

City of Casey

# Quarterly Community Report

## JANUARY TO MARCH 2026



## **ACKNOWLEDGEMENT OF COUNTRY**

The City of Casey proudly acknowledges the traditional owners, Casey's Aboriginal communities and their rich culture and pays respect to their Elders past, present and future. We acknowledge Aboriginal people as Australia's first peoples and as the traditional owners and custodians of the land on which we work and live.

## **COMMITMENT TO RECONCILIATION**

The City of Casey is committed to reconciliation 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.

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# OUR COUNCILLORS AND WARD STRUCTURE

The City of Casey has a democratically elected Council with twelve elected Councillors, each representing one of Casey's wards, who will serve a four-year term until September 2028.

This ward structure reflects Casey's growing population and promotes fair and equitable representation, supporting good governance across the city.

Each ward is tailored to the unique characteristics and priorities of its communities.



**Cr Stefan Koomen**  
**Mayor**  
**Waratah**



**Cr Michelle Crowther**  
**Deputy Mayor**  
**Cranbourne Gardens**



**Cr Scott Dowling**  
**Akoonah**



**Cr Kim Ross**  
**Casuarina**



**Cr Gary Rowe**  
**Correa**



**Cr Anthony Walter**  
**Dillwynia**



**Cr Dave Perry**  
**Grevillea**



**Cr Melinda Ambros**  
**Kalora**



**Cr Shane Taylor**  
**Kowan**



**Cr Carolyn Eaves**  
**Quarters**



**Cr Lynette Pereira**  
**River Gum**



**Cr Jennifer Dizon**  
**Tooradin**

# MAYOR'S MESSAGE

On behalf of the City of Casey Councillors, I am pleased to present the Quarterly Community Report for January to March 2026. This is the third report for the *Council Plan 2025–29* and outlines progress delivered through the *Annual Action Plan 2025/26*.

This quarter reflects strong momentum across major projects, sustainability initiatives, city planning and community engagement.

## Delivering Major Community Infrastructure

Significant progress continued across Council's Capital Works Program, with major community infrastructure projects advancing through key construction stages across the city. More than \$98 million was invested during the quarter, placing the program ahead of schedule.

Construction progressed on major projects including;

- The Ballarto Road Family and Community Centre
- Springleaf Recreation Reserve
- Doveton Pool in the Park redevelopment
- Old Cheese Factory Multipurpose Space

Alongside these large projects, a wide range of local works were completed, including playground renewals, drainage upgrades, shared paths and road safety improvements.

## Progress Toward a More Sustainable and Climate Resilient City

Strong progress continued toward Council's climate and sustainability commitments. Corporate carbon emissions were reduced by more than 80 per cent, reflecting ongoing investment in energy efficient buildings, expanded solar infrastructure and battery storage across Council facilities.

Council also progressed climate and resilience initiatives, including community leadership programs, biodiversity planning and early wetland monitoring, helping protect natural areas and prepare for the impacts of climate change.

## Planning for a Growing City

Important planning and advocacy milestones were reached during the quarter to support future housing, jobs and infrastructure delivery. Key precinct structure plans progressed or were finalised, enabling employment growth and new neighbourhoods, while work continued on the Affordable Housing Policy to help guide Council's role in supporting housing outcomes for the community.

Council also strengthened advocacy for transport and connectivity improvements, publishing priority projects and continuing engagement with State Government to support improved public transport, road upgrades, walking and cycling infrastructure and digital connectivity across Casey.

## Listening to Our Community

Community engagement remained strong, with more than 16,000 visits to Casey Conversations during the quarter and over 1,100 submissions received on a wide range of projects including, Kerbside Waste Collection Policy review, three activity centre upgrades and planning for the Manuka Road Development Plan.

Community feedback continues to play a critical role in shaping Council decisions, projects and advocacy priorities. I would like to thank all members of the community who participated in our community engagement activities and events and encourage everyone to take the opportunity to get involved to help shape a better future for our city.



**Cr Stefan Koomen**  
Mayor  
City of Casey

# COUNCIL PLAN ACTIONS AND STRATEGIC INDICATOR PERFORMANCE

This section outlines Council’s progress in delivering the *Annual Action Plan 2025/26*, including progress against strategic indicators as at 31 March 2026.

Further detail on action and indicator status is provided in the report.

## Council Plan Actions (n=63)



## Strategic Indicators (n=40)



## Individual Strategic Outcomes

### Strategic Outcome 1 Strong Communities

Council Plan Actions (n=23)



Strategic Indicators (n=16)



### Strategic Outcome 2 Liveable City

Council Plan Actions (n=10)



Strategic Indicators (n=5)



### Strategic Outcome 3 Sustainable Environment

Council Plan Actions (n=11)



Strategic Indicators (n=6)



### Strategic Outcome 4 Thriving Local Economy

Council Plan Actions (n=8)



Strategic Indicators (n=4)



### Strategic Outcome 5 High Performing Organisation

Council Plan Actions (n=11)



Strategic Indicators (n=9)



# Strategic Outcome 1

## Strong Communities

### Strategic Priority 1.1 Community safety: Partner with community to enhance safety outcomes and feelings of safety.

**Due date: 30 June 2026**

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

**Status:** In progress ■

**Latest update:** Council continued to progress the *Graffiti Management Program 2026–2030*, which sets out a coordinated approach to preventing, removing and responding to graffiti across Casey. During the period, the program was fully drafted, drawing on community feedback and analysis of graffiti hotspot and repeat location data.

To support timely delivery, graffiti management activities will be guided by the program ahead of formal Council endorsement.

Council expects formal endorsement to be completed in the final quarter of the financial year. Following endorsement, Council will close the loop with the community through the Casey Conversations platform, outlining how feedback received during earlier engagement has shaped the final program and confirming next steps for implementation.

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

**Status:** In progress ■

**Latest update:** Council continued to support pedestrian safety in school zones through school crossings and road safety education across Casey. Increased community requests for school crossings resulted in a higher volume of assessments being undertaken in line with Department of Transport School Crossing Risk Assessment Framework requirements.

Four new State Government schools that opened in Term 1, 2026 received support from Council's Road Safety Education function, with Clyde Creek Primary School selected as the focus school for the term. In addition, two new school crossings were opened, while other schools were supported through education resources and signage requests.

Ensuring school crossings remained staffed continued to be a focus alongside managing growing service demand.

**Action:** Conduct research on residents' perceptions of local crime and safety issues in Casey.

**Status:** In progress ■

**Latest update:** During the period, Council completed its community safety survey, capturing residents' views on crime and safety across Casey. Analysis is now underway, including comparing results with previous surveys to identify trends over time.

This work will help highlight key concerns, changes in community sentiment, and priority areas for action. Findings will be shared with the community and used to inform future safety initiatives and planning.

**Action:** 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.

**Status:** In progress ■

**Latest update:** Council continued to strengthen community safety outcomes by maintaining and developing partnerships with Victoria Police, emergency services, local business and community groups, including Neighbourhood Watch.

Key engagement activities during the period included:

- A Safer Casey Community Reference Group meeting held in February, which focused on issues affecting people living in hoarding and squalor across Casey.
- Ongoing monthly meetings with Victoria Police Community Liaison Coordinators, supporting regular information sharing and coordination on local safety priorities.
- Formation of new partnerships with service providers in the Doveton area, including key government departments, to support place-based responses to community safety concerns.
- Establishment of a working group with developers in newer growth areas, including Clyde North, to enable early engagement on community safety considerations.
- Attendance at two Neighbourhood Watch meetings and a community day in a new housing estate, supporting local connection and community awareness.

In addition, Council worked collaboratively with Victoria Police, Crime Stoppers and Neighbourhood Watch to develop a schedule of approximately ten community crime and safety meetings planned for delivery across the 2026 calendar year, with the first meeting held on 31 March.

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

**Status:** Completed ■

**Latest update:** During the period, Council continued to invest in maintaining and upgrading public amenities to improve safety, accessibility and amenity. Crime Prevention Through Environmental Design (CPTED) principles were embedded across the planning, design and delivery of open space upgrades, skate parks and dog off-leash areas. Several local and district playground projects were also completed and opened for community use, including Irene Parade Reserve, Lyall Street Reserve, Strathaird Reserve, Wintersun Road Reserve and Wood Road Reserve.

Strategic indicator	Status	Latest update
Maintain a high level of graffiti removal requests to improve the appearance of public areas and improve safety perceptions within the community.	On track <span style="color: green;">■</span>	Council continued to deliver a strong and responsive graffiti removal service during the quarter, with 99.7 per cent of requests addressed promptly. While a small number of requests could not be progressed due to access or consent requirements, overall performance remained consistently high.
Increase the number of Road Safety Education initiatives delivered to enhance community awareness and safety.	On track <span style="color: green;">■</span>	Clyde Creek Primary School took part in a road safety education session during the quarter, helping to build students' understanding of safe behaviours around roads and local streets. The session supported Council's ongoing efforts to improve safety awareness and foster safer communities.
Maintain a low average number of days to action safety requests, such as animal management, to improve community safety.	On track <span style="color: green;">■</span>	<p>During the quarter, even though there was a slight increase in response times to animal management requests, the average time to action was still low at 1.88 days. This was largely driven by a higher than usual volume of cat nuisance complaints received during the period.</p> <p>Some changes were also implemented with Council's pound provider, including new cat intake processes and capacity limits, which resulted in occasions where animals needed to be held for longer prior to acceptance. In addition, staffing and leadership changes, together with the usual pressures experienced at the start of the year, contributed to the shift in response times this quarter.</p>
Increase the number of environmental design audits to assess safety improvements.	Off track <span style="color: red;">■</span>	Two environmental design audits were undertaken during the quarter at Edwin Flack Reserve, Berwick and along Webb Street, Narre Warren. Audit activity was lower this quarter, however, additional audits are planned for delivery across other locations as the year progresses.

## **Strategic Priority 1.2 Effective advocacy: Coordinate advocacy and partnerships to attract funding for and provision of critical non-council services that support community needs.**

**Due date: 30 June 2026**

**Action:** 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.

**Status:** In progress ■

**Latest update:** Council worked with kindergarten providers and the Department of Education to understand how the Best Start Best Life reforms were affecting service delivery in Casey. Engagement identified challenges relating to workforce availability, service viability and ongoing unmet demand.

Discussions highlighted barriers faced by vulnerable children in accessing local services and informed future advocacy and planning.

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

**Status:** In progress ■

**Latest update:** During the quarter, key insights from extensive engagement with internal and external partners were further refined and prioritised to better identify service gaps and demand pressures. This work strengthened Council's evidence base for advocacy and will support more targeted requests for additional resources. Implementation of priority actions is scheduled to commence in quarter four, contributing to stronger primary prevention initiatives, improved early intervention coordination, and safer community environments that help prevent family violence.

**Action:** 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.

**Status:** In progress ■

**Latest update:** Council continued partnering with the South East Homelessness and Housing Alliance (SEHHA) to strengthen a coordinated regional response to homelessness and housing insecurity. One meeting was held with SEHHA during the quarter. An Action Plan was finalised and a draft website developed. Working groups were established and commenced delivery of actions, including communications and advocacy, monitoring and evaluation, and grant applications.

**Action:** 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.

**Status:** In progress ■

**Latest update:** A Community Food Relief Roundtable chaired by the Mayor was held on 3 March, bringing together 18 representatives from 11 organisations, along with two Councillors. A summary of the roundtable outcomes was provided to all participating food relief providers and Councillors.

During the period, Council also progressed advocacy priorities for the Victorian State Election, including food relief, housing and homelessness, and mental health. In addition, guidelines were prepared to support the delivery of the food relief grant.

