



# Draft City of Casey **LONG TERM COMMUNITY VISION** 2031





## ACKNOWLEDGEMENT TO COUNTRY

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



## WELCOME

**W**elcome to the City of Casey's *Long-Term Community Vision 2031 (the Vision)*.

The *City of Casey Long-Term Community Vision 2031* defines the community's aspirations for the future of the municipality, which is to ***become a more connected, bold and resilient community***.

The Vision was informed by feedback and insights obtained through Council's largest ever community engagement program *Shape Your City*. *Shape Your City* provided an opportunity for our community to tell us how they would like Council to engage with them, what their vision is for the future of the municipality and what their specific needs and expectations are of Council. The Vision document is a legal requirement under the *Local Government Act 2020, Section 89*, and describes the community's aspirations for the next ten years informed by deliberative community engagement (*Local Government Act 2020, Section 88, (1)*).

The Vision contains high-level themes to guide Council in supporting the community's vision and delivering the type of municipality they wish to see. It also includes guiding statements that describe how this will be achieved, whilst also ensuring commitment and consistency in how we plan to deliver on *the Vision* over the long term.

The Vision should be read in conjunction with the *City of Casey Council Plan 2021-25 (Council Plan)*, which is the mechanism through which the Vision is translated into Strategic Objectives, Strategies and Strategic Indicators. The Council Plan is centred on what Council will achieve for the municipality in a four-year period in relation to the Vision.



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## OUR INTEGRATED STRATEGIC PLANNING FRAMEWORK

Council's Integrated Strategic Planning Framework guides Council in identifying community needs and aspirations over the long term (*the Vision*), medium term (*Council Plan*) and short term (*Annual Budget*, incorporating the *Annual Action Plan* and *Capital Works Program*), and how it will hold itself accountable (*Annual Report and Audited Statements*).

The purpose of integrated planning and reporting is:

- to determine the priorities for the municipality in terms of its future outlook, how our community want to live and the city we desire to be
- to consider what is changing and how these changes present an opportunity to shape our future
- to establish clear strategic direction for responding to change
- to prioritise Council business to identify projects and services that will deliver the best return on investment
- to inform Council's long-term financial planning and budgeting
- to inform annual Council planning, business planning and service planning across Council departments
- to provide a line of sight for employees to see how their individual work tasks contribute to the overall strategic direction of Council and community
- to meet the strategic planning principles required under the Local Government Act 2020.

The following illustration demonstrates Council's Integrated Strategic Planning Framework.





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## *Community Vision*

The *Long-Term Community Vision 2031* outlines our community's aspirations and priorities for the future. It is informed by the *Shape Your City* engagement program which included deliberative community consultation. We want to thank the 6,654 community members that contributed their feedback and helped shape this Vision.

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## *Council Plan*

The Council Plan details Council's contribution to the delivery of the Community Vision through Strategic Objectives and corresponding Strategies. The Council Plan, also informed by the *Shape Your City* engagement which included deliberative community engagement, focuses on the way Council will work with the community, key stakeholders, community organisations and other levels of government to achieve these Strategic Objectives over the next four-year period. The Council Plan also informs Council's financial plan and Council's ten-year capital works program. Finally, the Council Plan is accompanied by the Strategic Resource Plan (SRP), which is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives and strategies outlined in the Council Plan.

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## *Organisational Strategy*

The Organisational Strategy is an internal document that provides a roadmap for our shared direction. It helps determine the challenges facing the organisation and the reason for change, the direction the organisation is moving towards, the capabilities required to be equipped and resilient in the long-term, and the opportunities and recommendations that will support the organisation.

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## *Domain Strategies*

The Domain Strategies set Council's strategic direction across the following areas:

- Transformation Strategy
- Environment Strategy
- Economic Development Strategy
- Infrastructure Strategy
- Municipal Public Health and Wellbeing Plan

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## *Strategic Service Plans and Service Catalogue*

Strategic Service Plans and the Service Catalogue articulate what services Council delivers, to who, when and the type of service delivery model. Council has 30 strategic services and over 100 sub-services.



