) Ballarto Rd Clyde)	1,478,451.43
City of Casey	Cardinia Creek South	SR01C	Cardinia Creek South - SR-01 (70 (s) Smiths Ln Clyde North)	61,860.00
Total				\$1,718,783.24

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 2025/26 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Use and development of land
City of Casey	Cardinia Creek South	RD03L	Thompsons Road - Smiths Lane to Alexander Boulevard Property 4	ROAD
City of Casey	Cardinia Creek South	RD07L	Thompsons Road Property 4	ROAD
City of Casey	Cardinia Creek South	IN05L	Thompsons Road / Alexander Boulevard Intersection Property 4	ROAD

Table 7: Use of works, services or facilities accepted as works-in-kind in 2025/26 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Use of land
City of Casey	Cardinia Creek South	IN05C	Thompsons Road / Alexander Boulevard Intersection	ROAD
City of Casey	Cardinia Creek South	CI01C	Cardinia Creek South - Level 3 CF CI-01 (70 (s) Smiths Ln Clyde North)	COMFAC
City of Casey	Cardinia Creek South	CI04C	Cardinia Creek South - Level 1 CF CI-04 (1895 (s) Ballarto Rd Clyde)	COMFAC
City of Casey	Cardinia Creek South	SR01C	Cardinia Creek South - SR-01 (70 (s) Smiths Ln Clyde North)	RECINF

Table 8: Expenditure of ICP land equalisation amounts in 2025/26 financial year

Name of Collecting Agency	Name of ICP	Project ID	Project Description	Land equalisation amounts expended (\$)
Total				0



GRANTS TO
COMMUNITY
GROUPS AND
ORGANISATIONS

10

Grants to community groups and organisations

A total of \$1,944,380 in grants was provided to community groups and organisations in 2025/26 compared with \$1,630,733 in 2024/25. The grants below include 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 2025/26, Council provided 442 grants to 320 different community groups, artists and organisations, as listed below:

Community group/organisation	Total grants
1st Devon Meadows Scout Group	\$560.00
1st Narre Warren North Scout Group	\$2,128.90
Adventist Development and Relief Agency	\$5,000.00
Afghan Australian Philanthropic Association	\$2,000.00
Africa Day Australia	\$5,000.00
African Youth Alliance	\$1,200.00
Afrimate Australia	\$6,500.00
Al-Hussein Arabic School	\$6,200.00
Al-Hussein Cultural Association	\$5,250.00
All Mesopotamian Christian Association	\$2,500.00
Aura Social Foundation	\$1,000.00
Ausea Culture Chinese and Arts Academy	\$5,000.00
AusHelp Organisation	\$940.00
Australia Afghanistan Initiative	\$2,500.00
Australian Breastfeeding Association Casey-Cardinia Group	\$1,000.00
Australian Skateboarding Federation	\$4,824.00
Australian Society of Graduate Tamils	\$5,000.00
Australian-Filipino Community Services	\$22,500.00
AUZIM Social Fund	\$2,000.00
Baby Walk Org	\$1,000.00
Backpacks 4 Vic Kids	\$6,000.00
Bakhtar Community Organisation	\$27,500.00
Balla Balla Community Centre	\$10,000.00
Ballers Haven Basketball Club	\$1,000.00
Baran Club	\$5,000.00
Bats Theatre Company	\$6,150.00
Beaconsfield Baptist Church	\$5,000.00
Berwick and District Agricultural and Horticulture Society	\$30,000.00
Berwick and District Bushwalking Club	\$675.00

Community group/organisation	Total grants
Berwick and District Folk Club	\$900.00
Berwick and District Greek Senior Citizens Club	\$2,200.00
Berwick Anglican Church Playgroup	\$1,997.00
Berwick Artists Society	\$6,499.00
Berwick Ayalkoottam	\$5,000.00
Berwick Bridge Club	\$5,000.00
Berwick Church of Christ	\$5,800.00
Berwick City Cougars Baseball Club	\$2,000.00
Berwick Cricket Club	\$1,018.18
Berwick District Woodworkers Club	\$3,450.00
Berwick Fire Brigade CFA	\$1,500.00
Berwick Flames Basketball Club	\$1,500.00
Berwick Football Club	\$4,400.00
Berwick Junior Football Club	\$1,000.00
Berwick Little Athletics	\$1,709.00
Berwick Neighbourhood Centre	\$5,500.00
Berwick Netball Club	\$340.00
Berwick RSL Sub-Branch	\$6,000.00
Berwick Springs Junior Football Club	\$2,000.00
Berwick Strikers Cricket Club	\$1,000.00
Berwick Tennis Club	\$1,250.00
Berwick Viewfinders Camera Club	\$1,000.00
Bhuminanda Dhaulidevi Foundation	\$1,000.00
Blairlogie Living and Learning	\$6,000.00
Blind Bight Community Centre	\$6,000.00
Brentwood Park Neighbourhood House	\$2,446.00
Bright Community Organisation	\$25,000.00
Buddhist Vihara Victoria	\$5,000.00
Bungalook Creek Wildlife Shelter	\$1,000.00
Burka Gibe Self Help Association	\$5,000.00

Community group/organisation	Total grants
Burkina Faso Community Association of Australia	\$1,000.00
Cancer Council Victoria	\$10,000.00
Cannons Creek Foreshore Reserve Committee of Management	\$1,500.00
Cannons Creek Residents' Association	\$1,000.00
Cardinia Catchment Landcare	\$1,500.00
Carers Connect Australia	\$1,000.00
Casey and District Multiple Birth Association	\$5,925.00
Casey Autism Spectrum Support	\$5,000.00
Casey Basketball Association	\$1,500.00
Casey Camera Club	\$1,300.00
Casey Cannons Hockey Club	\$1,350.00
Casey Chinese Senior Support Group	\$7,500.00
Casey City Church	\$25,000.00
Casey Concert Band	\$5,419.00
Casey Friendship Association	\$5,000.00
Casey Ghan United Cricket Club	\$1,000.00
Casey Gigi Dance Troupe	\$2,588.00
Casey Grange Social Club	\$1,920.00
Casey Malayalee	\$1,000.00
Casey Netball Association	\$998.00
Casey North Community Information and Support Service	\$1,000.00
Casey Philharmonic Orchestra	\$10,300.00
Casey Region Ballroom Dancing	\$1,650.00
Casey Seniors Club	\$9,500.00
Casey Tamil Manram	\$6,500.00
Casey Thunder Football Club	\$1,308.00
Casey U3A	\$4,844.00
Casey2Community	\$4,000.00
Cinespace	\$10,300.00
CityLife Church Casey	\$5,000.00
Clyde Junior Football Club	\$4,950.00
Clyde Malayalee Community	\$5,000.00
Clyde Tennis Club	\$1,000.00

Community group/organisation	Total grants
Coastal Villages Community Buses	\$2,500.00
Collective (auspiced by Multicultural Arts Victoria)	\$10,300.00
Combined Probus Club of Berwick Central	\$1,000.00
Community Garden Old Cheese Factory (auspiced by Berwick District Woodworkers Club)	\$997.00
Community Response Australia	\$1,000.00
Compassionate Hands	\$640.00
COOK4CALD	\$5,000.00
Coptic Village Hostel Aged Care	\$1,500.00
Corona Italian Senior Club of Casey	\$2,000.00
Country Women's Association of Victoria - West Gippsland Group	\$1,000.00
Cranbourne and District Superules Club	\$500.00
Cranbourne Bulldogs Rugby League Club	\$1,000.00
Cranbourne Italian Senior Citizens Club	\$4,700.00
Cranbourne Lions Choir	\$6,150.00
Cranbourne Lions Concert Band	\$5,574.00
Cranbourne Malayalee Community	\$4,000.00
Cranbourne Presbyterian Church	\$5,000.00
Cranbourne Probus Club	\$992.00
Cranbourne Senior Citizens Club	\$8,300.00
Cross Purpose Church	\$5,000.00
Dads Group	\$15,750.00
Dandenong Cranbourne RSL Sub Branch	\$10,000.00
Deaf Darts Victoria (auspiced by Deaf Sports Recreation Victoria)	\$2,164.00
Devon Meadows Cricket Club	\$899.00
Devon Meadows Fire Brigade	\$1,336.00
Diamond Sports Club	\$5,000.00
DigiMates Australia	\$2,500.00
Divine Family Care	\$3,500.00
Donate 2 Drive	\$1,500.00
Doveton Cricket Club	\$1,000.00
Doveton Football Netball Club	\$7,000.00
Doveton Neighbourhood Learning Centre	\$3,200.00

Grants to community groups and organisations

Community group/organisation	Total grants
Doveton Show	\$26,200.00
Doveton Tennis Club	\$2,409.00
EACH	\$1,000.00
Edelweiss Casey Choir	\$5,000.00
El Hokamma Senior Citizens Group (auspiced by St Mina and St Marina Church)	\$6,000.00
Embracing Unity In Diversity	\$959.00
Endeavour Hills Cricket Club	\$2,930.00
Endeavour Hills Junior Football Club	\$1,000.00
Endeavour Hills Men's Shed	\$1,200.00
Endeavour Hills Neighbourhood Centre	\$1,495.00
Endeavour Hills Senior Citizens	\$800.00
Endeavour Hills Sports and Social Club	\$3,500.00
Etrat Cultural Association of Victoria	\$3,900.00
Find A Penny Foundation	\$28,500.00
Fit to Drive Foundation	\$1,000.00
Footscape	\$2,000.00
Foundation Learning Centre	\$3,220.00
Fountain Gate Junior Football Club	\$1,000.00
Fountain Gate Tennis Club	\$2,000.00
Friendly Carers Group	\$2,000.00
Friends of Ermera	\$3,000.00
Friends of Wilson Botanic Park	\$4,000.00
Future Drumming Percussion Band	\$5,000.00
Genesis Community Church	\$872.00
Gethsemane Charity	\$26,500.00
Good Food Good Friends	\$1,000.00
Greek Senior Citizens Club of Cranbourne and Districts	\$1,000.00
Gulsen Ozer	\$10,300.00
Hallam Community Learning Centre	\$9,760.00
Hallam Football Netball Club	\$318.00
Hallam Kalora Park Cricket Club	\$1,000.00
Hallam Outreach and Dawa Association (auspiced by South East Community Links)	\$2,000.00
Hallam Tennis Club	\$1,050.00