**Action:** 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.

**Status:** Completed ■

**Latest update:** Council continued joint advocacy with regional partners to strengthen aged care service provision. An advocacy brief outlining Commonwealth Home Support Program (CHSP) service gaps and client impacts was provided to the CHSP Policy Team within the Federal Department of Health and Aged Care. No outcome has been advised since submission in October 2025.

Further advocacy was undertaken through completion of the Aged Care Reform Sector Pulse Survey in March 2026, supporting calls for increased CHSP services for older people.

Strategic indicator	Status	Latest update
Advocate and secure service funding to enhance the availability of critical services for the community.	Off track ■	Efforts to advocate for and secure funding to support important community services continued during the quarter, including the launch of an election advocacy campaign focused on key local priorities. While funding outcomes were not confirmed during this period due to the timing of announcements and broader budget settings at the start of the year, advocacy activity positioned Council well for future funding opportunities, with results anticipated later in the year following State and Federal budget decisions.

**Strategic Priority 1.3 Arts and destinations: Utilise cultural, arts and heritage experiences and places to foster community connection and cohesion, inclusion and a strong creative community.**

**Due date: 30 June 2026**

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

**Status:** In progress ■

**Latest update:** Creative programming continued during the quarter across Bunjil Place, Old Cheese Factory and The Factory rehearsal space, providing opportunities for the community to engage in local arts and cultural activities. This included the Wednesday Night Workshop series, participatory Open Space programming, and ceramics and drawing workshops at Old Cheese Factory.

**Action:** 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.

**Status:** Completed ■

**Latest update:** Work on this project was completed during the quarter. This included regular Project Working Group meetings, finalisation of building changes and set-up, continued development of partnership models, and the delivery of marketing and communications for the opening.

The official opening was held on Library Lovers Day, Saturday 14 February 2026, and included a Family Fun Day attended by approximately 300–400 visitors.

**Action:** 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.

**Status:** In progress ■

**Latest update:** Council progressed planning and delivery works across key community facilities.

- At the Old Cheese Factory, construction of the multipurpose rooms commenced and remain on track.
- At Wilson Botanic Park, progress continued on the overflow car park project, with consultation occurring through the Overflow Car Park Reference Group. Planning also progressed for improved visitor centre access pathways, with work underway to secure funding to support delivery.

Strategic indicator	Status	Latest update
<p>Increase the percentage of people who feel Council events are inclusive and welcoming, promoting community connection and engagement.</p>	<p>Off track <span style="color: red;">■</span></p>	<p>Survey results from Council events held during the quarter showed that 83 per cent of respondents agreed the events were inclusive and welcoming. While this remains a strong result, it represents a decline from the previous quarter. As the intent of the indicator is to increase perceptions of inclusivity and welcoming environments, this result has been assessed as off track.</p> <p>Council will continue monitoring results and applying learnings from recent events to support improvement in perceptions of inclusivity and community connection in coming quarters.</p>
<p>Increase library membership to support access to cultural, arts, and learning resources.</p>	<p>Off track <span style="color: red;">■</span></p>	<p>Library membership levels remained stable during the quarter at 24.62 per cent, reflecting continued community use of library services for learning, connection and access to information. Membership data is managed in line with Libraries Victoria requirements, which include regular auditing and cleansing processes.</p> <p>As part of this process, memberships that have not been renewed for three years are automatically removed. These routine updates help ensure records remain current and accurate but can also influence reported membership figures from quarter to quarter, even where underlying community engagement remains consistent.</p>
<p>Increase satisfaction with events that offer opportunities for the community to experience local arts and cultural activities.</p>	<p>On track <span style="color: green;">■</span></p>	<p>Community satisfaction with local arts and cultural events remained high during the quarter, with 94 per cent of participants expressing positive feedback. This result reflected the quality and relevance of the programme and demonstrated strong community participation and engagement in local cultural activities.</p>

**Strategic Priority 1.4 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.**

**Due date: 30 June 2026**

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

**Status:** In progress ■

**Latest update:** A range of modified and informal activities were delivered and well attended during the quarter, including nine Summer of Tennis sessions (Cardio Tennis and a Dads Matter introductory format), along with pickleball, chair yoga and walking football.

The *#CaseyGirlsCan* initiative strengthened access for culturally and linguistically diverse communities through a new partnership with Hemat (Afghan youth and women), including the co-design of a badminton program. Collaboration was also initiated with the Casey North Community Information and Support Service to embed wellbeing and post partum mental health support into a *Mums and Bubs* Pilates program, alongside ongoing programs delivered across multiple suburbs.

Officers also continued to build partnerships with State Sporting Associations to support the expansion of modified sport delivery.

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

**Status:** In progress ■

**Latest update:** Council progressed the Accessible Casey Project from project establishment into detailed scoping and delivery planning. During the quarter, work focused on defining practical accessibility assessment tools and undertaking consultancy planning to support a consistent, organisation wide approach to assessing the accessibility of Council buildings and facilities. This marked a clear transition from initial set up activities to the development phase of the project, supporting improved access to Council facilities and public spaces for people with disability.

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

**Status:** In progress ■

**Latest update:** Council partnered with Proud2Play to deliver a full-day capacity-building session for local sporting clubs aimed at increasing inclusion for LGBTIQ+ communities. The session focused on practical guidance to help clubs understand inclusive practice in sport, including creating welcoming environments, using respectful language, improving policies and facilities, and addressing privacy and child-safe considerations.

Participating clubs were supported to reflect on current practices, identify priority improvements, and begin developing action plans to embed inclusive and safe participation opportunities across their activities.

Strategic indicator	Status	Latest update
<p>Increase the participation of women, girls, and gender-diverse people in sport, leisure, and community activities, ensuring inclusivity and accessibility.</p>	<p>Off track <span style="color: red;">■</span></p>	<p>Participation decreased by 5.67 per cent this quarter reflecting a quieter start to the year, with fewer participation opportunities available. Participation levels are expected to increase as a broader range of activities and programs are delivered later in the year.</p>

## **Strategic Priority 1.5 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.**

**Due date: 30 June 2026**

**Action:** 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.

**Status:** In progress ■

**Latest update:** During the quarter Latrobe Community Health Service was appointed as the youth counselling and mental health provider for the next three years. Preparatory work continued with the provider to explore the delivery of two community education and training programs and Mental Health First Aid courses for young people and professionals were planned.

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

**Status:** In progress ■

**Latest update:** At the end of the quarter, 5,144 children were enrolled in 3 and 4 year old kindergarten services through Council's Central Registration and Enrolment Scheme (CRES). To support access to kindergarten services that meet the needs of families in 2026, a range of Pre Prep session options were available, with hours ranging from 18 to 22.5 hours per week.

As of 12 March 2026, 342 children were accessing Pre Prep hours. With support from the Department of Education, additional places were created and extra sessions introduced to help increase access to 3 and 4 year old kindergarten.

During the quarter, Uniting Vic.Tas successfully commenced management of three former Council kindergarten services, in preparation for the opening of the new kindergarten at Hardy's Road, which is expected to commence services between July and September 2026.

Membership in the CRES program continued to grow as new kindergarten sites opened on school sites, supporting families to more easily access kindergarten services across Casey. While demand remains high and some children are still unable to access a local kindergarten place for 2026, the service continues to monitor demand and offer alternative service options, including long day care, to help support access to 3 and 4 year old kindergarten.

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

**Status:** In progress ■

**Latest update:** Youth Service Review recommendations continued to be implemented during the quarter to support improved access to youth programs. Latrobe Community Health Service (LCHS) was appointed for a three year period to deliver youth counselling services and community education and information sessions.

The intake process for youth counselling services was finalised during the quarter, with service delivery due to commence in April 2026. A new service delivery structure was also finalised and is also due to commence on 20 April 2026, this will support the operational changes required to strengthen youth service delivery.

From April 2026, an increase in outreach and pop up programs and events is planned to help engage young people in spaces where they already connect and spend time. Work is also progressing on the establishment of a Youth Mental Health Roundtable, scheduled to be held between July and September 2026.

Strategic indicator	Status	Latest update
Increase participation in the Maternal and Child Health (MCH) service to support early years development.	On track ■	Participation in the Maternal and Child Health (MCH) service remained strong during the quarter, with 38.35 per cent of families engaging with the service. This result reflects ongoing community confidence in early years support and highlights the continued value of services that promote healthy childhood development.
Increase the number of children registered for 3 and 4-year-old kindergarten to promote early childhood education.	Off track ■	2,488 children were registered for three and four year old kindergarten programs during the quarter. Registrations continued to track closely to expectations at this stage of the year and are anticipated to increase as enrolment activity continues, reflecting sustained demand for early learning and ongoing progress in supporting children and families across the municipality.
Increase satisfaction with the Dad's Matter program to support engaged parenting.	On track ■	Satisfaction with the Dads Matter Program remained very high during the quarter, with 95 per cent of participants reporting satisfaction with the program. Participants who attended the Dads Matter Family Campfire Night reported increased confidence in their parenting role and a stronger sense of connection within the community.
Increase satisfaction with teenage school holiday programs to enhance youth engagement.	On track ■	During the quarter, satisfaction with the teenage school holiday program was 100 per cent, reflecting the quality of activities delivered and the program's success in supporting youth engagement during the school holiday period.

Strategic indicator	Status	Latest update
<p>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.</p>	<p>Off track <span style="color: red;">■</span></p>	<p>No new early years and youth partnership initiatives were established during the quarter. Partnership activity was limited during this period due to capacity constraints. Strengthening partnerships remains a priority, with work expected to progress as capacity becomes available and opportunities are identified.</p>

## **Strategic Priority 1.6 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.**

**Due date: 30 June 2026**

**Action:** 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.

**Status:** In progress ■

**Latest update:** Two workshops were delivered through the Casey Futures Partnership (CFP) during the quarter to identify key focus areas and priorities for 2026, supporting the growth and sustainability of the community services sector. An outcomes report prepared by the consultant was finalised and shared with CFP members to inform next steps.

Following the workshops, a forward meeting schedule was developed and invitations issued to support ongoing collaboration. Additional community service organisations and service types that were not previously represented in the Partnership were identified and encouraged to participate, helping broaden sector representation and strengthen collective capacity to respond to the needs of a growing and diverse community.

**Action:** 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.

**Status:** In progress ■

**Latest update:** A co design workshop involving 25 community members and Council Officers was held in February to shape the content and format of a new themed Community Action Leadership program. The workshop informed the design of an innovative social cohesion program with a focus on nature and sustainability.

A wide reaching promotional campaign was launched in March, and Expressions of Interest are now open through Casey Conversations. The program is scheduled to commence in May 2026 and run through to October 2026.

**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.

**Status:** Complete ■

**Latest update:** Delivery of this action was completed in the previous reporting period. During this quarter, the outcomes of the campaign were reviewed and reflected on, and the action is now considered materially complete.

**Action:** 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.

**Status:** In progress ■

**Latest update:** Work progressed during the quarter to extend Aboriginal Gathering Place activities and services across multiple locations to improve access for Aboriginal and Torres Strait Islander community members. This included, identifying suitable locations for initial satellite delivery and to inform longer term program planning. Continued engagement with the community supported program development, with a focus on relationship building and culturally safe participation.

Engagement with external organisations and service providers also progressed to explore opportunities for facilitated sport, health and wellbeing activities at alternative locations across the municipality.

Initial delivery is being trialled in the Cranbourne area, responding to identified community needs and access barriers. Groundwork activities included analysis of census data and community feedback to ensure programs are delivered where need has been identified, alongside mapping of existing services to support complementary delivery rather than duplication.

Ongoing engagement with Aboriginal Community Controlled Organisations (ACCOs) continues to support culturally appropriate delivery, clarify roles and expectations, and strengthen partnerships ahead of broader program rollout.