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### *Long-Term Financial Plan and Asset Management Plan*

The Long-Term Financial Plan and Asset Management Plan conveys how we will deliver and manage our resources and assets to support our strategic future.

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### *Business Plans*

Business Plans are annual plans that illustrate the short-term actions that will move us towards achieving our higher-level Strategic Objectives and Strategies contained within the Council Plan. Business Plans also assist in identifying the Annual Action Plan items that contribute directly to the achievement of the Council Plan. Annual Action Plan items can be categorised into two formats:

- **Major Initiatives:** Those items that are significant initiatives which will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the Annual Budget.
- **Initiatives:** Actions which are one-off in nature and/or lead to improvements in service.

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### *Budget and Workforce Planning*

The Annual Budget and Workforce Planning help organise and determine how we will use our resources to deliver on our strategies and plans on a yearly basis. The Annual Budget is also linked to the Annual Action Plan (identified as part of the Business Planning stream) as it assists in determining the financial resourcing required to achieve the Council Plan Strategic Objectives and Strategies annually.

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### *Community Engagement, Compliance and Governance, and Monitoring and Accountability*

Community Engagement, Compliance and Governance, and Monitoring and Accountability are mechanisms that hold Council accountable. This is achieved through engagement with the community, compliance and governance to ensure that Council meets legislative requirements or policies and monitoring and accountability through mechanisms such as Quarterly Reporting or the Annual Report. Each of these allows Council to remain transparent and responsible to its community and stakeholders.



## SHAPE YOUR CITY

As part of our largest-ever community engagement program, *Shape Your City*, we reached out to our community via online forums, webinars, surveys and a community panel to hear from our community. The findings went into producing a roadmap for the future, which included shaping our long-term Community Vision.

*To meet the LGA changes, engagement was undertaken in three distinct phases which saw 7,486 people contribute across the entire program ...*



### Reach

The *Shape Your City* program saw 6,654 members of the community participate and contribute feedback through online surveys, telephone surveys, online conversations hosted by a community member or ambassadors, moderated online forums and live discussion boards.

### Diversity

To ensure we heard a diverse range of voices, *Shape Your City* targeted specific audiences which included CALD parts of our community, special interest groups, children and young people, and people requiring community care or disability support. This has resulted in responses from a good distribution of age, gender and geographic locations as well as significant representation across a range of diverse communities.



Through the *Shape Your City* engagement program, the following key themes emerged:

- **The aspiration to live in a truly safe place.** Community safety is a high priority for our residents. Safety means different things to our community members with three key areas highlighted including: a stronger focus on reducing crime; creating a more inclusive, caring and welcoming community where they feel they can trust their neighbours; and the importance of living in a safe built environment, with well-lit streets and safer roads. Emphasis was also placed on socially connected communities, supporting appreciation of cultural diversity and utilising local skills and assets.
- **The desire for greater social connection.** Residents want more opportunities to engage with their local community. They want the Council to proactively plan in response to continued rapid population growth, which encompasses building infrastructure, fostering social connections, and welcoming new residents with support and information. Many would like to see more family-friendly activities, multicultural festivals, and community volunteering opportunities.
- **Clean and green public spaces.** Open spaces and community facilities should be tidy, well-lit, well-maintained, and litter-free. The engagement results highlighted how important parks and reserves are to the community. They provide opportunities to exercise, socialise and recharge. Many would like to see more trees, gardens and vegetation embedded in the urban environment and in new estates.
- **The need to improve the transport infrastructure.** Participants felt that Council needs to continue to deliver or work with key partners to advocate for improved public transport, active transport and to address traffic congestion issues. Council should also provide better connection points between locations to support active modes of transport like walking and cycling.
- **Re-thinking urban growth.** Some community members would like Casey to keep its peaceful, small country feel and felt uncomfortable with the rapid urban expansion. They asked for better planning as well as better management of urban growth, to prevent overcrowding, heavy traffic, and the development of new estates in flood-prone areas. Many participants also wished for more recreational and park amenities located within a short distance from residential estates.
- **Thriving and resilient local economy.** Community members want to live in an area with strong local job growth and employment opportunities. They want Council to work harder to support local business and innovation, to create more local employment opportunities and reduce the reliance on commuting to other Melbourne activity centres
- **Sustainable and resilient municipality.** Council should lead the way in sustainable waste management practices and should empower the community to recycle and to keep public spaces clean. Some residents suggested Council should increase its focus on emissions reduction and biodiversity protection. Resilience in the face of more frequent severe weather