Community group/organisation	Total grants
Hampton Park Care Group	\$1,000.00
Hampton Park Football Netball Club	\$2,485.00
Hampton Park Progress Association	\$6,000.00
Hampton Park Senior Citizens Centre	\$8,000.00
Hampton Park Tennis Club	\$1,500.00
Hampton Park Turkish Seniors	\$6,000.00
Hampton Park United Sparrows Football Club	\$1,275.00
Hampton Park Uniting Church	\$6,000.00
Heiaty Samen Al-Hojaj	\$5,000.00
Heinz Southern District Cricket Club	\$1,000.00
Hemat Association	\$2,000.00
Inclusive Living	\$1,000.00
Independent Women for Aspiring Women	\$5,000.00
Indian Community Association of Greater Dandenong	\$3,500.00
Indian Senior Citizens Association of Casey	\$1,818.18
IndianCare	\$1,500.00
Indoor Sports Victoria	\$20,000.00
Iraqi Australian Solidarity Association	\$3,000.00
JNU Melbourne Chinese Language and Culture School	\$5,000.00
John Mc Foundation	\$3,500.00
Kaneezan E Zehra	\$6,000.00
Kerala Strikers	\$1,500.00
Knox City Mavericks Cricket Club	\$744.00
Latin Seniors Club of Casey	\$2,000.00
Liberty Arabic Christian Church	\$1,800.00
Lions Club of Balla Balla	\$1,000.00
Lions Club of Lyndhurst and District	\$2,231.00
Little Star Children's Choir	\$5,000.00
Lynbrook Residents Association	\$17,800.00
Lyndhurst Football and Netball Club	\$1,500.00
Lysterfield District Trail Riders	\$1,000.00
Lysterfield Sailing Club	\$1,500.00
Mahaa Shakthee Ramayan Faag Mandalee	\$2,000.00
Mahjabin Bahadori	\$5,150.00

Community group/organisation	Total grants
Mauritian Silver Edge Club	\$2,000.00
Melbourne Heats Volleyball Club	\$1,000.00
Melbourne Titans Sports Club	\$1,000.00
Melbourne United Volleyball Club	\$1,500.00
Melbourne Youth Chorale	\$15,800.00
Merinda Park Learning and Community Centre	\$6,100.00
MiLife-Victoria	\$1,500.00
Mindstep Educate	\$5,000.00
MiSmartLife	\$1,000.00
Mornington Peninsula and Western Port Biosphere Reserve Foundation	\$5,000.00
Multicultural Mailer	\$7,493.00
Multicultural Unity and Harmony	\$1,000.00
Multicultural Women Victoria	\$500.00
Mundril	\$2,100.00
Narre South Saints Football Netball Club	\$1,439.00
Narre Warren and District Family History Group	\$1,400.00
Narre Warren Fire Brigade CFA	\$1,000.00
Narre Warren Junior Football Club	\$1,200.00
Narre Warren Netball Club	\$1,000.00
Narre Warren North Community Association	\$1,000.00
Narre Warren North Community Carols	\$11,363.64
Narre Warren North Tennis Club	\$1,500.00
NAS Recovery Centre	\$36,050.00
Neighbourhood Watch Casey	\$1,200.00
Nepalese Association of South East Melbourne	\$5,000.00
Nourish Nation Foundation	\$4,200.00
Oakgrove Community Centre	\$8,200.00
Operation Newstart	\$5,000.00
Orana Residents Association	\$2,200.00
Oroma Relief Association Australia - South Pacific Region	\$3,175.00
Pa5ifica Seed	\$4,000.00
Painting with Parkinsons (auspiced by Parkinson's Victoria)	\$3,000.00

Community group/organisation	Total grants
Palliative Care South East	\$1,500.00
Pearcedale Baxter Junior Football Club	\$1,000.00
Pearcedale Public Hall	\$3,800.00
Pearcedale Tennis Club	\$500.00
Peninsula Community Legal Centre	\$36,050.00
People's Playhouse	\$739.00
Pinoy Casey Community	\$800.00
Project 61 International	\$4,100.00
Pulari Victoria	\$3,000.00
Punjabi Society Australia	\$1,400.00
Q-Lit	\$6,180.00
Radhika Foundation International	\$1,000.00
Rawzana	\$5,000.00
Reading Out of Poverty	\$5,000.00
Reclink Australia	\$36,050.00
Recycle to Revive	\$1,500.00
Red Pulse	\$35,000.00
Rethink Recycling Co-op	\$1,650.00
Reveal Church	\$10,000.00
Riddim Studios	\$5,000.00
Riding for the Disabled Association of Victoria	\$1,500.00
Road Safety Education	\$4,958.00
RSPCA Victoria	\$4,990.00
Saathi Multicultural Association of Australia	\$2,000.00
Senior Technicians of Victoria	\$2,500.00
Serbian Community Association of Australia	\$2,500.00
SES Cranbourne Unit	\$1,500.00
ShareNcare	\$3,000.00
Shri Sanatan Dharam Society of Victoria	\$4,700.00
Shugoofa Organisation	\$8,500.00
Smart Club of Melbourne	\$2,000.00
Soccer Fun Academy	\$400.00
South East Bangladeshi Cultural Foundation	\$4,500.00
South East Community Links	\$5,000.00
South East Melbourne Netball Club	\$6,001.00

Grants to community groups and organisations

Community group/organisation	Total grants
South East Volunteers	\$36,050.00
South Eastern Chinese Senior Citizen Association	\$2,000.00
South Eastern Radio Association	\$5,150.00
South-East Monash Legal Service	\$36,050.00
Southeast Multicultural Community Services	\$1,000.00
Southern Warriors Cricket Club	\$1,200.00
Sri Lanka Community Services Association	\$5,000.00
Sri Lankan Dance Academy of Victoria	\$11,300.00
Sri Lankan Elders Welfare Association	\$5,400.00
Sri Lankan Study Centre for the Advancement of Technology and Social Welfare	\$4,000.00
Sri Lankan Theatre Group	\$5,350.00
St Therese's Saints Basketball Club	\$650.00
St Vincent de Paul Society Endeavour Hills	\$6,000.00
Stallions Netball Club	\$1,000.00
STEM Incubators	\$1,200.00
Sunrise Community	\$4,000.00
Sweltering Cities	\$3,000.00
Tamil Graded Readers	\$1,000.00
The Association of Hazaras in Victoria	\$1,000.00
The Bridge	\$36,050.00
The Bright Events Australia	\$21,000.00
The Casey Choir	\$5,150.00
The Casey Hungarian Senior Citizens Club	\$1,000.00
The Chinese XinJiang Senior Citizens Association	\$7,500.00
The Glendonald Association	\$6,500.00
The Hills Netball Club	\$1,000.00
The Lankan Seniors Club of Melbourne	\$3,989.00
The Motivation Project	\$28,840.00
The Toorak Angling Club and South Eastern Anglers	\$1,078.00
Theodora House	\$5,000.00
T'HONI	\$1,000.00
TigerSharks Swimming Club	\$1,000.00

Community group/organisation	Total grants
Tooradin Calisthenics Club	\$799.00
Tooradin Craft and Friendship Group	\$6,300.00
Tooradin Foreshore Committee of Management	\$11,000.00
Transit Soup Kitchen and Food Support	\$214,000.00
Turningpoint Church	\$2,000.00
United Melbourne Muslim Alliance	\$3,000.00
United Stars Sports Club	\$2,500.00
Uniting Vic Tas	\$15,000.00
Victoria Australia Samoan Seniors	\$1,000.00
Victoria Nagarathar Sangam Australia	\$1,000.00
Victoria Sky Meditation Society	\$3,000.00
Victorian Aboriginal Child and Community Agency	\$35,000.00
Victorian Association of Students from Afghanistan	\$14,000.00
Victorian Eagles	\$1,000.00
Victorian Sunday Cricket Association	\$1,000.00
Voice of the Outer South East	\$1,000.00
Voices of Casey	\$5,000.00
Warneet Blind Bight Fire Brigade	\$5,000.00
Wayss	\$41,200.00
Wellsprings for Women	\$42,550.00
Windermere Child and Family Services	\$345.00
Windmill Theatre Company	\$16,500.00
Women Rising Together	\$6,317.00
Women's Empowerment and Leadership Community	\$5,000.00
Women's Federation for World Peace Australia	\$20,000.00
Writers Victoria	\$10,283.00
Wurundjeri Sporting Club (auspiced by Casey Basketball Association)	\$1,000.00
Young Generation Filipino Senior Citizens Club of the Southeast	\$10,000.00
Youth Connect Foundation and Strivesocial	\$5,000.00
Zia Atahi	\$9,383.00





— PERFORMANCE STATEMENT

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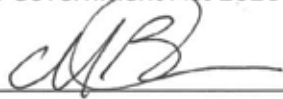
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Certification of the Performance Statement

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.



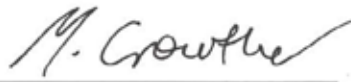
Melissa Baker. CPA
Principal Accounting Officer
Dated: 15/09/2026

In our opinion, the accompanying performance statement of the City of Casey for the year ended 30 June 2026 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 Michelle Crowther
Mayor
Dated: 15/09/2026



Cr Carolyn Eaves
Councillor
Dated: 15/09/2026



Glenn Patterson
Chief Executive Officer
Dated: 15/09/2026

Victorian Auditor-Generals Office audit report



Independent Auditor’s Report

To the Councillors of Casey City Council

Opinion	I have audited the accompanying performance statement of Casey City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2026 • service performance indicators for the year ended 30 June 2026 • financial performance indicators for the year ended 30 June 2026 • sustainable capacity indicators for the year ended 30 June 2026 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Casey City Council in respect of the year ended 30 June 2026 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.
Basis for Opinion	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. 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 (including Independence Standards)</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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	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.

Auditor’s responsibilities for the audit of the performance statement	As required by the <i>Audit Act 1994</i>, 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.
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MELBOURNE
21 September 2026

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 444,654, which is expected to grow to 614,075 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 2026

Service/indicator/measure	Results					Comment
	Actual 2022/23	Actual 2023/24	Actual 2024/25	Target 2025/26	Actual 2025/26	
Aquatic Facilities						
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/Municipal population]	4.65	4.95	4.52	N/A	4.45	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	93.33%	95.00%	100.00%	N/A	97.00%	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%	100.00%	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]	47	49	40	51	48	There has been a 20% increase in satisfaction with community consultation and engagement since last year. This improvement was driven by positive feedback on the Community Local Law consultation, with many respondents recognising that their feedback had been heard and reflected in the draft document. Improved reporting back to the community through Community Engagement Summary Reports has also strengthened visibility of how community feedback informs Council decisions.
Libraries						
Participation <i>Library membership</i> [The number of registered library members] x 100	N/A	22.60%	23.96%	N/A	24.49%	Result is in the expected range.
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	60.58%	55.89%	67.09%	N/A	68.46%	Result is in the expected range.