Strategic indicator	Status	Latest update
<p>Increase the number of opportunities for children and young people to participate in decision-making on issues that affect them, empowering youth voices.</p>	<p>On track <span style="color: green;">■</span></p>	<p>During the quarter, 49 opportunities were delivered to support children and young people to meaningfully participate in decision making across a range of programs and activities. These included:</p> <ul style="list-style-type: none"> <li>• Kindergarten programs – children participated in decisions about group time, selected learning activities and helped choose learning themes.</li> <li>• Youth voice and climate action – young people contributed through Youth Services Amplify and the Climate Change Youth Action Committee.</li> <li>• Wellbeing and creative programs – consultations were delivered through Girl Connect, Embrace, and Cooking and Art programs, enabling participants to shape activities and content.</li> <li>• Youth podcast development – young people worked together through the Podcast Pros group to co design podcast topics and content.</li> <li>• Program co design – participants helped shape activities through co design opportunities in the Dungeons and Dragons program at Hampton Park Youth Information Centre and the Life Launcher program.</li> <li>• Youth Information Services – children and young people took part in activities recognising and showing appreciation for donated food from a local service provider.</li> </ul> <p>Through these opportunities, participants reported feeling heard and valued, with increased confidence, stronger engagement with services, and improved communication skills.</p>
<p>Increase the percentage of Gender Impact Assessment (GIA) recommendations adopted that consider the needs of target populations, promoting gender equality and social equity.</p>	<p>Not applicable</p>	<p>Progress on the adoption of Gender Impact Assessment recommendations is tracked on a six monthly basis. While a new result is not available this quarter, work continues to embed inclusive practices into assessment and recommendation processes. The most recent 2025/26 financial year results were reported in the previous Quarterly Community Report – October to December 2025.</p>

# Strategic Outcome 2

## Liveable City

**Strategic Priority 2.1 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.**

**Due date: 30 June 2026**

**Action:** 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.

**Status:** In progress ■

**Latest update:** Advocacy continued during the quarter to support improved transport outcomes for the Casey community in the lead up to the upcoming State Election. An engagement plan is being finalised to support clear, consistent and targeted advocacy on priority transport projects.

Council supported the launch of the Building a Better Casey campaign, with key transport priorities shared publicly through Council's engagement platform. Advocacy efforts focused on improving public transport and delivering major road upgrades to support safer and more efficient travel across the municipality.

Priority projects include the Clyde Rail extension, duplication of Berwick–Cranbourne / Clyde Fiveways Road, and the Thompsons Road extension. Ongoing collaboration with the Department of Transport and Planning's South East Bus Planning team continued through regular meetings to support future bus route improvements, subject to State Budget and funding outcomes.

Council also progressed its annual review of transport advocacy priorities, refining its advocacy position to ensure priority projects are clearly defined, evidence based, and aligned with current community needs. Updated information has been published on the Priority Transport Advocacy Projects section of Council's website.

**Action:** 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.

**Status:** In progress ■

**Latest update:** Planning and advocacy for improved walking and cycling infrastructure continued during the quarter to support safer, more connected neighbourhoods. A comprehensive list of active transport priorities was finalised, drawing on Council's Walk and Ride Strategy and previous advocacy work. These priorities, supported by mapping, have now been published on Council's website to guide ongoing advocacy and inform future investment decisions.

Strategic indicator	Status	Latest update
<p>Maintain sealed local roads to meet condition standards, supporting improved access, connectivity and safety.</p>	<p>On track <span style="color: green;">■</span></p>	<p>Sealed local roads across the municipality continued to be well maintained during the quarter, with 95 per cent meeting the required condition standards. This supported safer travel, improved connectivity and more reliable access for residents, businesses and visitors, reflecting a consistently maintained road network that meets community needs.</p>

## **Strategic Priority 2.2 Appropriate infrastructure: Plan and deliver infrastructure that is sustainable, fit for purpose, supports shared use and promotes safety and amenity.**

**Due date: 30 June 2026**

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

**Status:** In progress ■

**Latest update:** Council continued to work with the development industry to support the timely delivery of transport, community and recreation infrastructure across growth areas. During the financial year to date, \$8.73 million in developer led infrastructure projects were delivered (excluding works in kind), contributing to improved facilities, services and connectivity for communities in growth areas.

During the quarter, infrastructure delivery focused on progressing priority works that supported growing neighbourhoods and responded to increasing community demand. Examples of priority works included:

- Commencement of developer works on Stage 2 of Missens Road, completing the missing link between Volk Road and Breens Road and providing alternative transport routes for residents in Cranbourne West.
- Commencement of works at the Thompsons Road and Ferdinand Drive intersection, which will provide an additional north–south connection for Clyde North, improving safety and travel efficiency for the local road network.

**Action:** 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.

**Status:** In progress ■

**Latest update:** Infrastructure planning and delivery continued during the quarter across several community facilities and recreation reserves.

### **Hampton Park Amenity Upgrades**

Minor beautification works were completed, including tree planting along nature strips on Council owned land and shrub planting near Arthur Wren Hall and the Hampton Park Community Centre.

### **Springleaf Recreation Reserve – Active Open Space Development**

With the development in the final stages of delivery, the Berwick Springs Junior Football and Netball Club are scheduled to commence use of the facility following completion of landscape works, and artwork installation planned as part of finalisation.

### **Tooradin Football/Cricket/Netball Pavilion Upgrade**

Works at Tooradin Recreation Reserve also advanced, with internal and external works on the AFL pavilion nearing completion. The pavilion is scheduled for handover in April 2026, while further investigations are underway to inform timing for the Social Pavilion.

Strategic indicator	Status	Latest update
<p>Maintain a high completion rate of the annual infrastructure works program, ensuring projects support sustainability and community wellbeing.</p>	<p>Off track <span style="color: red;">■</span></p>	<p>Council continued to deliver a significant Capital Works Program during the quarter, with 72.3 per cent of infrastructure projects on track. Construction activity continued across several major community projects including the Springleaf Recreation Reserve in Clyde North, the Doveton Pool in the Park, and the Ballarto Road Family and Community Centre in Clyde, each of which continued to move through key construction stages.</p>

**Strategic Priority 2.3 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.**

**Due date: 30 June 2026**

**Action:** 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.

**Status:** In progress ■

**Latest update:** Progress continued during the quarter to support employment growth and strategic development in Casey. The Croskell Precinct Structure Plan was approved by the Minister for Planning and gazetted into the Casey Planning Scheme in March 2026, enabling future development and employment opportunities.

The Victorian Planning Authority Standing Advisory Committee hearing for the Casey Fields South (Employment) and Devon Meadows Precinct Structure Plans was completed during the quarter. The Committee's report is expected to confirm the final precinct plans and guide future development and infrastructure delivery to support jobs growth.

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

**Status:** In progress ■

**Latest update:** Work progressed during the quarter to advance the Cardinia Creek South (Part 2) Precinct Structure Plan in partnership with the Victorian Planning Authority. The planning scheme amendment was finalised and prepared for public exhibition, which commenced in March 2026 and is scheduled to close in April 2026.

Advocacy during the process has focused on achieving positive community outcomes, including 30 per cent tree canopy coverage in the public realm and early consideration of telecommunications infrastructure to support future development and new neighbourhoods.


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

**Status:** In progress ■

**Latest update:** A draft *Affordable Housing Policy* was developed during the quarter in collaboration with key stakeholders, focusing on principles, advocacy, facilitation and partnerships.

Community and Councillor consultation is planned for the next quarter, seeking feedback on priorities for affordable housing, preferred delivery approaches, and Council's role in supporting affordable housing outcomes. Feedback from consultation will inform finalisation of the policy ahead of consideration at the June Council meeting.

When finalised, the *Affordable Housing Policy* will guide Council's approach to supporting increased delivery of social and affordable housing in Casey, including advocacy with other levels of government, facilitation through Council processes, and partnerships to enable affordable housing on Council owned land.

Strategic indicator	Status	Latest update
Maintain a balanced approach to developer contributions and expenditure, aligning with community needs and growth.	On track 	The quarterly expenditure for the contribution plan is \$53,211,106. The contribution plan expenditure includes both land acquisitions and construction work, which may be carried out by either developers or Council.

**Strategic Priority 2.4 Effective advocacy: Advocate for investment that supports and responds to our growing city’s needs – including transport mobility and access to jobs and services.**

**Due date: 30 June 2026**

**Action:** 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.

**Status:** In progress ■

**Latest update:** Council launched the *Building a Better Casey* advocacy campaign during the quarter in the lead up to the 2026 State Government Election. The campaign was supported by a coordinated communications and media approach to raise awareness and build support for Casey’s priority infrastructure and service upgrades, helping strengthen advocacy with State and Federal Governments for investment that meets the needs of a growing community.

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

**Status:** In progress ■

**Latest update:** Advocacy for improved mobile connectivity continued during the quarter to support future growth area planning. Requirements for mobile infrastructure have been successfully incorporated into the gazetted Croskell Precinct Structure Plan, as well as into the draft Casey Fields South (Employment) and Devon Meadows Precinct Structure Plans.

Council also continued to advocate for strengthened mobile connectivity outcomes through the Cardinia Creek South (Part 2) Precinct Structure Plan. This work will help ensure future communities benefit from improved digital infrastructure, supporting access to services, economic participation and overall liveability.

Strategic indicator	Status	Latest update
Advocate for and secure infrastructure funding to address the city’s evolving infrastructure needs..	Off track ■	During the quarter, efforts to advocate for and secure infrastructure funding to support the city’s evolving needs continued, including strengthening Council’s advocacy approach ahead of upcoming State and Federal budget processes. While advocacy activity progressed, limited funding outcomes were achieved this quarter, with successful grant announcements subject to external decision-making processes and timing. Broader fiscal pressures across Victoria and delays in notification of funding decisions have also affected outcomes.

## Strategic Priority 2.5 City shaping infrastructure: Plan and invest in city shaping projects complementing our city’s scale and diversity.

**Due date: 30 June 2026**

**Action:** Progress the planning and design for the Cranbourne Community Hub and Doveton Pool in the Park MasterPlan to deliver a purpose-built facilities that offers easy access to important community and Council services.

**Status:** In progress ■

**Latest update:** Planning and design continued during the quarter to support delivery of fit for purpose facilities that provide accessible community and Council services.

### Cranbourne Community Hub

Design development progressed well, with several technical matters resolved and others actively being addressed. Input from stakeholders and service partners through collaborative design workshops supported refinement of the design, while operational planning activities commenced to help prepare the facility for successful operation when it opens.

### Doveton Pool in the Park Master Plan

Works progressed across multiple components of the project. Pool plant room service rough in is approximately 90 per cent complete, tiling works have been completed and inspections finalised, with a small number of chipped tiles identified for replacement. Concourse concrete works are approximately 80 per cent complete.

Brick reinstatement works are nearing completion, with propping finalised and bored pier works underway following identification of a localised soft spot and underground water. Two existing piers have been replaced, with a second pier pour scheduled.

Council is awaiting approval of a funding agreement variation to proceed with the pool slide and program pool. This delay will impact the delivery timeline, with the construction period for these elements estimated at 10 months.

Strategic indicator	Status	Latest update
Increase expenditure on large-scale infrastructure projects to drive significant city development.	On track ■	Expenditure on large scale infrastructure projects continued, with more than \$17 million invested during the quarter. This reflected ongoing progress across major city shaping projects, including the Hardys Road Family and Community Centre, Ballarto Road Family and Community Centre, Springleaf Recreation Reserve Active Open Space, Bells Road Active Open Space, and the Cranbourne Community Hub.

# Strategic Outcome 3

## Sustainable Environment

### Strategic Priority 3.1 Climate mitigation: Implement programs across Council to reduce carbon emissions and educate and support community and local business to reduce emissions.