events is of utmost importance to many community members. Council has a responsibility to raise awareness about climate risks and to mitigate those risks by ensuring adequate bushland and stormwater management. Building a resilient city also involves having solid emergency plans in place and considering the impacts of climate change on residential developments.

- **Better and more transparent governance.** Residents would like more accountability, including visibility around Council's decisions and the way rates are spent. Community members value ethical and transparent governance and want to be engaged before critical decisions are made.



## KEY TERMINOLOGY AND LOCAL GOVERNMENT ACT REQUIREMENTS 2021

This section outlines the Long-Term Community Vision high-level themes and Guiding Statements to ensure the achievement and contribution of the *Long-Term Community Vision 2031* towards the *Council Plan 2021-25*.

As required by the *Local Government Act 2020*, s. 88, Council is to maintain a Community Vision that is developed with its municipal community in accordance with its deliberative engagement practices.

The scope of the Vision is a period of at least the next 10 financial years. It must describe the municipal community's aspirations for the future of the municipality.



# BECOME A MORE CONNECTED, BOLD AND RESILIENT COMMUNITY

Our community is faced with a number of complex issues in this ever-changing environment, which cannot be solved by one person, group or organisation. It requires Council and community – together – to work as one to help solve these complex issues.

As we strive to ensure Casey **becomes a more connected, bold and resilient community**, we have developed a set of high-level themes to guide Council's strategic direction and help realise this vision and support the community's aspirations.

Our high-level themes include:

<i>Long-Term Community Vision 2031</i>		
<b>Theme One:</b>	<b>More Connected</b>	<i>Whether we are talking about connecting people to places, or council and community, we know that connection is important to our community.</i>
<b>Theme Two:</b>	<b>Bold</b>	<i>We will become more innovative in embracing change and exploring opportunities that create services for our community, whilst building a sense of pride.</i>
<b>Theme Three:</b>	<b>Resilient</b>	<i>To be a great city long into the future, we will become even more adaptable in how we respond, creative in how we evolve our economy, and sustainable in how we use our resources.</i>



## Guiding Statements

Guiding Statements describe how the high-level themes may be achieved, while also ensuring commitment and consistency in how we plan to deliver on the community Vision for the long term.

These include:

Long Term Community Vision 2031 – Guiding Statements			
Themes			Guiding Statements
Theme One:	More Connected	<i>Whether we are talking about connecting people to places, or council and community, we know that connection is important to our community</i>	<ul style="list-style-type: none"> <li>Physical connection, with better roads, public transport, pedestrian, and bike paths.</li> <li>Welcoming environments that encourage social and cultural connection.</li> <li>Strengthened culture of collaboration, partnerships, and community-led networks.</li> </ul>
Theme Two:	Bold	<i>We will become more innovative in embracing change and exploring opportunities that creates services for our community, whilst building a sense of pride.</i>	<ul style="list-style-type: none"> <li>Desire to become more innovative with technology.</li> <li>A willingness to embrace change and build a sense of community pride.</li> <li>Design more ways where community are able to contribute to the shaping of initiatives, they wish to see take place across the municipality.</li> </ul>
Theme Three:	Resilient	<i>To be a great city long into the future, we will become even more adaptable in how we respond, creative in how we evolve our economy, and sustainable in how we use our resources.</i>	<ul style="list-style-type: none"> <li>Create an environment that can respond to and bounce back from external impacts such as COVID-19 or bushfires.</li> <li>Use data and research to design the future.</li> <li>Help build a resilient community ready for the post-pandemic opportunities.</li> </ul>



## CONTACTING COUNCIL

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### Customer Service Centres

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