Section 2: Service Performance Indicators (continued)

For the Year Ended 30 June 2026

Service/indicator/measure	Results					Comment
	Actual 2022/23	Actual 2023/24	Actual 2024/25	Target 2025/26	Actual 2025/26	
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	91.13%	75.87%	94.04%	N/A	81.35%	There has been a 13% decrease in participation by Aboriginal and Torres Strait Islander children compared to the previous year. This is primarily due to lower attendance among older child cohorts, where engagement typically declines as there are no scheduled Key Ages and Stages consultations. The decrease may also reflect the discontinuation of a dedicated Aboriginal outreach program that operated in 2024/25 but was not continued in 2025/26 due to budget constraints.
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	95.31%	95.46%	95.52%	95.00%	95.68%	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	61.75%	53.52%	52.74%	60.00%	47.25%	The proportion of planning applications decided within statutory timeframes decreased by 10% compared with the previous year. This result reflects increased application volumes and changes to State planning requirements, which have impacted processing timeframes. Overall planning application volumes increased by approximately 7% compared with the 2024/25 financial year. State Government amendments to the Planning and Environment Act and the Casey Planning Scheme changed some planning requirements without accompanying transitional provisions and introduced additional VicSmart categories. This placed more complex applications into streamlined assessment pathways. VicSmart applications increased by 51% in 2025/26. These changes have required adjustment by both Council and applicants and may have contributed to longer approval timeframes.
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	50.02%	50.30%	47.34%	48.00%	47.36%	Result is in the expected range.



Section 3: Financial Performance Indicators

For the Year Ended 30 June 2026

Dimension/indicator/ measure	Actual			Target	Actual	Forecasts			
	2022/23	2023/24	2024/25	2025/26	2025/26	2026/27	2027/28	2028/29	2029/30
Efficiency									
Expenditure level <i>Expenses per property assessment</i> [Total expenses/ Number of property assessments]	\$3,174.44	\$3,296.82	\$3,413.21	\$3,000.00	\$3,672.34	\$3,593.74	\$3,650.82	\$3,607.60	\$3,694.77
	Material variations Result is in the expected range.								
Revenue level <i>Average rate per property assessment</i> [Sum of general rates and Municipal charges/ Number of property assessments]	\$1,670.43	\$1,723.07	\$1,767.38	N/A	\$1,806.39	\$1,853.96	\$1,899.46	\$1,945.51	\$1,992.95
	Material variations Result is in the expected range.								
Liquidity									
Working capital <i>Current assets compared to current liabilities</i> [Current assets/Current liabilities] x 100	301.95%	292.46%	326.13%	125%	358.38%	348.00%	331.28%	338.31%	316.23%
	Material variations Total current assets increased by \$44.4 million, mainly driven by higher term deposits (other financial assets). Current liabilities remained at prior year levels, contributing to the favourable variance.								
Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash/ Current liabilities] x 100	219.02%	201.17%	(21.54%)	N/A	(34.58%)	(31.14%)	(30.21%)	(29.29%)	(28.93%)
	Material variations The measure is forecast to improve gradually over the outlook period but remain below the expected range, as unrestricted cash continues to be lower than current liabilities due to the exclusion of investments with original maturities greater than three months from cash and cash equivalents.								
Obligations									
Loans and Borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings/Rate revenue] x 100	10.81%	7.49%	4.40%	N/A	1.65%	0.14%	0.00%	13.30%	21.21%
	Material variations Rate revenue is expected to increase in accordance with the approved rate cap. Meanwhile, loans and borrowings are forecast to decline between 2026/27 and 2027/28 due to scheduled principal repayments on existing debt facilities. The increase in future years is due to planned borrowings for major infrastructure.								
Loans and Borrowings <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings/Rate revenue] x 100	3.21%	3.03%	2.80%	N/A	2.63%	1.47%	0.14%	1.37%	2.24%
	Material variations Results reflect council's loan profile. Loans and borrowings are forecast to decline in 2027/28 due to debt repayments, before increasing in later years to fund major infrastructure projects.								



Section 3: Financial Performance Indicators (continued)

For the Year Ended 30 June 2026

Dimension/indicator/ measure	Actual			Target	Actual	Forecasts			
	2022/23	2023/24	2024/25	2025/26	2025/26	2026/27	2027/28	2028/29	2029/30
Obligations									
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities/ Own source revenue] x 100	13.48%	9.79%	6.20%	N/A	4.64%	3.66%	3.16%	17.56%	23.64%
	Material variations Non-current borrowings decreased by 31.16% during the year, resulting in a lower ratio. From 2028/29 onwards, the ratio is expected to increase as a result of lease renewals and proposed new borrowings as Council undertakes works on major infrastructure.								
Asset renewal and upgrade <i>Asset renewal and upgrade expense compared to depreciation</i> [Asset renewal and asset upgrade expense/Asset depreciation] x 100	81.86%	94.12%	68.53%	100%	56.38%	69.06%	65.18%	68.95%	74.76%
	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	(5.77%)	(5.49%)	0.76%	N/A	(9.24%)	(6.19%)	0.03%	0.05%	(1.01%)
	Material variations The variance year on year is primarily attributable to the early receipt of the 2025/26 Financial Assistance Grant in 2024/25, which was recognised as income in the year it was received. The deficit is also due to the expenditure on discretionary operating projects.								
Stability									
Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue/ Adjusted underlying revenue] x 100	68.83%	68.07%	63.87%	70%	67.77%	68.92%	65.29%	67.82%	68.67%
	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	0.27%	0.27%	0.28%	N/A	0.28%	0.27%	0.27%	0.27%	0.28%
	Material variations Result is in the expected range.								



Section 4: Sustainable Capacity Indicators

For the Year Ended 30 June 2026

Indicator/measure	Actual				Comment
	2022/23	2023/24	2024/25	2025/26	
Population					
Expenses per head of municipal population [Total expenses/Municipal population]	\$1,147.86	\$1,188.04	\$1,236.90	\$1,327.14	Result is in the expected range.
Infrastructure per head of municipal population [Value of infrastructure/Municipal population]	\$8,573.27	\$9,300.16	\$10,599.62	\$11,705.78	The movement is primarily attributable to the revaluation of infrastructure assets, which resulted in an increase of \$353.05 million in the carrying value of infrastructure assets during the year.
Population density per length of road [Municipal population/Kilometres of local roads]	196.81	198.24	202.81	201.23	Result is in the expected range.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue/Municipal population]	\$874.10	\$901.92	\$942.50	\$967.23	Result is in the expected range.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants/Municipal population]	\$192.37	\$104.98	\$233.36	\$204.89	This is impacted by the early receipt of Financial Assistance Grants during 2024/25 financial year, which were recognised as income in the year it was receipted.
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	5	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	26.00%	19.95%	18.8%	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 2026-27 to 2029-30 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: • 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 2025/26

During the 2025/26 financial year, Council continued to operate in a dynamic environment characterised by economic uncertainty, population growth, and increasing community expectations. Key factors influencing Council's operating environment included:

- Ongoing cost pressures across goods, services, utilities, contracts, and infrastructure delivery, impacting Council's ability to maintain service levels within available resources.
- The 3.00% State Government rate cap, which continued to limit Council's capacity to increase revenue while responding to the needs of one of Victoria's fastest-growing municipalities.
- Growing demand for quality community infrastructure, services, and programs driven by sustained population growth and changing demographic needs.
- Increasing expectations for accessible digital services, transparent decision-making, environmental stewardship, and meaningful community engagement.
- Workforce challenges across local government, including attracting and retaining skilled employees in a competitive labour market and managing rising employment costs.

In this environment, local governments are required to balance fiscal responsibility with the delivery of essential

services, infrastructure investment, and long-term community outcomes. At Casey, we remain committed to delivering value for our community through innovation, collaboration, and sound financial management.

Council is actively responding by:

- Enhancing customer experiences through continuous improvement, digital innovation, and accessible service delivery.
- Strengthening partnerships with community organisations, government agencies, and key stakeholders to deliver shared outcomes.
- Delivering a sustainable capital works program focused on asset renewal, growth infrastructure, and community facilities.
- Advancing environmental sustainability initiatives, including climate resilience, waste reduction, and resource efficiency programs.
- Investing in organisational capability, technology, cybersecurity, and workforce development to support efficient and effective service delivery.

By aligning resources and decision-making with its strategic priorities, Council is strengthening its position as a future focused organisation that supports connected communities, sustainable growth, and enhanced liveability, while delivering on the outcomes of the Council Plan and Community Vision.



— FINANCIAL REPORT

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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 2020*, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board.

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.

Two Councillors and the Chief Executive Officer also make a certification separately in respect of each statement. The Councillors 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) Councillors, Residents and Ratepayers, Employees, Suppliers, Contractors, Customers, State Government, 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

OFFICIAL

City of Casey

2025/2026 Financial Report

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.



Principal Accounting Officer

Dated : 15/09/2026

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 2026 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.



Mayor

Dated : 15/09/2026

Narre Warren



Councillor

Dated : 15/09/2026

Narre Warren



Chief Executive Officer

Dated : 15/09/2026

Narre Warren

Victorian Auditor-General's Office Audit Report

Independent Auditor's Report

To the Councillors of Casey City Council

Opinion	I have audited the financial report of Casey City Council (the council) which comprises the: - balance sheet as at 30 June 2026 - comprehensive income statement for the year then ended - statement of changes in equity for the year then ended - statement of cash flows for the year then ended - statement of capital works for the year then ended - notes to the financial statements, including material accounting policy information - certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2026 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.
Basis for Opinion	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. 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 (including Independence Standards)</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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors 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. 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.

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

Auditor’s responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, 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.

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:

- 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.