**Due date: 30 June 2026**

**Action:** 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.

**Status:** In progress ■

**Latest update:** Emissions reduction initiatives continued to progress during the quarter. Solar projects progressed, with Endeavour Hills Leisure Centre solar approved for installation in the next few months. Council also secured funding for three 54kWh solar battery systems, which will significantly reduce energy use across three sports pavilions.

Work continued to reduce emissions associated with goods and services, including development of a sustainability induction video and targeted engagement with staff to encourage sustainable purchasing practices.

To support the wider community, collaboration with SECCA progressed to develop a business education program focused on energy efficiency and renewable energy access. Work also commenced with the Smart Cities team to develop a circular economy dashboard that will support businesses across Casey.

Strategic indicator	Status	Latest update
Decrease carbon emissions from corporate gas and electricity use, reflecting Council's efforts to reduce its environmental footprint.	On track <span style="color: green;">■</span>	Corporate gas and electricity emissions have decreased by 83 per cent, reflecting strong progress in energy efficiency measures and a significant shift toward cleaner, more sustainable energy sources.

**Strategic Priority 3.2 Climate adaptation: Investigate and implement adaptation measures that proactively support infrastructure, ecosystems, and community in preparing for climate change impacts.**

**Due date: 30 June 2026**

**Action:** 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.

**Status:** In progress ■

**Latest update:** Community engagement progressed during the quarter through delivery of TAG sessions, which received positive feedback from participants. Development of the Climate Change and Biodiversity Leadership Education Program was completed, with the program now open for community applications. Twenty residents applied in the first week.

Council also supported capability building, with Council officers participating in filmed home electrification and energy efficiency journeys, forming part of a video series to support resilient, all electric homes. These videos will be available to the community.

Initial wetland health monitoring commenced during the quarter to establish baseline conditions. This information will inform future management and response planning to help protect wetland health in the future.

Strategic indicator	Status	Latest update
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.	On track ■	85 per cent of the actions scheduled for the second year of the Climate Resilient Casey Plan are either completed or currently underway. This reflects strong momentum in delivering on Council's climate resilience commitments and integrating sustainability across key areas of council operations.

**Strategic Priority 3.3 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.**

**Due date: 30 June 2026**

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

**Status:** In progress ■

**Latest update:** As planting is low during the summer period, the focus for this quarter was planning for street and reserve planting programs and community tree planting days.

During the quarter, Council also secured two grants to establish and enhance ecological corridors at Brookland Greens Reserve and along a powerline easement in Botanic Ridge, connecting to the Botanic Gardens. These projects will support large scale planting of trees and shrubs, contributing to increased canopy cover and improved biodiversity outcomes.

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

**Status:** In progress ■

**Latest update:** Council continued to work proactively with developers during the quarter to improve tree canopy cover and green space within new residential estates, supporting the creation of cooler, healthier and more liveable neighbourhoods. Key activities included publishing Landscaping Guidelines and Tree Species Selection on Council's website to guide estate design and planting outcomes.

New Memoranda of Understanding were noted with partners requesting implementation of Green Street outcomes within their estates. These initiatives aim to enhance urban sustainability by increasing tree canopy, expanding green space and supporting passive irrigation systems.

In parallel, a working guidance document was prepared and shared with Council engineers to support consistent assessment of development plans. The document provides clear guidance on incorporating Green Street principles, recycled materials and water quality treatments, supporting a uniform and high quality approach across growth areas.

**Action:** 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.

**Status:** In progress ■

**Latest update:** Progress continued during the quarter to strengthen priority bio link corridors identified in Casey's Biolinks Plan. A consultant was engaged to develop an implementation plan for two priority corridors, with the plan guiding the works required to establish improved habitat connectivity and support protection of native flora and fauna.

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

**Status:** In progress ■

**Latest update:** Council continued to strengthen community connections to nature and support local biodiversity through a range of hands on programs and educational activities. This included:

- Clyde North Dad Squad bird walk attended by 22 participants
- Completion of five wildlife gardens, supported by training for volunteers
- As part of the wildlife garden program, 76 plants were distributed to residents to plant within their gardens.
- Recruitment for new environmental volunteers commenced, with 54 residents registering interest and onboarding commencing following the program’s formal launch in March.
- Casey Kids Carnival, where residents learned about reducing waste and local wildlife. In partnership with an external provider, bandicoot key rings were created from recycled plastic lids, with around 300 residents participating in the activity.

Strategic indicator	Status	Latest update
Increase the number of trees planted to expand tree canopy coverage across the municipality.	On track ■	A total of 76 trees were planted during the quarter; this was a deliberately low planting effort as this reporting period falls outside the peak tree planting season. These plantings reflected final activities from the end of the seasonal planting program, following the completion of most tree planting earlier in the year.

**Strategic Priority 3.4 Waste treatment: Progress Council treatment of waste and educate community about sustainable waste practices to increase food waste diversion and reduce litter and waste contamination.**

**Due date: 30 June 2026**

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

**Status:** In progress ■

**Latest update:** Following the Victorian Civil and Administrative Tribunal (VCAT) decision to uphold the Environment Protection Authority’s refusal to issue a development licence for the Hampton Park waste transfer station, progress toward financial close for the Maryvale Waste to Energy facility has been impacted.

As the waste transfer station forms a critical part of the broader waste infrastructure network supporting the Maryvale project, Council continues to work with the South East Metropolitan Advanced Waste Processing (SEMAWP) partnership and project proponents to explore alternative pathways to support the project’s viability and future progress toward financial close.

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

**Status:** In progress ■

**Latest update:** Preparations for kerbside reform delivery continued during the quarter. All food organics and garden organics (FOGO) bins have now been manufactured ahead of the scheduled second half 2026 rollout, and glass bin manufacturing has commenced.

Community consultation was completed during the quarter, with findings incorporated into ongoing considerations for Council’s Kerbside Services and Kerbside Waste Collection Policy Review.

Strategic indicator	Status	Latest update
Increase the percentage of household waste diverted from landfill to support sustainable waste practices.	Off track ■	Household waste diversion from landfill was 47.7 per cent during the quarter, with diversion rates expected to improve as the year progresses and volumes of green waste increase during the cooler months. Since the introduction of the Container Deposit Scheme, a reduction in co mingled recycling volumes has been observed, which has influenced overall diversion results for the period.
Maintain a high level of satisfaction with Council’s waste service, ensuring treatment of waste reflects community expectations.	On track ■	During the quarter, customer satisfaction with Council’s waste service remained high at 80 per cent, reflecting the continued reliability of waste services and alignment with community expectations for waste collection and management.

### **Strategic Priority 3.5 Water management: Implement holistic water management practices through water sensitive urban design that advance water harvesting and reduce flood risks.**

**Due date: 30 June 2026**

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

**Status:** In progress ■

**Latest update:** Stormwater upgrade works were completed during the quarter to reduce flooding risks across several suburbs. This included the completion and handover of four Gross Pollutant Traps at Amarillo Drive, Cranbourne South; Menindee Terrace and Lochard Terrace, Narre Warren South; and Flicka Boulevard, Cranbourne West.

Drainage pipe renewal works at Houlder Avenue in Junction Village were also completed and handed over. These upgrades will improve stormwater management, reduce flood risk, and help protect local communities and waterways.

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

**Status:** In progress ■

**Latest update:** Work continued during the quarter to reduce Council's reliance on drinking (potable) water. Activities focused on rectifying the UV system at Casey RACE to enable rainwater from the two megalitre storage tank to be used for topping up the swimming pool, supporting more efficient use of harvested water.

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

**Status:** In progress ■

**Latest update:** Council continued engagement with Melbourne Water in relation to its Flood Modelling Program. Melbourne Water established the Western Port Bay Coastal Planning Project Control Group, with all Western Port Bay councils invited to participate.

During the period, Melbourne Water provided an update on the progress of flood modelling for Casey's coastal areas and advised that further work was underway to consider community engagement and the staged roll-out of the program. Melbourne Water also advised that a formal briefing for Councillors on the Flood Modelling Deployment Program was scheduled to occur in the following quarter.

Strategic indicator	Status	Latest update
Reduce Council's use of drinkable water through water harvesting and leak prevention measures.	Not applicable	This indicator is reported on a six monthly basis, with results reflecting cumulative reductions achieved through ongoing water efficiency initiatives. While a new result is not available this quarter, proactive leak detection and rectification activities continued, supporting further reductions in Council's use of drinking (potable) water and building on the strong water savings delivered earlier in the year. The most recent results were reported in the previous Quarterly Community Report for the October to December period.

# Strategic Outcome 4

## Thriving Local Economy

**Strategic Priority 4.1 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.**

**Due date: 30 June 2026**

**Action:** 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.

**Status:** In progress ■

**Latest update:** Advocacy progressed during the quarter through Greater South East Melbourne (GSEM), with continued development of its State Election advocacy platform, ahead of an expected launch in the next quarter.

In March, the City of Casey Mayor, Cr Stefan Koomen, joined a GSEM delegation to Canberra, meeting with Members of Parliament and Ministers to advocate for priorities impacting Melbourne's South East. Key issues raised included critical infrastructure, housing, advanced manufacturing, and creating sustainable jobs and skills pathways to support future growth.

Strategic indicator	Status	Latest update
Increase the number of businesses supported in Casey through Council's Choose Casey Concierge Service, to diversify Casey's economy and create more local jobs.	On track ■	<p>Business investment activity continued during the quarter, with one business supported through the Choose Casey Concierge Service to establish or expand operations within the municipality. Support for investment and commercial development also continued through the Partnership for a Growing Casey program, alongside ongoing assessment of commercial development applications.</p> <p>Four large warehouse developments also progressed in the RISE employment estate, contributing to continued economic growth and employment opportunities in Casey.</p>

**Strategic Priority 4.2 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.**

**Due date: 30 June 2026**

**Action:** 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.

**Status:** In progress ■

**Latest update:** Workforce and employment initiatives progressed during the quarter through ongoing collaboration with regional partners, including the Casey Cardinia Skills and Jobs Network. Activities focused on strengthening employment pathways, responding to workforce needs of local employers, and increasing participation in the local labour market.

Efforts during the quarter centred on translating engagement into practical employment outcomes through targeted support, partner coordination, and connections between employers, service providers and workforce initiatives, including support for residents from vulnerable employment groups.

Strategic indicator	Status	Latest update
<p>Maintain efforts to partner with public and private organisations to support delivery of initiatives that promote inclusive employment, employment pathways and local skills development.</p>	<p>On track ■</p>	<p>Collaborative efforts to support jobs, skills and workforce development continued during the quarter through five partnerships activities with key public and private organisations. This included participation in meetings of the Casey Cardinia Skills and Jobs Network, Workforce Australia, and Chisholm Institute, helping to progress coordinated initiatives that respond to local workforce needs.</p> <p>Collaboration focused on detailed planning and coordination for upcoming initiatives, including the LAUNCH Careers Expo and the Chisholm Casey Industry Health Forum. These activities reflected Council’s facilitation role in bringing partners together, supporting industry led solutions, and strengthening employment pathways and skills development opportunities across Casey.</p>

### **Strategic Priority 4.3 Existing business growth: Coordinate Council programs, activities and response to regulatory reforms to support and promote the growth of existing businesses.**

**Due date: 30 June 2026**

**Action:** Review and amend Council's processes to make it easier for Casey businesses to engage with Council services.

**Status:** In progress ■

**Latest update:** During the quarter, Council entered into a funding agreement under the Business Approvals Incentive Scheme to pilot a dedicated business permit planning stream. Council has completed preparations to commence the 12 month pilot in the following quarter, which will identify and implement planning process improvements for business related applications.

**Action:** 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.

**Status:** In progress ■

**Latest update:** Development of an upgrade and renewal program for Council-maintained activity centres continued during the quarter, focused on improving the quality, functionality and attractiveness of public spaces that support local business activity. Following endorsement of the five-year Activity Centre Improvement Program, nominated centres progressed to detailed design.

Community engagement was undertaken in February and March, with designs continuing to be refined and finalised at the end of the reporting period. Projects remain on track for completion by June 2026.

**Action:** 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.

**Status:** In progress ■

**Latest update:** During the quarter, Council launched the Business Coffee Club series, supporting home based and local businesses to connect, learn and share experiences. Initial events were fully booked and received positive feedback, with sessions continuing monthly at venues across Casey. Council also supported local businesses to improve environmental sustainability through the *Trim Your Bin* program, delivering eleven free business places in partnership with neighbouring councils. In addition, Council supported local business groups to deliver networking and education activities, including sessions focused on emerging topics such as artificial intelligence in business, delivered in partnership with the Women Making it Work business group.

Strategic indicator	Status	Latest update
<p>Increase the number of businesses that engage with Council business assistance programs and events.</p>	<p>On track <span style="color: green;">■</span></p>	<p>Engagement with local businesses continued at a strong level during the quarter, with more than 370 businesses supported through Council delivered and facilitated business assistance programs and events. This included:</p> <ul style="list-style-type: none"> <li>• support provided through the Business Concierge Program</li> <li>• participation in capacity building workshops</li> <li>• Women in Manufacturing events</li> <li>• mentoring and skills matching initiatives</li> <li>• ongoing engagement through programs such as Coffee Clubs and online business directories.</li> </ul>

**Strategic Priority 4.4 Revitalise our strategic places: Coordinate planning and investment to revitalise and improve connection and access to neighbourhood activity centres and land precincts; supporting the unlocking of land for housing and jobs.**

**Due date: 30 June 2026**

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

**Status:** In progress ■

**Latest update:** Delivery of the Strategic Property Program progressed, with multiple sites across Casey reviewed to identify opportunities to activate Council owned land for community, creative and commercial outcomes. Community consultation on the proposed disposal of 14 Vesper Drive, Narre Warren was undertaken, with findings to be reported to Council at a future meeting.

**Action:** 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.

**Status:** In progress ■

**Latest update:** Council continued work on the Berwick Village Major Activity Centre Structure Plan, a key initiative guiding future development, infrastructure and land use. Access to the State Government's Housing Capacity Assessment Platform was secured and is being used to inform built form outcomes across the activity centre.

Progress was also made on drafting the planning scheme amendment, including early investigations into required planning control changes aligned with State guidance. In parallel, work progressed on a design consultancy tender to support implementation of the Structure Plan, including design guidelines to support appropriate land activation.

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

**Status:** In progress ■

**Latest update:** Preparation of the updated Hampton Park Central Development Plan progressed during the quarter, with the draft plan endorsed on 17 March 2026. Community engagement on the draft commenced on 31 March and will inform finalisation of the plan. Following review of feedback, the document will be refined, and the final Development Plan is anticipated to be presented to Council in June 2026.

Strategic indicator	Status	Latest update
<p>Increase investment in the development of Casey’s activity centres and nominated land precincts to enhance connectivity, access, and support the creation of jobs.</p>	<p>On track <span style="color: green;">■</span></p>	<p>Development investment activity remained strong during the quarter, with Council approving 14 planning permit applications for developments (including amended permits) across Casey’s four established Major Activity Centres. These approvals represented a combined development value of \$2.6 million.</p>

# Strategic Outcome 5

## High Performing Organisation

**Strategic Priority 5.1 Responsive customer experience: Design and deliver fit for purpose customer experiences that are empathetic, consistent, accessible and responsive to customer needs.**

**Due date: 30 June 2026**

**Action:** 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.

**Status:** Completed ■

**Latest update:** Council implemented the Customer Service Delivery Model (CSDM), which has now transitioned into business as usual delivery. This includes ongoing monitoring and refinement of service delivery under the model, supporting continuous improvement, with measurement of service delivery outcomes informing enhancements to self service options, first contact resolution and the overall customer experience.

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

**Status:** In progress ■

**Latest update:** During the quarter, Council continued to improve digital channels to make it easier for customers to access information and services online. Key activities included:

- Enhancements to online forms and digital workflows, including improvements to engineering planning permit processes and the introduction of new digital forms such as Safe Around School reporting and Community Plant Giveaway registration.
- Content and usability improvements across key areas of Council's website, aimed at improving clarity, accessibility and ease of navigation, including:
  - Maternal and Child Health pages, with new content to improve clarity and accessibility for families
  - Road advocacy content, supporting clearer communication of Council's transport priorities
  - A redesigned kinder landing page to help families more easily find and understand early years information

These initiatives support more convenient, user friendly and accessible ways for the community to interact with Council services online.

**Action:** 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.

**Status:** In progress ■

**Latest update:** New approaches to capturing customer feedback were implemented during the quarter, enabling Council to better understand experiences at different stages of customer interactions. This information will support targeted service improvements. Additional work progressed to identify improvements for customers registering for kinder and reporting dumped rubbish.

Strategic indicator	Status	Latest update
Increase customers’ rating of how easy it is to interact with Council.	Off track ■	Customers’ ease of interacting with Council was rated at 62 during the quarter. Feedback highlighted that experiences varied across services, with challenges noted around follow up, updates and confirmation of request outcomes. Where communication was clear and expectations were well set, customers reported more positive experiences. Improving the clarity and consistency of communication remains an important focus to support easier interactions and strengthen customer experience over time.
Increase the percentage of digital interactions to improve accessibility and be responsive to customer needs.	On track ■	The proportion of customer interactions completed through digital channels increased during the quarter, reaching 39.6 per cent. Digital engagement reflected seasonal trends in services offering online options, with uptake supported by initiatives such as Payble, which expanded digital payment options for the community and made it easier for customers to transact with Council online.

**Strategic Priority 5.2 Operational performance: Enhance Councils service and project performance through innovative practice and clearly communicate results to the community.**

**Due date: 30 June 2026**

**Action:** 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.

**Status:** In progress ■

**Latest update:** Council strengthened its approach to communicating performance information through enhanced presentations, digital content and engagement activities. This included improved communication assets, media and social content, and continued collaboration to develop a more interactive and user friendly way to present performance information.

A proof of concept for new digital reporting approaches was reviewed during the quarter with an aim to publish a community facing performance dashboard in the coming quarter.

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

**Status:** In progress ■



**Latest update:** Delivery of the Smart Cities Program continued, including deployment of twenty sensors to better understand community participation in informal sport and physical activity. An additional 50 heat sensors were procured to support long term data collection linked to environmental protection initiatives.

The City’s LoRa (radio signal technology) network was renewed to improve reliability and future scalability, and the Open Data Portal homepage was refreshed to support easier access to emerging insights. Work also progressed to transition between major place based initiatives, supporting ongoing experimentation and learning.

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

**Status:** In progress ■

**Latest update:** During the quarter, Council focused on embedding earlier digital platform implementations, including facilities booking, payments and property related systems. Design and development also progressed on improvements to customer data management and governance, supporting more consistent service delivery and expanded self service options over time.

Strategic indicator	Status	Latest update
<p>Maintain a high completion rate of planned service improvement projects to demonstrate innovative and effective service delivery.</p>	<p>On track </p>	<p>Progress on service improvement initiatives remained strong during the quarter, with 82.7 per cent of planned service improvement projects on track. This reflected sustained momentum in delivering improvements that support more effective, innovative and customer focused services across the organisation.</p>
<p>Increase adherence to service agreements to ensure consistent performance.</p>	<p>On track </p>	<p>Council continued to deliver services to agreed standards during the quarter, with 89.6 per cent of Service Level Agreements (SLAs) achieved. This represented an improvement compared to both the previous quarter and the same period last year, reflecting more consistent performance in service quality, availability and response times across Council services.</p>

**Strategic Priority 5.3 Financial performance: Improve financial performance by enhancing accountability and focus on efficiency and long-term strategic decision making.**

**Due date: 30 June 2026**

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

**Status:** In progress ■

**Latest update:** Work progressed to further define and plan delivery of an enhanced social impact measurement framework. Activities during the quarter included recruitment of project resources, consolidation of planning responsibilities, and commencement of procurement to support framework development and associated tools, with further progress scheduled next quarter.

**Action:** 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.

**Status:** In progress ■

**Latest update:** The draft *2026–2036 Financial Plan* progressed and is on track to be presented to Council for public exhibition in April. The Plan includes a refreshed approach to long term financial planning, supporting sustainable service delivery and investment to meet the needs of a growing community.

Strategic indicator	Status	Latest update
Maintain a positive adjusted underlying result to reflect improved accountability, efficiency, and sustainable decision making.	On track ■	Council’s adjusted underlying result remains consistent with the position reported in quarter two and within the two per cent deficit threshold adopted through the Budget. This result reflects Council’s deliberate financial management approach to balancing service delivery with long term financial sustainability. Council’s longer term objective remains to return to a positive adjusted underlying result, with financial performance continuing to be closely monitored across the year.

**Strategic Priority 5.4 Governance and transparency: Promote community engagement in Council decision making through transparent governance and accessible communication.**

**Due date: 30 June 2026**

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




**Status:** In progress ■

**Latest update:** During the quarter, Council delivered a range of engagement opportunities that enabled community members to provide feedback on issues affecting them, including 18 engagement projects and 52 advocacy initiatives (*Building a Better Casey*). Engagement activity generated strong participation, with high levels of interaction through Council's engagement platform, Casey Conversations.

**Action:** Improve community engagement outcomes through programs that build our organisation's knowledge and application of best practice community engagement principles.

**Status:** In progress ■

**Latest update:** Council continued to strengthen community engagement capability during the quarter through targeted learning, collaboration and practical training. Engagement specialists met to review case studies, share learnings and reflect on best practice approaches. Capability building also included safety scenario training, designed to support safer and more effective engagement in complex or high risk settings. Planning progressed for additional targeted training to further embed best practice community engagement approaches.

Strategic indicator	Status	Latest update
Increase the percentage of the community subscribed to Casey Conversations to foster transparent governance.	On track 	Community engagement through Casey Conversations continued during the quarter, with 9.09 per cent of the community now subscribed to the platform. Casey Conversations continues to support transparent governance by enabling residents to stay informed and participate in shaping decisions on issues that matter to them.
Increase participation from cultural and minority groups in surveys to ensure inclusive community engagement.	On track 	Participation from people from cultural and minority backgrounds remained strong during the quarter, with 17.78 per cent of engagement survey contributions received from these groups. This reflected continued efforts to support inclusive engagement and ensure a diverse range of community voices are represented in Council led consultations.
Decrease the number of decisions made in closed Council meetings, promoting open and transparent decision-making processes.	On track 	Council continued to demonstrate transparent decision making during the quarter, with only 1.43 per cent of all decisions made at meetings closed to the public. This result reflects Council's ongoing commitment to openness and accountability in its decision making processes.

**Strategic Priority 5.5 Constructive culture: Develop and grow an organisational culture that is safe and that promotes continuous improvement, collaboration and achievement.**

**Due date: 30 June 2026**

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

**Status:** In progress ■

**Latest update:** Delivery of the Culture Program continued, focused on strengthening leadership capability and achievement oriented behaviours. Activities included leadership development training, refreshed performance discussions, and psychosocial safety training. Work also progressed to align leadership development priorities for the upcoming financial year.

Strategic indicator	Status	Latest update
Increase leadership effectiveness to encourage a culture that is safe and promotes continuous improvement, collaboration and achievement.	Not applicable	Progress of this indicator is tracked and reported on a six monthly basis to ensure meaningful insights and sustained impact. The most recent results were reported in the previous Quarterly Community Report for the October to December period.

# COMMUNITY ENGAGEMENT

From January to March 2026, the City of Casey ran 72 community consultations using a mix of online engagement on Casey Conversations, email and in-person pop-ups.

During this period 16,062 people visited the Casey Conversations page, with 71.8 per cent first time visitors. A total of 1,187 community feedback submissions were received on the platform.