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
21 September 2026

Travis Derricott
as delegate for the Auditor-General of Victoria



Financial Statements

Comprehensive Income Statement

For the Year Ended 30 June 2026

Income/Revenue	Note	2026	Restated 2025
		\$'000	\$'000
Rates and charges	3.1	341,608	318,831
Statutory fees and fines	3.2	16,247	15,877
User fees	3.3	21,456	21,137
Grants - operating	3.4	84,261	87,140
Grants - capital	3.4	34,649	31,592
Contributions - monetary	3.5	97,572	91,534
Contributions - non monetary	3.5	137,344	161,579
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	(29,273)	(11,054)
Share of net profits (or loss) of associates and joint ventures	6.2	(850)	(842)
Other income	3.7	22,020	22,367
Total income/revenue		725,034	738,161
Expenses			
Employee costs	4.1	158,971	161,639
Materials and services	4.2	236,380	230,129
Depreciation	4.3	91,596	84,491
Depreciation - right of use assets	4.4	1,894	1,863
Allowance for impairment losses	4.5	681	613
Borrowing costs	4.6	406	742
Finance costs - leases	4.7	530	629
Other expenses	4.8	30,086	9,457
Total expenses		520,544	489,563
Surplus/(deficit) for the year		204,490	248,598
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain / (loss)	6.1	501,264	611,425
Total other comprehensive income		501,264	611,425
Total comprehensive result		705,754	860,023

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2026

Assets	Note	2026	Restated 2025
Current assets		\$'000	\$'000
Cash and cash equivalents	5.1	25,505	40,599
Trade and other receivables	5.1	59,232	55,004
Other financial assets	5.1	412,330	360,602
Prepayments	5.2	5,158	4,070
Contract assets	5.1	8,210	6,843
Other assets	5.2	10,338	9,252
Total current assets		520,773	476,370
Non-current assets			
Other financial assets	5.1	72,000	35,000
Investments in associates, joint arrangements and subsidiaries	6.2	3,634	4,484
Property, infrastructure, plant and equipment	6.1	8,747,358	8,126,048
Right-of-use assets	5.8	5,639	7,533
Total non-current assets		8,828,631	8,173,065
Total assets		9,349,404	8,649,435
Liabilities			
Current liabilities			
Trade and other payables	5.3	34,851	33,639
Trust funds and deposits	5.3	58,467	51,694
Contract and other liabilities	5.3	17,282	20,363
Provisions	5.5	27,479	29,861
Interest-bearing liabilities	5.4	5,144	8,555
Lease liabilities	5.8	2,091	1,948
Total current liabilities		145,314	146,060
Non-current liabilities			
Provisions	5.5	13,512	11,316
Interest-bearing liabilities	5.4	507	5,651
Lease liabilities	5.8	4,620	6,711
Total non-current liabilities		18,639	23,678
Total liabilities		163,953	169,738
Net assets		9,185,451	8,479,697
Equity			
Accumulated surplus		3,929,102	3,752,572
Reserves	9.1	5,256,349	4,727,125
Total Equity		9,185,451	8,479,697

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2026

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2026		\$'000	\$'000	\$'000	\$'000
Restated balance at beginning of the financial year		8,479,697	3,752,572	4,474,282	252,843
Surplus/(deficit) for the year		204,490	204,490	-	-
Realised revaluation reserve		-	13,059	(13,059)	-
Net asset revaluation gain / (loss)	6.1	501,264	-	501,264	-
Transfers to other reserves	9.1	-	(118,126)	-	118,126
Transfers from other reserves	9.1	-	77,107	-	(77,107)
		9,185,451	3,929,102	4,962,487	293,862
Balance at end of the financial year		9,185,451	3,929,102	4,962,487	293,862

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2025		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		7,520,596	3,431,810	3,867,450	221,336
Prior year adjustment	9.4	99,078	99,078	-	-
Restated balance at the beginning of the year		7,619,674	3,530,888	3,867,450	221,336
Restated surplus/(deficit) for the year		248,598	248,598	-	-
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)
		8,479,697	3,752,572	4,474,282	252,843
Restated balance at end of the financial year		8,479,697	3,752,572	4,474,282	252,843

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 2026

	Note	2026 Inflows/(Outflows)	2025 Inflows/(Outflows)
Cash flows from operating activities		\$'000	\$'000
Rates and charges		354,487	308,707
Statutory fees and fines		16,246	15,877
User fees		22,171	24,525
Grants - operating		86,610	74,985
Grants - capital		27,858	32,057
Contributions - monetary		97,520	91,487
Interest received		19,399	19,898
Trust funds and deposits taken		24,823	67,308
Net GST refund/(payment)		14,084	10,547
Employee costs		(159,423)	(157,248)
Materials and services		(249,368)	(242,057)
Trust funds and deposits repaid		(34,311)	(63,883)
Net cash provided by/(used in) operating activities	9.2	220,096	182,203
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(135,960)	(122,330)
Proceeds from sale of property, infrastructure, plant and equipment		954	1,013
Payments for investments		(189,165)	(150,533)
Proceeds from sale of investments		100,441	111,000
Net cash provided by/(used in) investing activities		(223,730)	(160,850)
Cash flows from financing activities			
Finance costs		(427)	(751)
Repayment of borrowings		(8,555)	(8,299)
Interest paid - lease liability		(530)	(629)
Repayment of lease liabilities		(1,948)	(1,822)
Net cash provided by/(used in) financing activities		(11,460)	(11,501)
Net increase (decrease) in cash and cash equivalents		(15,094)	9,852
Cash and cash equivalents at the beginning of the financial year		40,599	30,747
Cash and cash equivalents at the end of the financial year		25,505	40,599
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 2026

	2026	2025
Property	\$'000	\$'000
Land	35,990	35,314
Total land	35,990	35,314
Buildings	166	190
Building improvements	222	269
Total buildings	388	459
Total property	36,378	35,773
Plant and equipment		
Plant, machinery and equipment	4,567	4,411
Computers and telecommunications	2,108	2,741
Total plant and equipment	6,675	7,152
Infrastructure		
Roads	13,080	27,017
Bridges	744	513
Footpaths and cycleways	1,969	4,288
Drainage	4,059	2,800
Recreational, leisure and community facilities	63,920	32,114
Parks, open space and streetscapes	8,711	11,771
Other infrastructure	424	902
Total infrastructure	92,907	79,405
Total capital works expenditure	135,960	122,330
Represented by:		
New asset expenditure	81,948	62,451
Asset renewal expenditure	38,148	39,573
Asset expansion expenditure	2,370	1,975
Asset upgrade expenditure	13,494	18,331
Total capital works expenditure	135,960	122,330

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 2026

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 3.4)
- 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)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable
- 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.

1.2 Impact of emergencies and natural disasters

During 2025/26, there were no emergencies or natural disasters that impacted the Council's operations.

Note 1.3 Impacts of other external events

Council has considered ongoing external events that have contributed to volatility in international markets, disrupted global supply chains and increased inflationary pressure, including the risk that they may cause significant changes in the carrying values of assets and liabilities in the next financial year, and has concluded that there is no material impact on the 2025/26 financial report that requires additional disclosure.

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 per cent 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 2026	Actual 2026	Variance	Variance	
Income/Revenue	\$'000	\$'000	\$'000	%	Ref
Rates and charges	337,765	341,608	3,843	1%	1
Statutory fees and fines	14,774	16,247	1,473	10%	2
User fees	19,969	21,456	1,487	7%	3
Grants – operating	74,719	84,261	9,542	13%	4
Grants – capital	32,113	34,649	2,536	8%	5
Contributions – monetary	87,434	97,572	10,138	12%	6
Contributions – non monetary	132,192	137,344	5,152	4%	7
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	548	(29,273)	(29,821)	(5,442%)	8
Share of net profits/(losses) of associates and joint ventures	-	(850)	(850)	-	
Other income	21,062	22,020	958	5%	
Total income/revenue	720,576	725,034	4,458	1%	
Expenses					
Employee costs	159,026	158,971	(55)	-	
Materials and services	289,530	236,380	(53,150)	(18%)	9
Depreciation	80,501	91,596	11,095	14%	10
Depreciation – right-of-use assets	1,861	1,894	33	2%	
Allowance for impairment losses	117	681	564	482%	11
Borrowing costs	438	406	(32)	(7%)	
Finance costs – leases	523	530	7	1%	
Other expenses	8,242	30,086	21,844	265%	12
Total expenses	540,238	520,544	(19,694)	(4%)	
Surplus/(deficit) for the year	180,338	204,490	24,152	13%	

(i) Explanation of material variations

Variance	Item	Explanation
Ref		
1	Rates and charges	Additional supplementary assessments issued during the year, as well as higher than anticipated interest.
2	Statutory fees and fines	Higher than anticipated statutory fees, including engineering permits, business registrations, and document lodgements. This result was partially offset by lower pet registration fees. Additional favourable variance due to fines and infringements, mainly related to compulsory voting enforcement for the 2024/25 Council election, parking and local laws infringement activity.
3	User fees	Primarily due to the operational partnership return from leisure contracts within Aligned Leisure, relating to the prior financial year.
4	Grants - operating	Early receipt of the 2026/27 VGC general purpose grant in 2025/26 as well as higher than anticipated grants for kinder programs driven by additional kinder hours and increased enrolments.
5	Grants - capital	Early receipt of the 2026/27 VGC local roads grant in 2025/26 as well as the timing of project milestones and delivery.
6	Contributions - monetary	Higher than anticipated developer contributions.
7	Contributions - non monetary	Higher than anticipated asset transfers from new estates and subdivisions, largely driven by timing in the handover process, which has impacted on the recognition of these assets within the current reporting period.
8	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Higher than anticipated levels of infrastructure asset disposals and write-offs.
9	Materials and services	Change in accounting treatment for the Ballarto Road Local Sports Reserve land acquisition, which was reclassified to the Capital Works Program and delayed delivery of strategic enterprise projects which will continue into 2026/27.
10	Depreciation	Higher than anticipated assets created and commissioned during the financial year together with the carry forward and completion of projects deferred from the previous year, resulting in increased depreciation expense.
11	Allowance for impairment losses	Higher provision for unpaid infringements.
12	Other expenses	Expenditure on non-council assets (related to VicRoads) that cannot be capitalised, for the Hardy Road & Ballarto Road projects.

Note 2 Analysis of our results (continued)

2.1.2 Capital Works

	Budget	Actual	Variance	Variance	
	2026	2026			
Property	\$'000	\$'000	\$'000	%	Ref
Land	4,552	35,990	31,438	691%	1
Total Land	4,552	35,990	31,438	691%	
Building	30	166	136	453%	2
Building Improvements	-	222	222	-	3
Total buildings	30	388	358	1,193%	
Total property	4,582	36,378	31,796	694%	
Plant and equipment					
Plant, machinery and equipment	5,007	4,567	(440)	(9%)	
Computers and telecommunications	2,969	2,108	(861)	(29%)	4
Total plant and equipment	7,976	6,675	(1,301)	(16%)	
Infrastructure					
Roads	12,633	13,080	447	4%	
Bridges	632	744	112	18%	5
Footpaths and cycleways	3,603	1,969	(1,634)	(45%)	6
Drainage	5,151	4,059	(1,092)	(21%)	7
Recreational, leisure and community facilities	71,743	63,920	(7,823)	(11%)	8
Parks, open space and streetscapes	11,254	8,711	(2,543)	(23%)	9
Other infrastructure	6,384	424	(5,960)	(93%)	10
Total infrastructure	111,400	92,907	(18,493)	(17%)	
Total capital works expenditure	123,958	135,960	12,002	10%	
Represented by:					
New asset expenditure	63,170	81,948	18,778	30%	
Asset renewal expenditure	38,912	38,148	(764)	(2%)	
Asset expansion expenditure	3,330	2,370	(960)	(29%)	
Asset upgrade expenditure	18,546	13,494	(5,052)	(27%)	
Total capital works expenditure	123,958	135,960	12,002	10%	

(i) Explanation of material variations

Variance	Item	Explanation
Ref		
1	Land	Correction in accounting treatment for land purchase (Ballarto Road Sports Reserve).
2	Buildings	Higher than anticipated renewal expenditure on municipal buildings.
3	Building improvements	Higher than anticipated renewal expenditure on municipal buildings.
4	Computers and telecommunications	Published budget included a carry forward estimate which was not required in addition to the cancellation of renewal of outdoor digital screen at Bunjil Place.
5	Bridges	Expenditure of carry forward not captured in the published budget for the Troups Creek Bridge.
6	Footpaths and cycleways	Extensive rescoping of the Eumemmerring Creek Continuous Trail.
7	Drainage	Delay of the Clyde Creek Regional Stormwater Harvesting project due to delay in approvals by Melbourne Water.
8	Recreational, leisure and community facilities	Budget savings in Clyde North Precinct Active Open Space - District AFL/Cricket/ Netball - Springleaf Avenue project.
9	Parks, open space and streetscapes	Delay of the Doveton Pool in the Park New District Park Development project.
10	Other infrastructure	Variance due to salary capitalisation of project management costs captured against individual projects and budgeted at program level.

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
2026	\$'000	\$'000	\$'000	\$'000	\$'000
Customer and Corporate Services	404,312	67,971	336,341	40,221	3,873,623
Community Life	85,898	142,216	(56,318)	64,882	933,944
City Planning and Infrastructure	234,824	290,997	(56,173)	13,807	4,541,837
Office of the CEO - Strategy Innovation and Transformation	-	19,360	(19,360)	-	-
	725,034	520,544	204,490	118,910	9,349,404
Restated 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	264,612	254,320	10,292	6,592	4,398,688
Office of the CEO - Strategy Innovation and Transformation	10	23,724	(23,714)	-	-
	738,161	489,563	248,598	118,732	8,649,435

Note 3 Funding for the delivery of our services

3.1 Rates and charges

	2026	2025
	\$'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. The valuation base used to calculate general rates for 2025/26 was \$121.410 billion (2024/25 was \$117.016 billion).		
Residential	235,457	223,618
Commercial	14,370	13,470
Industrial	14,637	13,315
Farm/Rural	1,806	1,666
Supplementary rates and rate adjustments	4,840	3,892
Interest on rates and charges	2,721	2,033
Garbage charge	67,777	60,837
Total rates and charges	341,608	318,831

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2025 and the valuation was first applied in the rating year commencing 1 July 2025.

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

	2026	2025
	\$'000	\$'000
Infringements and costs	3,675	3,144
Town planning fees	1,664	1,748
Building	1,265	1,291
Land information certificates	502	426
Subdivision Fees	4,230	5,058
Animal registration and fines	2,164	2,449
Health registration and fees	1,816	1,590
Elections	898	147
Fire management	33	24
Total statutory fees and fines	16,247	15,877

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

	2026	2025
	\$'000	\$'000
Client fees – community care	390	456
Leisure centre and recreation	6,464	5,668
Kindergarten fees	475	244
Hire fees – council facilities	6,646	6,877
Pound release fees	820	675
Building services	1,267	1,290
Re-infrastructure/road opening fees	153	72
Recoveries	1,281	1,421
Reimbursements	1,952	2,480
Other fees and charges	2,008	1,954
Total user fees	21,456	21,137
User fees by timing of revenue recognition		
User fees recognised at a point in time	21,456	21,137
Total user fees	21,456	21,137

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:

	2026	2025
	\$'000	\$'000
Summary of grants		
Commonwealth funded grants	44,184	47,395
State funded grants	74,727	71,337
Total grants received	118,911	118,732

(a) Operating Grants

	2026	2025
	\$'000	\$'000
Recurrent – Commonwealth Government		
Connected Communities	1,202	1,334
Safer Communities	11	12
Financial Assistance Grants	34,255	38,237
Recurrent – State Government		
Connected Communities	1,512	1,607
Child Youth and Family	41,116	37,487
Total recurrent operating grants	78,096	78,677
Non-recurrent – Commonwealth Government		
Community Safety	151	120
Non-recurrent – State Government		
Active Communities	482	442
Arts and Cultural Development	47	101
Child Youth and Family	4,808	6,008
City and Asset Planning	-	53
City Presentation	47	135
Connected Communities	294	943
Finance and Rates	136	116
Growth and Investment	125	212
Statutory Planning and Building	33	105
Customer and Digital	-	4
Sustainability and Waste	41	224
Total non-recurrent operating grants	6,164	8,463
Total operating grants	84,261	87,140

(b) Capital Grants

	2026	2025
	\$'000	\$'000
Recurrent – Commonwealth Government		
Victorian Grants Commission (Local roads)	3,251	5,568
Roads to recovery	1,950	2,124
Infrastructure and Capital Projects	1,718	-
Total recurrent capital grants	6,919	7,692
Non-recurrent – Commonwealth Government		
Infrastructure and Capital Projects	1,646	-
Non-recurrent – State Government		
Infrastructure and Capital Projects	26,085	23,900
Total non-recurrent capital grants	27,731	23,900
Total capital grants	34,649	31,592

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.

(d) Unspent grants received on condition that they be spent in a specific manner

	2026	2025
	\$'000	\$'000
Operating		
Balance at start of year	10,441	15,735
Received during the financial year and remained unspent at balance sheet date	8,448	4,224
Received in prior years and spent during the financial year	(4,737)	(9,518)
Balance at year end	14,152	10,441
Capital		
Balance at start of year	9,922	9,457
Received during the financial year and remained unspent at balance sheet date	598	7,479
Received in prior years and spent during the financial year	(7,390)	(7,014)
Balance at year end	3,130	9,922

Unspent grants are determined and disclosed on a cash basis.

3.5 Contributions

	2026	Restated 2025
	\$'000	\$'000
Monetary	97,572	91,534
Non-monetary	137,344	161,579
Total contributions	234,916	253,113
Contributions of non monetary assets were received in relation to the following asset classes.		
Land	53,975	78,679
Buildings	-	666
Roads	45,496	37,350
Other infrastructure	37,873	44,884
Total non-monetary contributions	137,344	161,579

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

	2026	2025
	\$'000	\$'000
Proceeds of sale	954	1,013
Written down value of assets disposed	(30,227)	(12,067)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(29,273)	(11,054)

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

	2026	2025
	\$'000	\$'000
Interest	20,485	20,958
Other rent	1,535	1,409
Total other income	22,020	22,367

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

	2026	2025
	\$'000	\$'000
Wages and salaries	134,939	134,949
WorkCover	3,337	4,957
Superannuation	17,155	15,482
Fringe benefits tax	79	103
Other	3,461	6,148
Total employee costs	158,971	161,639

(b) Superannuation

Council made contributions to the following funds:

	2026	2025
Defined benefit fund	\$'000	\$'000
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	144	143
	144	143
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	6,863	5,996
Employer contributions – other funds	10,161	8,155
	17,024	14,151
Employer contributions payable at reporting date.	1,304	1,214

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

	2026	2025
	\$'000	\$'000
Building maintenance	8,616	7,496
General maintenance	60,017	48,232
Utilities	12,778	12,085
Office administration	63,880	59,780
Information technology	10,542	9,601
Insurance	3,580	3,463
Consultants	10,163	10,971
Rebate and reimbursements	14	291
Council developer contributions	11,574	28,378
Waste management	55,216	49,832
Total materials and services	236,380	230,129

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

	2026	2025
	\$'000	\$'000
Property	23,044	22,596
Plant and equipment	4,532	4,389
Infrastructure	64,020	57,506
Total depreciation	91,596	84,491

4.4 Depreciation – right of use assets

	2026	2025
	\$'000	\$'000
Vehicles	1,731	1,731
Property	163	132
Total depreciation – right of use assets	1,894	1,863

4.5 Allowance for impairment losses

	2026	2025
	\$'000	\$'000
Parking fine debtors	94	127
Other debtors	587	486
Total allowance for impairment losses	681	613

Movement in allowance for impairment losses in respect of debtors

	2026	2025
	\$'000	\$'000
Balance at the beginning of the year	3,826	3,235
New allowances recognised during the year	681	612
Amounts already allowed for and written off as uncollectible	(12)	(21)
Balance at end of year	4,495	3,826

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

	2026	2025
	\$'000	\$'000
Interest – borrowings	406	742
Total borrowing costs	406	742

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

	2026	2025
	\$'000	\$'000
Interest – lease liabilities	530	629
Total finance costs	530	629

4.8 Other expenses

	2026	2025
	\$'000	\$'000
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	166	148
Auditors' remuneration - Internal	135	149
Councillors' allowances	710	821
Leases	13	23
Grants and Contributions	4,651	4,329
Infrastructure assets and work in progress written off	23,115	3,868
Increase/(decrease) in landfill provision	1,296	119
Total other expenses	30,086	9,457

The \$23.1 million write-off of infrastructure assets and work in progress represents expenditure incurred in relation to the construction of Ballarto Road and South Gippsland Highway (\$11.8 million) and Hardys Road and Clyde Road (\$11.2 million). As these assets are not owned or controlled by Council, they do not satisfy the asset recognition criteria and have therefore been written off.

Note 5 Investing in and financing our operations

5.1 Financial assets

	2026	2025
(a) Cash and cash equivalents	\$'000	\$'000
Cash on hand	28	29
Cash at bank	3,123	17,223
Call deposits	22,354	23,347
Total cash and cash equivalents	25,505	40,599
(b) Other financial assets		
Current		
Term deposits	412,330	360,602
Total current other financial assets	412,330	360,602
Non-current		
Term deposits	72,000	35,000
Total non-current other financial assets	72,000	35,000
Total other financial assets	484,330	395,602
Total cash and cash equivalents and other financial assets	509,835	436,201

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.

Term deposits with original maturities greater than three months are classified as other financial assets. Such assets are classified as current where they mature within 12 months of the reporting date and non-current where they mature more than 12 months after the reporting date.

	2026	2025
(c) Trade and other receivables	\$'000	\$'000
Current		
Statutory receivables		
Rates debtors	48,075	43,997
Special rate assessment	267	293
Infringement debtors	5,044	4,203
Allowance for expected credit loss - infringements	(4,185)	(3,504)
Net GST receivable	4,742	4,536
Other receivables	260	75
Non statutory receivables		
Trade and other receivables	5,338	5,726
Allowance for expected credit loss - other debtors	(309)	(322)
Total current trade and other receivables	59,232	55,004

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.