## Kerbside Waste Collection Policy Review



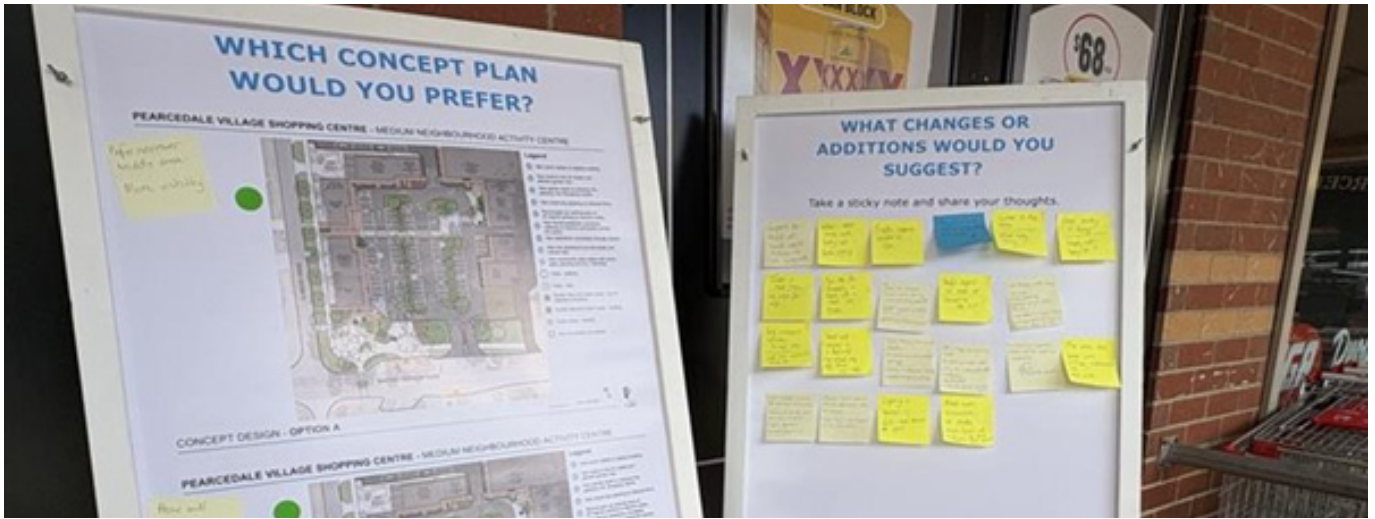
During the quarter, Council undertook community consultation on the Kerbside Waste Collection Policy Review, which aims to ensure Casey’s Kerbside Waste Collection Policy is clear, up to date and aligned with the Victorian Government’s four bin waste system.

Consultation was delivered via Casey Conversations from 11 March to 8 April 2026, inviting feedback on minor proposed policy changes, including the introduction of a separate glass bin and making the food and garden waste (FOGO) service compulsory, while maintaining most existing collection arrangements.

Community feedback will be reviewed and summarised in a Community Engagement Summary Report, with the final policy presented to Council for consideration in May 2026 to support a consistent, transparent and sustainable kerbside waste service across the municipality.

Further information can be found here <https://conversations.casey.vic.gov.au/kerbside-policy>

## Activity Centres



During the quarter, Council completed community consultation on three local centre improvement projects, Arcade Village Activity Centre (Junction Village), Somerville Road Activity Centre (Hampton Park) and the Pearcedale Village Activity Centre each aimed at improving safety, accessibility, amenity and overall vibrancy for residents, visitors and local businesses.

Consultation across all three projects closed on 10 March 2026 and was delivered through Casey Conversations, supported by concept plans and targeted engagement with local communities. Proposed improvements included upgraded pedestrian pathways and crossings, new seating, additional street trees, enhanced landscaping, public realm artwork, wayfinding and centre identity signage, with Arcade Village and Pearcedale Village also focusing on activity centre identity and parking functionality.

Community feedback is now under review and will inform final designs, with Community Engagement Summary Reports guiding the next stages of delivery.

Further information can be found here:

- Arcade Village Activity Centre: <https://conversations.casey.vic.gov.au/arcade-village>
- Somerville Road Activity Centre: <https://conversations.casey.vic.gov.au/somerville-activity>
- Pearcedale Village Activity Centre: <https://conversations.casey.vic.gov.au/pearcedale-village>

### Get involved in upcoming projects

Be the first to hear of new opportunities and to have your say by registering your details on our dedicated community engagement website: <https://conversations.casey.vic.gov.au>

We will continue to provide you with opportunities to have your say and be involved in Council projects, strategies, and decision-making.

Your feedback is critical in helping us provide the services and infrastructure needed to support our rapidly growing community.

## Manuka Road Development Plan

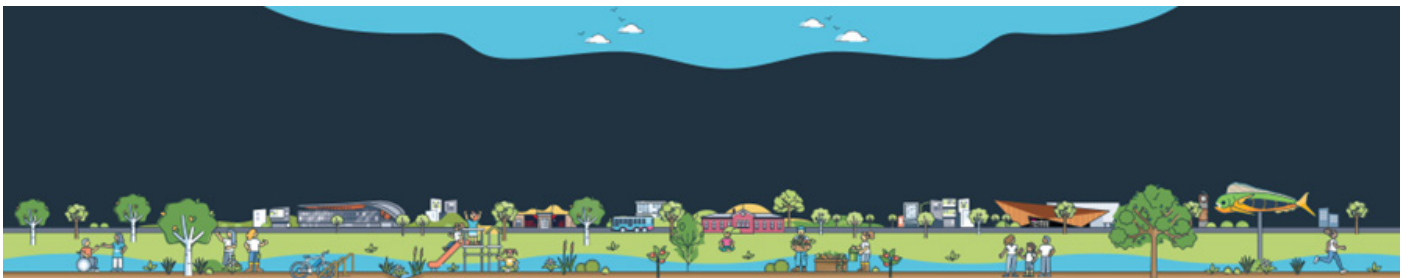


During the quarter, Council consulted on the draft 2025 Manuka Road Development Plan for land at 42–80 Manuka Road, Berwick, following the revocation of the previously endorsed 2023 plan. Consultation ran from 19 January to 1 March 2026 via Casey Conversations and in person information sessions, seeking community feedback on the future residential development of the site, including proposed housing yield, protection of vegetation and heritage assets, open space and path connections, and road upgrades.

Feedback focused on traffic and safety, environmental and drainage impacts, bushfire management, heritage protection and neighbourhood character. All submissions have been reviewed and summarised in a Community Engagement Summary Report and will inform Council's consideration of the Development Plan as the project progresses to the next stage.

Further information can be found here <https://conversations.casey.vic.gov.au/bettercasey>

## Building a Better Casey



During the quarter, Council launched Building a Better Casey, an advocacy campaign inviting community feedback to help shape Casey's priorities ahead of the 2026 State Election. Delivered through Casey Conversations, the campaign seeks to build a strong evidence base to advocate for increased investment in key transport, road and community infrastructure projects needed to support Casey's rapid population growth. Community members are invited to share their experiences and show support for priority projects across transport and roads, community infrastructure and safer, more connected neighbourhoods, with feedback to be used to inform discussions with State Government representatives and strengthen Council's advocacy for funding and policy commitments that address the city's current and future needs.

Further information can be found here <https://conversations.casey.vic.gov.au/bettercasey>

# CAPITAL WORKS PERFORMANCE

## Summary

The City of Casey's 2025/26 Capital Works Program features 260 projects and an investment of \$149 million.

## All projects

The quarter three total actual expenditure for the 2025/26 Capital Works Program is \$98.726 million. This is ahead of the planned expenditure due to a large land purchase.

Progress to date also includes a mix of building works (community facilities including family and community centres and sports facilities such as pavilions, ovals and lighting) and infrastructure (roads, drainage and bridges).

All projects	%	('000)
Total annual budget	100%	\$149,044
<b>YTD expenditure</b>		
Estimate	62.26%	\$92,800
Actual	66.24%	\$98,726

## The City of Casey has completed the following projects:

- Ackland Park Drainage & Open Space Works
- Amarillo Drive Gross Pollutant Trap (GPT) Renewal
- Ballarto Road and South Gippsland Hwy Intersection - Road Construction New & Improved
- Betula Reserve Playground Renewal
- Blind Bight Reserve Fitness Equipment and Half Court Upgrade
- Bridge Renewal BR116 - Old Coach Road Traffic Bridge
- Casey Fields Install Synthetic Pads - Rugby 1 & 2
- Casey Fields Path Upgrades 25/26
- Casey Fields Regional AFL Oval - Behind Goal Netting 25/26
- Casey Fields VFL Fencing Renewal
- Clyde North Precinct Structure Plan Active Open Space 2 - 600 Bells Rd - Planning - 24/25
- Cranbourne Mini Roundabouts
- Eumemmerring Creek to Lysterfield Lake Recreational Trails - Walk and Ride in Casey
- Irene Parade Reserve Playground Renewal

- Lyall Street Reserve Playground Renewal
- Majestic Boulevard Gross Pollutant Trap (GPT) Renewal
- Menindee Terrace & Lochard Terrace - Gross Pollutant Trap (GPT) Renewal
- Nelson Street Reserve District Open Space Development
- Oakgrove Community Centre Renewal Design
- Princes Highway (East of Mansfield Street) Linking Paths Program
- Raven Crescent Narre Warren – Local Traffic Management Devices (LTM)
- South Gippsland Highway & Ballarto Road Roundabout - Additional Scope
- Strathaird Reserve Playground Renewal
- Wintersun Road Reserve Playground Renewal
- Wood Road Reserve Playground Renewal

**The following projects have experienced delays due to current conditions:**

- Betula and Myuna Farm Stormwater Harvesting
- Casey North CISS relocation
- Clyde North Active Open Space - District AFL/Cricket/Netball - Springleaf Avenue
- Eddie Barron Reserve Playspace Upgrade
- Hardy's Road Community Centre
- Light Plant Renewals 25/26
- Major Plant Renewals 25/26
- Old Cheese Factory Multipurpose community space
- Various Projects - Land Acquisition

# CAPITAL WORKS HIGHLIGHTS

## Robert Booth Reserve – Tennis Pavilion Renewal, Hampton Park

**Status:** In progress ■



This project involves the redevelopment and extension of the existing tennis pavilion at Robert Booth Reserve to improve accessibility, functionality and amenity, in line with Council's Sports Facilities Framework.

### **The project includes:**

- New accessible amenities located to the west of the existing building
- An outdoor canopy connected to the building on the eastern side
- Protection of existing mature trees within the reserve

The total anticipated project cost is \$1.11 million, with \$550,000 funded by the Victorian Government through the Community Sport and Recreation Grant Funding Program and \$560,000 provided by Council.

### **Construction progress during the quarter included:**

- Completion of slab rectification works
- Completion of framing, blockwork, roofing, windows and glazing
- Services fit off works underway
- Rendering, plastering and grease trap installation in progress

### **In the upcoming quarter:**

- Completion of services fit off works
- Completion of plastering and door installation
- Commencement of flooring installation

The project is now anticipated to be completed by May 2026.

## Doveton Pool in the Park 50 metre Pool Redevelopment, Doveton

Status: In progress ■



This project involves the design and construction of a new outdoor pool and year-round accessible park, delivering improved aquatic, recreation and play facilities for the community.

### The project includes:

- Removal of the existing water slides, three smaller pools, the Gambetta Room, portable building and fencing
- Redevelopment of the seasonal outdoor 50-metre pool
- Renewal of the pool pavilion, including change facilities and amenities, an improved foyer and reception area, staff room and storage
- Recommissioning and refurbishment of the existing program pool, construction of a new standalone water slide and associated landscaping
- Development of a new play space, including a range of cooperative and active play opportunities, accessibility and imaginative play elements, paths, seating, picnic tables, shelter and a kick-about space

The total anticipated project cost is \$19 million, with \$7.492 million funded through the Federal Government Thriving Suburbs Fund, \$1.792 million from Public Open Space Reserves and \$9.716 million provided by Council.