	2026	2025
(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)	2,485	4,346
Past due by up to 30 days	259	55
Past due between 31 and 180 days	780	116
Past due between 181 and 365 days	329	31
Past due by more than 1 year	1,485	1,178
Total trade and other receivables	5,338	5,726
(e) Contract assets	\$'000	\$'000
Contract assets	8,210	6,843
Total contract assets	8,210	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

	2026	2025
(a) Other assets	\$'000	\$'000
Prepayments	5,158	4,070
Other	10,338	9,252
Total other assets	15,496	13,322

5.3 Payables, trust funds and deposits and contract and other liabilities

	2026	2025
(a) Trade and other payables	\$'000	\$'000
Current		
Non-statutory payables		
Trade payables	30,972	29,330
Accrued expenses	3,639	3,853
Statutory payables		
Net GST payable	240	456
Total current trade and other payables	34,851	33,639
(b) Trust funds and deposits	\$'000	\$'000
Current		
Refundable deposits	98	87
Emergency Services and Volunteers Fund	16,531	271
Retention amounts	40,177	49,551
Other refundable deposits	1,661	1,785
Total current trust funds and deposits	58,467	51,694

	2026	2025
(c) Contract and other liabilities	\$'000	\$'000
Contract liabilities		
Current		
Grants received in advance – operating	14,152	10,441
Total contract liabilities	14,152	10,441
Other liabilities		
Current		
Deferred capital grants	3,130	9,922
Total other liabilities	3,130	9,922
Total contract and other liabilities	17,282	20,363

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 number of circumstances, including in relation to building works, tender deposits, contract deposits and use of civic facilities.

Emergency Services and Volunteers Fund – Council is the collection agent for the Emergency Services and Volunteers Fund 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

	2026	2025
Current	\$'000	\$'000
Borrowings – secured	5,144	8,555
Total current interest-bearing liabilities	5,144	8,555
Non-current	\$'000	\$'000
Borrowings – secured	507	5,651
Total non-current interest-bearing liabilities	507	5,651
Total	5,651	14,206

Borrowings are secured by the rates of the Council.

Note 5 Investing in and financing our operations (continued)

	2026	2025
(a) The maturity profile for Council's borrowings is:	\$'000	\$'000
Not later than one year	5,144	8,555
Later than one year and not later than five years	507	5,651
Total	5,651	14,206

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
2026	\$'000	\$'000	\$'000
Balance at beginning of the financial year	32,656	8,521	41,177
Additional provisions	3,849	1,548	5,397
Amounts used	(3,656)	(1,259)	(4,915)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(416)	(252)	(668)
Balance at the end of the financial year	32,433	8,558	40,991
Provisions – current	26,164	1,315	27,479
Provisions – non-current	6,269	7,243	13,512
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

5.5 Provisions (continued)

	2026	2025
(a) Employee provisions	\$'000	\$'000
Current provisions expected to be wholly settled within 12 months		
Annual leave	10,265	10,163
Long service leave	3,785	4,123
Retirement gratuity	11	32
	14,061	14,318
Current provisions expected to be wholly settled after 12 months		
Annual leave	2,825	2,720
Long service leave	9,278	11,497
	12,103	14,217
Total current employee provisions	26,164	28,535
	2026	2025
Non-current	\$'000	\$'000
Long service leave	6,267	4,118
Retirement gratuity	2	3
Total non-current employee provisions	6,269	4,121
Aggregate carrying amount of employee provisions:		
Current	26,164	28,535
Non-current	6,269	4,121
Total aggregate carrying amount of employee provisions	32,433	32,656

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:	2026	2025
Discount rate	4.19%	4.25%
Wage index rate	4.97%	4.20%

Note 5 Investing in and financing our operations (continued)

5.5 Provisions (continued)

	2026	2025
(b) Landfill restoration	\$'000	\$'000
Current	1,315	1,326
Non-current	7,243	7,195
Total	8,558	8,521

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 \$8.6 million, inclusive of ongoing operational costs of up to \$1.3 million per annum for up to 8 years.

A provision of \$8.6 million (2024/25 \$8.5 million) is provided, based on the net present value of the estimated ongoing site management and monitoring costs over 8 years from 2026/27.

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:	2026	2025
Discount rate	4.49%	3.50%
Index rate	3.85%	4.10%

5.6 Financing arrangements

	2026	2025
The Council has the following funding arrangements in place as at 30 June	\$'000	\$'000
Credit card facilities	400	300
Other borrowing facilities	5,651	14,206
Total facilities	6,051	14,506
Used facilities	5,702	14,269
Unused facilities	349	237

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

2026	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	4,683	3,053	1,177	-	8,913
Environmental health services	5,171	5,162	-	-	10,333
Equipment	3,266	1,364	-	-	4,630
Facilities management	12,693	12,107	6,707	1,366	32,873
Graffiti removal	419	419	1,257	419	2,514
Information technology	11,066	8,750	12,051	8,306	40,173
Leisure centre management	800	795	794	-	2,389
Open space management	24,771	19,480	55,535	9,905	109,691
Professional services	9,692	7,977	7,405	3	25,077
Property valuation	204	-	-	-	204
Street cleaning	1,178	1,178	3,534	705	6,595
Waste management	44,469	42,689	95,492	-	182,650
Total	118,412	102,974	183,952	20,704	426,042

Capital					
Capital Works (Building)	13,666	2,701	1,060	-	17,427
Capital Works (Roads, Footpath, Kerb & Channel)	1,157	190	-	-	1,347
Other Capital Works	5,358	2,672	5,278	-	13,308
Total	20,181	5,563	6,338	-	32,082

Note 5 Investing in and financing our operations (continued)

5.7 Commitments (continued)

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 cleaning	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

(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.

	2026	2025
Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:	\$'000	\$'000
Not later than one year	836	867
Later than one year and not later than five years	2,722	2,772
Later than five years	3,600	3,465
Total	7,158	7,104

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 4 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 2025	475	7,058	7,533
Additions	-	-	-
Depreciation charge	(163)	(1,731)	(1,894)
Balance at 30 June 2026	312	5,327	5,639

<i>Lease Liabilities</i>	2026	2025
Maturity analysis – contractual undiscounted cash flows	\$'000	\$'000
Less than one year	2,486	2,478
One to five years	4,969	7,455
Total undiscounted lease liabilities as at 30 June:	7,455	9,933
Lease liabilities included in the Balance Sheet at 30 June:	\$'000	\$'000
Current	2,091	1,948
Non-current	4,620	6,711
Total lease liabilities	6,711	8,659

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.

	2026	2025
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:

	2026	2025
Payable:	\$'000	\$'000
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 2025	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfers	Impairment	Assets Held for Sale	Carrying amount 30 June 2026
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	3,677,927	-	53,975	122,486	-	-	-	35,903	-	-	3,890,291
Buildings	578,527	-	-	74,740	(23,044)	(774)	(5,585)	12,853	-	-	636,717
Plant and equipment	12,149	-	-	-	(4,532)	(123)	-	4,989	-	-	12,483
Infrastructure	3,768,502	-	83,369	304,038	(64,020)	(29,325)	5,035	54,551	-	-	4,122,150
Work in progress	88,943	135,960	-	-	-	-	(30,890)	(108,296)	-	-	85,717
Total	8,126,048	135,960	137,344	501,264	(91,596)	(30,222)	(31,440)	-	-	-	8,747,358

Summary of Work in Progress						
Progress	Opening WIP	Additions	Write-off	WIP Reclass	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property – Land	-	35,990	(33)	-	(35,903)	54
Property – Buildings	16,485	388	(557)	39,314	(12,853)	42,777
Plant and equipment	1,897	6,675	(2,714)	195	(4,989)	1,064
Infrastructure	70,561	92,907	(27,586)	(39,509)	(54,551)	41,822
Total	88,943	135,960	(30,890)	-	(108,296)	85,717

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 2025 - Restated	1,783,697	1,894,230	-	3,677,927	807,558	143,170	950,728	16,485	4,645,140
Accumulated depreciation at 1 July 2025	-	-	-	-	(300,303)	(71,898)	(372,201)	-	(372,201)
	1,783,697	1,894,230	-	3,677,927	507,255	71,272	578,527	16,485	4,272,939
Movements in fair value									
Additions	35,903	-	-	35,903	10,537	2,316	12,853	-	48,756
Contributions	11,453	42,522	-	53,975	-	-	-	-	53,975
Revaluation	85,387	37,099	-	122,486	108,779	18,012	126,791	-	249,277
Disposal	-	-	-	-	(596)	(918)	(1,514)	-	(1,514)
Write-off	-	-	-	-	-	-	-	(590)	(590)
Acquisition of WIP assets at cost	-	-	-	-	-	-	-	36,378	36,378
Transfers	8,713	(8,713)	-	-	(9,520)	(1,081)	(10,601)	(48,756)	(59,357)
WIP reclass	-	-	-	-	-	-	-	39,314	39,314
	141,456	70,908	-	212,364	109,200	18,329	127,529	26,346	366,239
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	-	(19,647)	(3,397)	(23,044)	-	(23,044)
Accumulated depreciation of disposals	-	-	-	-	186	554	740	-	740
Transfers	-	-	-	-	-	5,016	5,016	-	5,016
Revaluation increments/ decrements	-	-	-	-	(42,751)	(9,300)	(52,051)	-	(52,051)
	-	-	-	-	(62,212)	(7,127)	(69,339)	-	(69,339)
At fair value 30 June 2026	1,925,153	1,965,138	-	3,890,291	916,758	161,499	1,078,257	42,831	5,011,379
Accumulated depreciation at 30 June 2026	-	-	-	-	(362,515)	(79,025)	(441,540)	-	(441,540)
Carrying amount	1,925,153	1,965,138	-	3,890,291	554,243	82,474	636,717	42,831	4,569,839

(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 2025	14,600	16,041	10,908	41,549	1,897	43,446
Accumulated depreciation at 1 July 2025	(8,628)	(12,921)	(7,852)	(29,400)	-	(29,400)
	5,972	3,120	3,056	12,149	1,897	14,046
Movements in fair value						
Additions	3,318	1,363	308	4,989	-	4,989
Disposal	(2,114)	-	-	(2,114)	-	(2,114)
Acquisition of WIP assets at cost	-	-	-	-	6,675	6,675
Write-off	-	-	-	-	(2,714)	(2,714)
Transfers	-	-	-	-	(4,989)	(4,989)
WIP reclass	-	-	-	-	195	195
	1,204	1,363	308	2,875	(833)	2,042
Movements in accumulated depreciation						
Depreciation and amortisation	(1,913)	(1,072)	(1,547)	(4,532)	-	(4,532)
Accumulated depreciation of disposals	1,991	-	-	1,991	-	1,991
Impairment Losses recognised in Operating Result	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
	78	(1,072)	(1,547)	(2,541)	-	(2,541)
At fair value 30 June 2026	15,804	17,404	11,216	44,424	1,064	45,488
Accumulated depreciation at 30 June 2026	(8,550)	(13,993)	(9,399)	(31,941)	-	(31,941)
Carrying amount	7,254	3,411	1,817	12,483	1,064	13,547

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 2025 - Restated	2,396,604	128,141	345,498	1,374,042	229,140	38,317	315,132	78,682	4,905,556	70,561	4,976,117
Accumulated depreciation at 1 July 2025	(422,818)	(39,326)	(85,812)	(299,947)	(95,808)	(29,361)	(146,261)	(17,721)	(1,137,054)	-	(1,137,054)
	1,973,786	88,815	259,686	1,074,095	133,332	8,956	168,871	60,961	3,768,502	70,561	3,839,063
Movements in fair value											
Additions	25,135	904	4,080	5,100	2,703	41	16,034	555	54,552	-	54,552
Contribution	45,496	1,772	6,909	26,040	13	17	3,122	-	83,369	-	83,369
Revaluations	350	-	-	-	203,487	16,204	172,385	-	392,426	-	392,426
Disposal	(18,939)	(3,554)	(1,084)	(4,238)	(3,557)	(207)	(22,537)	(319)	(54,435)	-	(54,435)
Write-off	-	-	-	-	-	-	-	-	-	(27,586)	(27,586)
Acquisition of WIP assets at cost	-	-	-	-	-	-	-	-	-	92,907	92,907
Transfers	-	-	-	-	(4,550)	-	15,151	-	10,601	(54,551)	(43,950)
WIP Reclass	-	-	-	-	-	-	-	-	-	(39,509)	(39,509)
	52,042	(878)	9,905	26,902	198,096	16,055	184,155	236	486,513	(28,739)	457,774
Movements in accumulated depreciation											
Depreciation and amortisation	(23,325)	(1,376)	(5,280)	(15,011)	(7,919)	(1,851)	(7,768)	(1,490)	(64,020)	-	(64,020)
Accumulated depreciation of disposals	4,363	1,012	330	555	2,380	163	16,228	79	25,110	-	25,110
Revaluation increments/ decrements	(97)	-	-	-	(55,009)	3,528	(36,810)	-	(88,388)	-	(88,388)
Transfers	-	(550)	-	-	739	-	(5,755)	-	(5,566)	-	(5,566)
Impairment Losses recognised in Operating Result	-	-	-	-	-	-	-	-	-	-	-
	(19,059)	(914)	(4,950)	(14,456)	(59,809)	1,840	(34,105)	(1,411)	(132,864)	-	(132,864)
At fair value 30 June 2026	2,448,646	127,263	355,403	1,400,944	427,236	54,372	499,287	78,918	5,392,069	41,822	5,433,891
Accumulated depreciation at 30 June 2026	(441,877)	(40,240)	(90,762)	(314,403)	(155,617)	(27,521)	(180,366)	(19,132)	(1,269,918)	-	(1,269,918)
Carrying amount	2,006,769	87,023	264,641	1,086,541	271,619	26,851	318,921	59,786	4,122,151	41,822	4,163,973

Note 6 Assets we manage (continued)

Acquisition

Initial measurement

Council initially measures its property, infrastructure, plant and equipment assets at cost. The cost of an acquired asset is the fair value of the consideration that Council has provided 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 to Note 8.4 for more information on how Council measures fair value.

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	4-15 years	2
Computers and telecommunications	3-5 years	2
Infrastructure		
• road – pavements	26-200 years	10
• road – seals	5-77 years	10
• roads – kerb, channel and traffic management	10-88 years	10
• car parks	3-80 years	5
• bridges – deck	27-184 years	5
• bridges – substructure	27-184 years	5
• footpaths and cycleways	12-83 years	5
Drainage	20-100 years	5
Outdoor sports facilities	6-125 years	5
Waste management	10-50 years	5
Open space and landscaping community facilities	3-150 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

Land valuations were undertaken in 2025/26 by Sarah Morrissy of Westlink Consulting, an AAPI Certified Practising Valuer (Registration No. 62894). Building valuations were completed internally by Council's Head of Asset Planning and Systems, a professionally qualified engineer. The valuation methodology was based on the Rawlinsons Australian Construction Handbook building indices applicable to the Melbourne metropolitan area. 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. The adjustment has no impact on the comprehensive income statement. Where land use is not restricted, highest and best use is assumed to be current use, except where the land is held for sale, or highly likely to be used for an alternative purpose within 12 months of the reporting date.

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.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2026 are as follows:

	Level 1	Level 2	Level 3	Current Valuation Date	Type of Valuation
Land	-	1,965,138	-	30/06/2026	Full
Specialised Land	-	-	1,925,153	30/06/2026	Full
Specialised Buildings	-	-	554,243	30/06/2026	Index
Non Specialised Buildings	-	82,474	-	30/06/2026	Index
Total	-	2,047,612	2,479,396		

Note 6 Assets we manage (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. Parks, Open Space, and Streetscape assets—excluding Lighting—and Waste Management asset have been revalued in 2025/26. Drainage assets have been fully 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 and a full revaluation of these assets will be conducted in 2026/27. 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.

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 2026 are as follows:

	Level 1	Level 2	Level 3	Current Valuation Date	Type of Valuation
Roads	-	-	2,006,769	30-Jun-24	Index
Bridges	-	-	87,023	30-Jun-24	Full
Footpaths and cycleways	-	-	264,641	30-Jun-24	Index
Drainage	-	-	1,086,541	30-Jun-25	Full
Outdoor sports facilities	-	-	271,619	30-Jun-26	Full
Waste management	-	-	26,851	30-Jun-26	Full
Parks, open space and streetscapes	-	-	318,921	30-Jun-26	Full
Off street car parks	-	-	59,786	30-Jun-24	Index
Total	-	-	4,122,151		

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 3 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.

	2026	Restated 2025
Reconciliation of specialised land	\$'000	\$'000
Land under roads	738,772	706,555
Parks and reserves	1,086,343	1,014,338
Community facilities	86,372	52,221
Corporate	13,666	10,583
Total specialised land	1,925,153	1,783,697

6.2 Investments in associates, joint arrangements and subsidiaries

	2026	2025
(a) Investments in associates	\$'000	\$'000
Connected Libraries Ltd (CL)	3,414	4,246
Background	The Casey Cardinia Library Corporation (CCLC) operated as a regional library corporation providing library services to the municipalities of Casey and Cardinia. Following Cardinia Shire Council's withdrawal from the regional library agreement effective 30 November 2022, CCLC continued providing library services to the City of Casey under the business name Connected Libraries. On 1 July 2025, Connected Libraries transitioned to Connected Libraries Ltd, a not-for-profit public company limited by guarantee and registered with the Australian Charities and Not-for-profits Commission (ACNC), in accordance with the requirements of the Local Government Act 2020. Council owns the library properties utilised by Connected Libraries within the municipality and provides these facilities rent-free. The comparative balance at 30 June 2025 relates to Connected Libraries' operations under the former CCLC structure, while the current year balance relates to Connected Libraries Ltd.	
Fair value of Council's investment in Connected Libraries Ltd.	3,414	4,246

	2026	2025
Council's share of accumulated surplus/(deficit)	\$'000	\$'000
Council's share of accumulated surplus(deficit) at start of year	4,246	5,071
Reported surplus(deficit) for year (based on un-audited result)	(832)	(825)
Council's share of accumulated surplus(deficit) at end of year	3,414	4,246

	2026	2025
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)

6.2 Investments in associates, joint arrangements and subsidiaries (continued)

	2026	2025
	\$'000	\$'000
Narre Warren User Group	220	238
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	238	255
Reported surplus (deficit) for year	(18)	(17)
Total comprehensive result	220	238
Movement in carrying value of specific investment		
Carrying value of investment at start of year	238	255
Share of surplus (deficit) for year	(18)	(17)
Carrying value of investment at end of year	220	238
Net Assets	220	238

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, Chief Executive Officer and Directors are deemed KMP.

	2026	2025
	No.	No.
Councillors		
Cr Stefan Koomen - Councillor from 12 November 2024 and Mayor from 19 November 2024		
Cr Melinda Ambros - Councillor from 12 November 2024 and Deputy Mayor from 19 November 2024 - 17 November 2025		
Cr Michelle Crowther - Councillor from 12 November 2024 and Deputy Mayor from 18 November 2025		
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 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	12
Executive Leadership Team		
Chief Executive Officer, Mr Glenn Patterson		
Director, City Planning and Infrastructure, Mr James Collins (to 10 October 2025)		
Director, Customer and Corporate Services, Ms Jen Bednar		
Director, Community Life, Mr Steve Coldham (to 5 December 2025)		
Director, City Planning and Infrastructure, Ms Kathryn Seirlis (Acting from 6 October 2025; ongoing from 28 October 2025)		
Director, Community Life, Mr Callum Pattie (Acting from 8 December 2025; ongoing from 25 February 2026)		
Total of Chief Executive Officer and other Key Management Personnel	6	4
Total Number of Key Management Personnel	18	16

(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)

	2026	2025
Total remuneration of key management personnel was as follows:	\$'000	\$'000
Short-term employee benefits	2,313	2,087
Other long-term employee benefits	42	37
Post-employment benefits	206	188
Total	2,561	2,312

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2026	2025
Income range:	No.	No.
\$20,000 - \$29,999	-	10
\$40,000 - \$49,999	9	1
\$50,000 - \$59,999	1	-
\$60,000 - \$69,999	1	-
\$70,000 - \$79,999	-	2
\$80,000 - \$89,999	-	1
\$130,000 - \$139,999	1	-
\$140,000 - \$149,999	1	1
\$190,000 - \$199,999	1	-
\$310,000 - \$319,999	1	-
\$350,000 - \$359,999	2	-
\$370,000 - \$379,999	-	1
\$380,000 - \$389,999	-	1
\$390,000 - \$399,999	-	1
\$500,000 - \$509,999	-	1
\$560,000 - \$569,999	1	-
	18	19

(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.*

	2026	2025
	\$'000	\$'000
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	3,302	2,954
Other long-term employee benefits	82	76
Post-employment benefits	392	349
Total	3,776	3,379

The number of other senior staff are shown below in their relevant income bands:

	2026	2025
Income range:	No.	No.
\$210,000 - \$219,999	1	1
\$220,000 - \$229,999	-	2
\$230,000 - \$239,999	2	4
\$240,000 - \$249,999	5	2
\$250,000 - \$259,999	3	5
\$260,000 - \$269,999	2	-
\$280,000 - \$289,999	2	-
	15	14
Total Remuneration for the reporting year for Senior Officers included above, amounted to (\$'000)*:	3,776	3,379
* 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

	2026	2025
(a) Transactions with related parties	\$'000	\$'000
During the period Council entered into the following transactions with related parties		
Connected Libraries		
Provision of library services, in accordance with the Regional Library Agreement	8,571	7,737
Reimbursement of shared cost	6	-
Reimbursement of Cost - Library innovation project	88	45
Reimbursement of Cost - Payment to independent board members	23	-
Provision of financial and other services to Connected Libraries	(34)	(34)
Procurement Australasia Ltd		
Annual Procurement Australia Conference - Ticket	-	1
CT Management Group Pty Ltd.		
Financial Ratios Benchmarking Data Pack	2	2
	8,656	7,751

(b) Outstanding balances with related parties

There were no outstanding balances with related parties that required disclosure during the 2025/26 or 2024/25 reporting years.