### Construction progress during the quarter included:

- Completion of roof works to the plant room and commencement of service rough-in works in plant room
- Pool tiling underway
- Demolition of the old building commenced and nearing completion

### In the upcoming quarter:

- Completion of remaining demolition works
- Progression of service rough-in works and installation of plant room doors
- Continued pool tiling works
- Award of the tender for the program pool and new water slide

Removal of the existing water slides, three smaller pools, the Gambetta Room, portable building and fencing and redevelopment of the seasonal outdoor 50-metre pool is anticipated to be completed by May 2026. Project completion is anticipated February 2027.

## Ballarto Road Family and Community Centre, Clyde

Status: In progress ■



This community facility project, identified in the adopted Cardinia Creek South Precinct Structure Plan, will help relieve pressure on existing services and programs that are operating at capacity, while ensuring new and growing communities have access to essential services and support.

### The facility will include:

- Three kindergarten rooms with associated amenities and licensed outdoor play spaces, including an undercover shaded area
- A large multipurpose community room with kitchen, storage and access to a community yard
- A small community meeting room with a secure outdoor courtyard
- Two Maternal and Child Health consulting rooms with a dedicated waiting area, including a discreet space
- A flexible central reception area, staff and community amenities throughout the facility
- Surrounding landscaping and a front plaza with seating, bike paths and parking

The total project cost is anticipated to be \$10.3 million, with \$6.75 million funded through the Victorian School Building Authority Building Blocks Grant and \$3.55 million from Developer and Infrastructure Contribution Reserves.

### Construction progress during the quarter included:

- Completion of the concrete slab
- Completion of structural steel installation
- Commencement of timber framing and roof works

### In the upcoming quarter:

- Building frame and roof works will continue
- Stormwater services will be installed outside the building slab, extending towards the play space

Completion of the project remains anticipated by October 2026.

## Springleaf Recreation Reserve Development, Clyde North

Status: In Progress ■



This project will deliver important community infrastructure for residents of Clyde North, supporting active recreation and community use, and integrating with the future Family and Community Centre.

### The facility includes:

- A dual use AFL and cricket oval
- Netball courts with lighting
- A pavilion incorporating a social space, kiosk, flexible change rooms and referee facilities
- A playground and a mix of hard and soft landscaping
- Car park integration with the future Family and Community Centre

The total anticipated project cost is \$20.26 million, with \$9.2 million funded through the Federal Government Thriving Suburbs Fund, \$8.01 million from Developer and Infrastructure Contribution Reserves, and \$3.05 million provided by Council.

### Construction progress during the quarter included:

- Completion of car park construction, including lighting works
- Completion of fencing around the play fields
- Completion of pavilion construction, with an occupancy permit issued and the building now in the defects liability period
- Footpath construction nearing completion
- Completion of all earthworks for the playground, with installation of play equipment underway

### In the upcoming quarter:

- Final installation of play equipment
- Completion of landscaping works
- Completion of the project remains anticipated by June 2026.

## Old Cheese Factory Multipurpose Space, Berwick

Status: In progress ■



This project will replace the existing ageing multi purpose community facility with a new, modern building designed to better support a wide range of community events, programs and activities.

### The new facility will provide:

- An adaptable kitchen suitable for training and community use
- Improved IT functionality
- Increased storage capacity
- A flexible, fit for purpose space capable of supporting multiple community functions

The total anticipated project cost is \$2.2 million, funded through Developer Contributions.

### Construction progress during the quarter included:

- Completion of demolition works
- Installation of concrete footings
- Completion of steel and timber framing

### In the upcoming quarter:

- Boring works to support the electrical connection
- Progression of services fit off
- Roof works and brickwork

Due to long lead times on required building materials, the project is now forecast to be completed by July 2026.

# FINANCIAL STATEMENTS

## Summary

The year to date report at 31 March 2026 shows a surplus of \$278.2 million which is \$41.7 million (18.0 per cent) favourable to budget.

Explanations of variances with a materiality threshold of the lower of 10 per cent or \$1,000,000 are included within the variance report.

Expenses are \$22.2 million (6.0 per cent) favourable, mainly due to elements relating to Materials & Services and External contracts offset by Other Expenses.

Revenue is \$19.4 million (3.0 per cent) higher than budget which is predominantly due to timing of capital and operating grants, as well as Monetary and Non Monetary Contributions received during the period.

Council will continue to regularly monitor its position compared to budget as these impacts become more apparent to the end of the year.



*Please note, the amounts presented in the following 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.*

## Comprehensive Income Statement

For the period ended on 31 March 2026

			Year to date			Ref
	Annual Budget	Budget	Actual	Variance		
	\$'000	\$'000	\$'000	\$'000	%	
<b>Income</b>						
Rates	317,623	337,465	340,222	2,758	1%	1
Statutory fees and fines	13,928	10,213	10,949	736	7%	
User fees	17,312	15,024	16,158	1,134	8%	2
Grants - operating	66,846	49,718	53,518	3,800	8%	3
Grants - capital	16,549	20,310	23,441	3,131	15%	4
Contributions – monetary	76,961	61,582	65,168	3,586	6%	5
Contributions – non-monetary	128,000	132,192	136,784	4,592	3%	6
Interest	17,500	-	-	-	0%	
Net gain/(loss) on disposal of property, infrastructure and plant	50	320	439	119	37%	7
Other income	2,083	15,816	15,506	(311)	(2%)	
<b>Total income</b>	<b>656,855</b>	<b>642,640</b>	<b>662,184</b>	<b>19,543</b>	<b>3%</b>	
<b>Expenses</b>						
Employee costs	145,682	122,257	122,808	(551)	0%	
Materials and consumables	109,950	103,918	69,565	34,352	33%	8
External contracts	102,900	101,433	91,723	9,710	10%	9
Utilities	12,286	10,078	8,718	1,360	13%	10
Borrowing costs	720	328	348	(20)	(6%)	
Finance costs – leases	639	400	410	(10)	(2%)	
Depreciation	78,209	61,677	61,677	(0)	0%	
Amortisation	1,849	1,398	1,422	(24)	(2%)	
Bad Debts	107	50	-	50	100%	11
Other expenditure	7,793	4,607	27,352	(22,745)	(494%)	12
<b>Total expenses</b>	<b>460,133</b>	<b>406,145</b>	<b>384,023</b>	<b>22,122</b>	<b>(5%)</b>	
<b>Surplus (deficit) month end</b>	<b>196,722</b>	<b>236,495</b>	<b>278,159</b>	<b>41,664</b>	<b>18%</b>	
<b>Other comprehensive income (items that will be classified to surplus or deficit in future periods)</b>						
Share of other comprehensive income of associates and joint ventures accounted for by equity method	-	-	-	-	100	
<b>Total comprehensive result</b>	<b>196,722</b>	<b>236,495</b>	<b>278,159</b>	<b>41,664</b>	<b>18%</b>	

## Balance Sheet

For the period ended on 31 March 2026

	Year to date				
	Annual budget	Budget	Actual	Variance	
	\$'000	\$'000	\$'000	\$'000	%
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	25,551	32,859	36,420	3,561	11%
Trade and other receivables	40,143	130,683	131,340	657	1%
Other financial assets	396,069	375,602	386,330	10,728	3%
Prepayments	2,733	-	837	837	0%
Other assets	1,646	9,015	8,966	(49)	(1%)
Assets classified held for sale	-	-	-	-	0%
<b>Total current assets</b>	<b>466,141</b>	<b>548,159</b>	<b>563,893</b>	<b>15,734</b>	<b>3%</b>
<b>Non-current assets</b>					
Investments in associates and joint ventures	5,326	4,121	4,484	363	9%
Property, infrastructure, plant and equipment	7,854,193	8,077,952	8,064,048	(13,904)	0%
Right of use of assets	5,197	6,135	6,111	(24)	0%
Other financial assets	25,000	35,000	80,000	45,000	129%
<b>Total non-current assets</b>	<b>7,889,716</b>	<b>8,123,208</b>	<b>8,154,643</b>	<b>31,435</b>	<b>0%</b>
<b>Total assets</b>	<b>8,355,857</b>	<b>8,671,367</b>	<b>8,718,536</b>	<b>47,169</b>	<b>1%</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	41,012	23,338	30,330	(6,992)	30%
Trust fund and deposits	48,422	53,294	66,820	(13,526)	25%
Interest bearing loans and borrowings	5,144	2,163	2,163	-	0%
Provisions	36,938	33,806	30,340	3,466	(10%)
Lease liability	1,926	601	500	101	(17%)
Unearned revenue	28,192	20,363	14,721	5,642	(28%)
<b>Total current liabilities</b>	<b>161,634</b>	<b>133,565</b>	<b>144,874</b>	<b>(11,309)</b>	<b>8%</b>
<b>Non-current liabilities</b>					
Interest bearing liabilities	508	5,651	5,651	-	0%
Provisions	13,606	11,316	11,455	(139)	1%
Lease Liability	4,472	6,712	6,711	1	0%
<b>Total non-current liabilities</b>	<b>18,586</b>	<b>23,679</b>	<b>23,817</b>	<b>(138)</b>	<b>1%</b>
<b>Total liabilities</b>	<b>180,220</b>	<b>157,244</b>	<b>168,691</b>	<b>(11,448)</b>	<b>7%</b>
<b>Net assets</b>	<b>8,175,638</b>	<b>8,514,123</b>	<b>8,549,845</b>	<b>35,722</b>	<b>0%</b>
<b>Equity</b>					
Accumulated surplus	3,657,414	3,766,405	3,803,565	37,160	1%
Asset Revaluation Reserve	4,232,449	4,474,281	4,474,281	-	0%
Reserve	285,775	273,437	271,999	(1,438)	(1%)
<b>Total equity</b>	<b>8,175,638</b>	<b>8,514,123</b>	<b>8,549,845</b>	<b>35,722</b>	<b>0%</b>

# Statement of Cash Flows

For the period ended on 31 March 2026

	Year to date				
	Annual budget Inflows/ (Outflows)	Budget Inflows/ (Outflows)	Actual Inflows/ (Outflows)	Variance	
	\$'000	\$'000	\$'000	\$'000	%
<b>Cash flows from operating activities</b>					
Rates and charges	336,210	270,407	269,118	(1,289)	0%
Statutory fees and fines	15,776	10,213	10,949	736	7%
User fees	21,723	18,675	19,230	555	3%
Grants - operating	75,966	49,718	49,620	(98)	0%
Grants - capital	33,434	22,730	21,697	(1,033)	(5%)
Contributions - monetary	89,620	61,626	65,059	3,433	6%
Interest received	19,555	13,917	14,813	896	6%
Other Income	3,591	727	978	251	35%
GST recoveries	19,953	8,452	8,975	523	6%
Employee costs	(154,622)	(120,462)	(125,601)	(5,139)	(4%)
Material and services	(315,354)	(229,638)	(176,628)	53,010	23%
Trust funds and deposits	(500)	1,600	15,125	13,525	845%
<b>Net cash (provided by) used in operating activities</b>	<b>145,352</b>	<b>107,965</b>	<b>173,335</b>	<b>65,370</b>	<b>61%</b>
<b>Cash flow from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(123,958)	(92,967)	(98,728)	(5,761)	(6%)
Proceeds from sale of property, infrastructure, plant and equipment	21,878	729	540	(189)	(26%)
Proceeds to/from investments	(32,000)	(192)	(70,728)	(70,536)	36738%
<b>Net cash (used in) investing activities</b>	<b>(134,080)</b>	<b>(92,430)</b>	<b>(168,916)</b>	<b>(76,486)</b>	<b>83%</b>
<b>Cash flow from financing activities</b>					
Finance costs	(438)	(328)	(348)	(20)	6%
Proceeds from borrowings	-	-	-	-	0%
Repayment of borrowings	(8,555)	(6,392)	(6,392)	-	0%
Interest paid - lease liability	(523)	(400)	(410)	(10)	(3%)
Repayment of lease liability	(1,796)	(1,347)	(1,448)	(101)	7%
<b>Net cash provided by (used in) financing activities</b>	<b>(11,312)</b>	<b>(8,467)</b>	<b>(8,598)</b>	<b>(131)</b>	<b>2%</b>
<b>Net increase/decrease in cash and cash equivalents</b>	<b>(40)</b>	<b>7,068</b>	<b>(4,179)</b>	<b>(11,247)</b>	<b>(159%)</b>
<b>Cash and cash equivalents at the beginning of the financial year</b>	<b>25,591</b>	<b>25,791</b>	<b>40,599</b>	<b>14,808</b>	<b>57%</b>
<b>Cash and cash equivalents at end of the month</b>	<b>25,551</b>	<b>32,859</b>	<b>36,420</b>	<b>3,561</b>	<b>11%</b>

## Statement of Capital Works

For the period ended on 31 March 2026

Capital Works Program	Working budget incl. carry forwards)	Year To Date				Ref
		Budget (incl. carry forwards)	Actual	Variance	Variance	
		\$'000	\$'000	\$'000	\$'000	
<b>Property</b>						
Land	10,809	9,043	35,270	(26,227)	(290.0%)	13
<b>Total property</b>	<b>10,809</b>	<b>9,043</b>	<b>35,270</b>	<b>(26,227)</b>	<b>(290.0%)</b>	
<b>Buildings</b>						
Buildings	0	200	6	194	97.0%	14
Building improvements	169	169	196	(27)	(16.0%)	15
<b>Total buildings</b>	<b>169</b>	<b>369</b>	<b>202</b>	<b>167</b>	<b>45.3%</b>	
<b>Total property and buildings</b>	<b>10,978</b>	<b>9,412</b>	<b>35,472</b>	<b>(26,060)</b>	<b>(276.9%)</b>	
<b>Plant and Equipment</b>						
Plant machinery and equipment	4,035	3,720	2,031	1,689	45.4%	16
Fixtures, fittings and furniture	1,193	984	968	16	1.6%	
Computers and telecommunications	2,554	1,473	771	702	47.7%	17
<b>Total Plant and Equipment</b>	<b>7,782</b>	<b>6,177</b>	<b>3,770</b>	<b>2,407</b>	<b>39.0%</b>	
<b>Infrastructure</b>						
Roads	14,284	12,589	9,714	2,875	22.8%	18
Bridges	1,187	512	363	149	29.1%	19
Footpaths and cycle ways	4,764	1,830	1,262	568	31.0%	20
Drainage	6,009	3,475	1,845	1,630	46.9%	21
Recreational, leisure and community facilities	83,311	49,016	40,427	8,589	17.5%	22
Parks, open space and streetscapes	13,857	5,835	5,566	269	4.6%	
Off street car parks	197	52	35	17	32.7%	23
Other infrastructure	6,675	4,100	270	3,830	93.4%	24
<b>Total Infrastructure</b>	<b>130,284</b>	<b>77,409</b>	<b>59,482</b>	<b>17,927</b>	<b>23.2%</b>	
<b>Total Capital Works Expenditure</b>	<b>149,044</b>	<b>92,998</b>	<b>98,724</b>	<b>(5,726)</b>	<b>(6.2%)</b>	
<b>Types of Capital Works</b>						
New Assets	79,997	46,309	66,689	(20,380)	(44.0%)	
Renewal	46,818	34,559	23,734	10,825	31.3%	
Expansion	4,210	2,529	1,424	1,105	43.7%	
Upgrade	18,019	9,601	6,877	2,724	28.4%	
<b>Total Capital Works Expenditure</b>	<b>149,044</b>	<b>92,998</b>	<b>98,724</b>	<b>(5,726)</b>	<b>(6.2%)</b>	

## Year to date variance reports

For the period ended on 31 March 2026

Reference	
1	<p><b>Revenue from Operating Activities – Rates</b></p> <p>The favourable variance is due to additional income generated from supplementary assessments issued during the year, as well as higher-than-budgeted interest income.</p>
2	<p><b>Revenue from Operating Activities – User Fees</b></p> <p>The favourable variance is due to income from partnership share return to council.</p>
3	<p><b>Revenue from Operating Activities – Grants operating</b></p> <p>The favourable variance is due to higher-than-budgeted grants for kinder programs driven by additional kinder hours, increased enrolments, and a prior-year funding adjustment.</p>
4	<p><b>Revenue from Operating Activities – Grants capital</b></p> <p>The favourable variance is due to recognition of grants earlier than budgeted for.</p>
5	<p><b>Revenue from Operating Activities – Contributions - monetary</b></p> <p>The favourable variance is due to contributions being received ahead of schedule. This has been partially offset by lower contributions relating to public open space.</p>
6	<p><b>Revenue from Operating Activities – Contributions - Non monetary</b></p> <p>The favourable variance is due to higher than-anticipated asset transfers from new estates/ sub-divisions.</p>
7	<p><b>Revenue from Operating Activities – Net Gain / (Loss) on Disposal of Property, Infrastructure and Plant</b></p> <p>The favourable variance is due to no disposals having taken place yet for this year.</p>
8	<p><b>Expenses from Operating Activities – Material and Consumables</b></p> <p>The favourable variance is due to a change in accounting treatment of the Ballarto Road local sports reserve land acquisition (moved to the Capital Works Program) partially offset by higher agency staff costs across the council.</p>
9	<p><b>Expenses from Operating Activities – External Contracts</b></p> <p>The favourable variance is due to contract delays in scheduled handovers from Developers.</p>
10	<p><b>Expenses from Operating Activities – Utilities</b></p> <p>The favourable variance is due savings in Public Lighting with price increases less than budget assumption.</p>
11	<p><b>Expenses from Operating Activities – Bad Debts</b></p> <p>The favourable variance is due to timing as the bad debts are assessed at the end of the year rather than during the financial year.</p>
12	<p><b>Expenses from Operating Activities – Other Expenditure</b></p> <p>The unfavourable variance is largely due to expenditure on non-council assets (related to VicRoads) that cannot be capitalised, relating to the Hardy Road &amp; Ballarto Road projects.</p>
13	<p><b>Capital Works Program – Land</b></p> <p>The current YTD unfavourable variance is due to change in accounting treatment of land purchase. (1755 Ballarto Road).</p>
14	<p><b>Capital Works Program – Buildings</b></p> <p>The current YTD favourable variance is due to project delays.</p>
15	<p><b>Capital Works Program – Building Improvements</b></p> <p>The current YTD unfavourable variance is due to project progressing ahead of schedule.</p>
16	<p><b>Capital Works Program – Plant Machinery and Equipment</b></p> <p>The current YTD favourable variance is due to project delays.</p>

Reference	
17	<b>Capital Works Program – Computers and telecommunications</b> The current YTD favourable variance is due to project delays.
18	<b>Capital Works Program – Roads</b> The current YTD favourable variance is due to road project delays.
19	<b>Capital Works Program – Bridges</b> The current YTD favourable variance is due to project delays.
20	<b>Capital Works Program – Footpaths and Cycle ways</b> The current YTD favourable variance is due to a project cancellation.
21	<b>Capital Works Program – Drainage</b> The current YTD favourable variance is due to project delays.
22	<b>Capital Works Program – Recreational, leisure and community facilities</b> The current YTD favourable variance is due to project delays.
23	<b>Capital Works Program – Off Street car parks</b> The current YTD favourable variance is due to project delays.
24	<b>Capital Works Program – Other Infrastructure</b> The current YTD favourable variance is related to capital recharge for project management costs as captured against individual infrastructure projects within the Capital Works Program.

# CONTRACTS AWARDED GREATER THAN \$5M

## Background

Council's contract awarding processes are underpinned by a strong governance framework and best practice procurement processes which enable procurement decisions that:

- use public resources efficiently, economically and ethically
- facilitate accountable and transparent decision making
- encourage competition and are non-discriminatory
- encourage appropriate engagement with risk
- are proportional to the scale and scope of a requirement
- allow for continuous improvement and innovation

**Note:**The s5 Instrument of Delegation from Council to the CEO (overarching delegation) was endorsed at the August Council meeting. This satisfies the legislative requirement for Council to review the s5 Instrument of Delegation within 12 months of the commencement of the Councillor term. As part of this review, Councillors reduced the CEO's financial delegation from \$15 million to \$5 million and requested a monthly report detailing all contract approvals exceeding \$1 million.

This report excludes any contract extensions authorised by Council resolution where the total contract value is greater than \$5 million. These items are recorded and reported through separate Council processes.

## Financial year to date

During the January to March period, one contract of greater than \$5million was awarded.

Title	Supplier	Amount (incl. gst)	Date awarded	Awarded by
<b>CT000916</b> - 1895 Ballarto Road Family & Community Centre	• Constructive Group Pty Ltd	\$9,286,563.00	01/07/2025	Chief Executive Officer
<b>CT000993</b> - Asphalt Resurfacing of Various Roads for Year 2025/26	• R&C Asphalt Paving Pty Ltd	\$9,361,000.00	08/07/2025	Chief Executive Officer

Title	Supplier	Amount (incl. gst)	Date awarded	Awarded by
CT000978 - Civil & Landscape Capital Works Panel	Panel of 20 Suppliers: <ul style="list-style-type: none"> <li>• Accomplished Plumbing Services Pty Ltd</li> <li>• Ace Landscape Services Pty Ltd</li> <li>• Austek Road Victoria Pty Ltd - (saved as RC Asphalt Paving)</li> <li>• Blue Peak Constructions Pty Ltd ATF Blue Peak Constructions Family Trust</li> <li>• Delfino Paving Co Pty Ltd</li> <li>• Forever Up Signs Pty Ltd</li> <li>• J. Mac Constructions Pty Ltd</li> <li>• Landstruct landscape Construction Pty Ltd</li> <li>• Main Street Civil Pty Ltd</li> <li>• Native Space Pty Ltd</li> <li>• P&amp;H Civil Landscapes Pty Ltd</li> <li>• Prestige Paving Pty Ltd</li> <li>• Regal Innovations Pty Ltd</li> <li>• Roadlinez Pty Ltd</li> <li>• Sunnybank Horticultural Pty Ltd</li> <li>• Sanpoint Pty Ltd T/A LD Total</li> <li>• Sustainable landscaping Pty Ltd</li> <li>• Metro Asphalt Pty Ltd as Trustee of the Centofanti Unit Trust</li> <li>• VIS Group Pty Ltd</li> <li>• Yellowstone Landscaping Pty Ltd</li> </ul>	Panel arrangement - value dependent on work orders issued under the panel throughout the contract term	21/10/2025	Council
CT000963 - Clyde North West Family & Community Centre	<ul style="list-style-type: none"> <li>• Melbcon Pty Ltd</li> </ul>	\$8,054,420.00	17/02/2026	Council

## Contact City of Casey

03 9705 5200

NRS: 133 677 (for the deaf,  
hearing or speech impaired)



**TIS:** 131450 (Translating and Interpreting Service)

口译员 | مترجم شفاهى | ආඥා පරිවර්තක | ਦੁਭਾਸ਼ੀਏ | ترجمان

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## Customer Service Centres

### Bunjil Place

2 Patrick Northeast Drive  
Narre Warren 3805

### Cranbourne Park Shopping Centre

Shop 156, South Gippsland Highway  
Cranbourne 3977



City of  
Casey