(c) Loans to/from related parties

No loans have been made, guaranteed, or secured by Council to related parties during the 2025/26 or 2024/25 reporting years.

(d) Commitments to/from related parties

No commitments have been made, guaranteed, or secured by Council to related parties during the 2025/26 or 2024/25 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). During the liability period, adjustment payments 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. Any adjustments, which are expected to occur at the 3-year and 6-year periods during the liability period will affect participating members. The assessment from WorkSafe Victoria at the 3-year period was a deficiency of \$5.776 million payable to WorkSafe Victoria. This was due to evidence of higher-than-expected payments and higher claim lodgements during the first three years of the runoff period.

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 Australian Accounting Standards issued but not yet effective

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2026 reporting period. Council assesses the impact of these new standards.

The Australian Accounting Standards Board (AASB) has issued AASB 18 Presentation and Disclosure in Financial Statements. When applicable AASB 18 supersedes AASB 101 Presentation of Financial Statements. AASB 18 aims to improve how entities communicate in their financial statements, with a focus on information about financial performance in the statement of profit or loss. It is expected to result in presentation and disclosure changes, primarily to Council's Comprehensive Income Statement. AASB 18 is expected to first apply to Council for the 2028/29 financial year.

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.



Note 8 Managing uncertainties (continued)

Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

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 4.35%

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. For assets where Council adopts a current replacement cost approach to determine fair value, Council considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation.

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.

The impairment policy above does not apply to Council's property, infrastructure, specialised buildings and other non-current physical assets subsequently measured at fair value. These are primarily non-cash generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity. Their recoverable amount is expected to be materially the same as fair value determined under *AASB 13 Fair Value Measurement*, with the consequence that *AASB 136 Impairment of Assets* does not apply to such assets that are regularly revalued.

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
2026	\$'000	\$'000	\$'000
Property			
Land and land improvements	2,494,788	122,473	2,617,261
Buildings	227,848	71,814	299,662
	2,722,636	194,287	2,916,923

Infrastructure			
Roads	914,727	(4,190)	910,537
Bridges	54,482	(285)	54,197
Footpaths and cycleways	65,873	(177)	65,696
Drainage	584,229	(1,489)	582,740
Recreational, leisure and community facilities	66,038	147,574	213,612
Waste management	2,885	19,732	22,617
Parks, open space and streetscapes	39,420	132,875	172,295
Off-street car parks	23,992	(122)	23,870
	1,751,646	293,918	2,045,564
Total asset revaluation reserves	4,474,282	488,205	4,962,487

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

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
2026	\$'000	\$'000	\$'000	\$'000
Asset Reserve	45,865	(8,007)	5,985	43,843
Developer Reserve	185,059	(60,325)	102,437	227,171
General Reserve	21,919	(8,775)	9,704	22,848
Total Other reserves	252,843	(77,107)	118,126	293,862

2025				
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

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)

	2026	Restated 2025
	\$'000	\$'000
Surplus/(deficit) for the year	204,487	248,598
Non-cash adjustments:		
(Profit)/loss on disposal of property, infrastructure, plant and equipment	29,273	11,054
Contributions - Non-monetary assets	(137,344)	(161,579)
Depreciation/Amortisation	93,490	86,354
Finance Costs	936	1,371
Share of net loss (or profit) of associates and joint ventures	850	842
Prior year capital works expensed	27,661	2,096
Payments for property, infrastructure, plant and equipment expensed	3,775	11,209

Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	12,703	(8,867)
(Increase)/decrease in interest receivables	(1,086)	(1,060)
(Increase)/decrease in prepayments	(1,088)	40
(Increase)/decrease in grants receivable	(1,367)	(6,843)
Increase/(decrease) in trade and other payables	561	(1,541)
(Decrease)/increase in contract and other liabilities	(3,081)	(4,829)
(Decrease)/increase in other liabilities	(9,488)	3,425
(Decrease)/increase in provisions	(186)	1,933
Net cash provided by/(used in) operating activities	220,096	182,203

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 2026, this was 12% as required under Superannuation Guarantee (SG) legislation (2025: 11.5%)).

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 Employee Benefits.

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 2025, 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 2025 (of which Council is a contributing employer) was 110.5%.

The financial assumptions used to calculate the VBI were:

Net investment returns	5.7% pa
Salary information	3.5% pa
Price inflation (CPI)	2.6% pa

As at 30 June 2026, a triennial actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2026.

Vision Super has advised that the VBI at 30 June 2026 was 116.9%. Council was notified of the 30 June 2026 VBI during August 2026 (2025: August 2025). The financial assumptions used to calculate this VBI were:

Net investment returns	6.2% pa
Salary information	3.5% pa
Price inflation (CPI)	3.0% pa to 30 June 2029 and 2.6%pa thereafter.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2025 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 2026, this rate was 12% of members' salaries (11.5% in 2024/25). 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.



Note 9 Other matters (continued)

9.3 Superannuation (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 2025 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 2025 and 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:

	2025 (Interim) \$m	2024 (Interim) \$m	2023 (Triennial) \$m
A VBI Surplus	200.1	108.4	85.7
A total service liability surplus	229.4	141.4	123.6
A discounted accrued benefits surplus	242.8	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 2025.

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 2025.

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 2025.

The 2026 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund’s position as at 30 June 2026 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2026. The last interim actuarial investigation conducted prior to 30 June 2026 was at 30 June 2025.

The VBI of the Defined Benefit category at that date was 110.5%. The financial assumptions used to calculate the 30 June 2025 VBI were:

- New investment returns 5.7% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.6% pa

Council was notified of the 30 June 2025 VBI during August 2025.

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2025 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:

	2023 (Triennial investigation)	2020 (Triennial investigation)
Net investment return	5.7% pa	5.6% pa
Salary inflation	3.5% pa	2.5% pa for the first two years and 2.75% pa thereafter
Price inflation	2.8% pa	2.0% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2026 are detailed below:

Scheme	Type of Scheme	Rate	2026 \$,000	2025 \$,000
Vision super	Defined benefits	12% (2025:11.5%)	144	143
Vision super	Accumulation	12% (2025:11.5%)	6,863	5,996

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 2026.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2027 is \$353K.

Note 9 Other matters (continued)

9.4 Prior period adjustments - Non Monetary Contributions

Due to the timing of information received in relation to the recognition of non-monetary contributions, \$158.9 million relating to the 2024/25 financial year and prior years was not recognised in the period to which it pertained.

This resulted in an understatement of non-monetary contributions income of \$108.9 million for the year ended 30 June 2025, and \$50.0 million for 30 June 2024 and prior years.

In addition, as part of the Open Space asset revaluation process, Council identified previously unrecorded assets with a gross fair value of \$80.1 million. After recognising accumulated depreciation of \$31.1 million, the assets had a net book value of \$49.0 million.

The delayed recognition of non-monetary contributions and the omission of these previously unrecorded assets resulted in an understatement of property, infrastructure, plant and equipment and accumulated surplus. As at 30 June 2025, the understatement was \$157.9 million, comprising \$108.9 million relating to non-monetary contributions and \$49.0 million relating to previously unrecorded assets. As at 30 June 2024, the understatement was \$99.1 million. The combined prior period adjustments increased the carrying value of assets and equity by \$208.0 million as at 30 June 2025.

These errors have been corrected by restating each affected financial statement line item at 30 June 2025 or 1 July 2024 where relevant and the impact of such correction is set out in the table below.

	June 2025 as previously presented	Prior period adjustments	June 2025 as restated
Impact of change on the comprehensive income statement	\$'000	\$'000	\$'000
Contributions – non monetary	52,658	108,921	161,579
Total income/revenue	629,240	108,921	738,161
Surplus/(deficit) for the year	139,677	108,921	248,598
Total comprehensive result	751,102	108,921	860,023
Impact of change on the balance sheet			
Property, infrastructure, plant and equipment	7,918,049	207,999	8,126,048
Total non-current assets	7,965,066	207,999	8,173,065
Total assets	8,441,436	207,999	8,649,435
Net assets	8,271,698	207,999	8,479,697
Accumulated surplus	3,544,573	207,999	3,752,572
Total equity	8,271,698	207,999	8,479,697
Impact of change on statement of changes in equity			
Surplus/(deficit) for the year	139,677	108,921	248,598
Accumulated surplus	3,544,573	207,999	3,752,572
Total equity	8,271,698	207,999	8,479,697

- There is no impact on the total operating, investing or financing cash flows for the year ended 30 June 2025.
- There is no impact on the statement of capital works for the year ended 30 June 2025.

Note 10 Change in accounting policy

There have been no changes to accounting policies in the 2025/26 year.

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 (48,070). ²

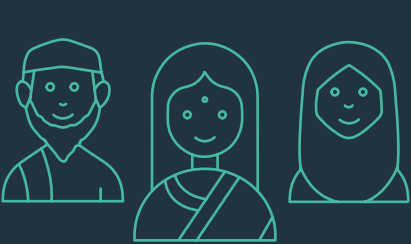
The median age is 34. ¹

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

44% of Casey residents do not have a qualification, 20% have vocational training, and 17% have a bachelor or higher degree.⁴

53% 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

46% are couple families with children, 33% are one parent families and 19% 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, 47% of households were couple families with children, 21% were couples without children, 12% were one parent families and 16% were lone person households.¹

21% of households in Casey earn a high income (\$2,500 or more per week) and 15% were classified as low-income households (less than \$650 per week), compared with 21% and 20% 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 2023, Casey’s local economy generated \$14.75 billion in net wealth (Gross Regional Product or GRP) which represents 2.54% of the states GSP (Gross State Product).⁶

There are 36,100 local businesses in Casey.⁶



Health and Wellbeing

24% 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, 2024
² Forecast.id 2025
³ ABS Estimated Resident Population, 2024
⁴ Profile.id 2025
⁵ DHA, 2023
⁶ NIEIR, 2024
⁷ Edmund Rice Centre, 2022
⁸ Victorian Population Health Survey, 2023
⁹ Casey data (birth notices) - CDIS software (MCH software)

NB: All percentages have been rounded to the nearest whole number. All figures have been rounded to the nearest hundred.

Editorial note: Post-Adoption Administrative Corrections

Following Council's adoption of the 2025/26 Annual Report, minor administrative corrections were made to rectify typographical errors in the Governance, Management and Other Information section.

- On page 112, the number of Delegated Committee Meetings attended by Cr Dizon was corrected from 0 to 4. The total number of meetings attended by Cr Dizon was also corrected from 12 to 16.

These corrections do not affect the substance, financial information or conclusions of the report.



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