City of Casey

Draft City of Casey

COUNCIL PLAN 2021-25

CASEY.VIC.GOV.AU

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

Welcome to the City of Casey's *Council Plan 2021-25 (Council Plan).*

The *Council Plan* outlines how we will achieve our *Long-Term Community Vision 2031 (the Vision) to* – ***become a more connected, bold and resilient community*** – while also focusing on how we will work with our community, key stakeholders, community organisations, surrounding municipalities and other levels of government.

The *Council Plan* was developed based on the feedback and insights obtained through Council's largest ever community engagement program *Shape Your City*. Undertaken in 2020, *Shape Your City* provided an opportunity for our community to tell us how we should engage with them, their vision for the future of the municipality and what their specific needs and expectations are of Council. This insight allowed us to better understand what the community's priorities are for their municipality.

The *Council Plan* is an important legislatively required document *(Local Government Act 2020, Section 89)* which sets the strategic direction for the City of Casey over the next four years. It is required to be informed by deliberative community engagement (*Local Government Act 2020, Section 89, (1)).* Through engaging with our community, we have ensured that their insights have contributed to the decision-making process and have used this information to develop a series of strategic objectives that form the overarching framework for Council in this *Council Plan*. These objectives are underpinned by the Strategic Directions which describes the community's aspirations for the future of the municipality. *The Council Plan* also outlines the strategic indicators and steps that will be undertaken to ensure we are working towards our strategic objectives.

The *Council Plan* also includes the *Strategic Resource Plan (SRP)*, which sets out the financial and non-financial resources required over a four-year period, that will underpin the delivery of the *Council Plan*.

The *Council Plan* is our statement to the community, outlining what we are committed to delivering and how we will be guided over the next four years to ensure our community is – and will continue to be – ***a more connected, bold and resilient community.***

CONTENTS

ACKNOWLEDGEMENT TO COUNTRY 2
WELCOME 3
MESSAGE FROM THE CHAIR OF ADMINISTRATORS 6
MESSAGE FROM THE CEO 7
ABOUT THE CITY OF CASEY 8
Key Demographics Regarding Our Community 8
Location 8
Population 8
Households 9
Age 9
Business 9
Aboriginal and Torres Strait Islanders 9
Cultural Diversity and LOTE 10
Education 10
Volunteers 10
Local Attractions 11
OUR ADMINISTRATORS 12
Noelene Duff, PSM 12
Miguel Belmar 13
Cameron Boardman 13
OUR ORGANISATION 14
Our Long-Term Community Vision 2031 15
Our Purpose 15
Our Values 15
OUR INTEGRATED STRATEGIC PLANNING FRAMEWORK 16
Community Vision 17
Council Plan 17
Organisational Strategy 17
Domain Strategies 17
Strategic Service Plans and Service Catalogue 18
Long-Term Financial Plan and Asset Management Plan 18
Business Plans 18

Budget and Workforce Planning 18
Community Engagement, Compliance and Governance and Monitoring and Accountability 18
SHAPE YOUR CITY 19
Reach 19
Diversity 19
Key Findings and Development of the Council Plan 2021-25 19
KEY TERMINOLOGY AND LOCAL GOVERNMENT ACT REQUIREMENTS 2021 22
COUNCIL PLAN 2021-25 23
STRATEGIC DIRECTION – DRIVE STRONGER CONNECTIONS AND PLACES 23
Domain Strategies Touch Points 25
STRATEGIC DIRECTION – DEVELOP PLATFORMS FOR COMMUNITY EMPOWERMENT 26
Domain Strategies Touch Points 27
STRATEGIC DIRECTION – BECOME A FUTURE-READY ORGANISATION 28
Domain Strategies Touch Points 28
CONTACTING COUNCIL 29

MESSAGE FROM THE CHAIR OF ADMINISTRATORS

As the Chair of Administrators for the City of Casey, it gives me great pleasure to present our community with the *Council Plan 2021-25*.

Informed by extensive consultation and deliberate engagement with our community, the *Shape Your City* engagement program received input from nearly 7,000 participants across our municipality. We spoke with our community using various channels, including online forums, telephone surveys, hosted catch-ups, carer surveys and live chat forums, we have used you're the feedback we received to develop the *10-year Long Term Community Vision 2031* and this Council Plan. This vital feedback will also help shape the direction of future infrastructure and service delivery in Casey, from parks and playgrounds to the arts, community services, local road projects and more. Thank you to everyone who took the time to share their views and ideas with us.

The Council Plan outlines how we plan to deliver on our community's vision over the next four years, with a focus on social inclusion, infrastructure, climate change, service provision and economic development. As one of the state's fastest growing and most populated municipalities, it is important that the City of Casey continues to deliver services and infrastructure to meet the growing demands of our city.

The Council Plan positions Casey to continue to grow and deliver on our community's vision.

As a result of the COVID-19 pandemic, we have worked within tight budget parameters to create a plan that is both responsible and achievable. I believe this plan will leave the next Council well positioned to take this city forward and continue the work to manage growth, support social inclusion, build infrastructure, create jobs and deliver services.

We have taken what our community has told us is important and made them our priorities. I encourage you to take the time to read this document and find out more about Council's objectives and invite you to join us as we embark on the next four years to ensure that the City of Casey can ***become a more connected, bold and resilient community***.

Noelene Duff PSM
Chair of Administrators
City of Casey

MESSAGE FROM THE CEO

We continue to work hard as an organisation to deliver on the priorities and aspirations of our community, identified through the deliberative community engagement program, *Shape Your City*. Through this Council Plan we have outlined our objectives to support our community in driving stronger connections and places, developing platforms for community empowerment and ensuring the organisation becomes future ready. Despite being faced with the challenges of COVID-19, we are adapting to ensure the pandemic has minimal impact on the delivery of services and infrastructure for our community.

Our *Long-Term Community Vision 2031* details the community's aspirations for the future over a ten-year period, including the strategic direction Council we will take to help make this vision a reality. This Council Plan focuses on how we will achieve those strategic directions through an ambitious but financially responsible agenda. It details our overarching strategic objectives in delivering on our community's vision over the next four years, and outlines the strategies we'll undertake and the strategic indicators that will ensure we are on track.

This plan will help us continue to deliver essential services and projects and key infrastructure to support growth, local jobs and the prosperity of our community. Over the next four years, Council will devote $1.7 billion to programs and services and invest $490 million on capital works, while managing $6 billion worth of property, infrastructure, plant and equipment assets.

Over the next 12 months alone, Council's planned priorities are underpinned by an expenditure of $421 million on programs and services, including child, youth and family, waste management, arts and culture, road networks, community connection and wellbeing, ageing and community care, parks and playgrounds, sports and leisure, and building and planning to name a few.

We will continue working hard to deliver for our community through good governance and decision making and by undertaking community consultation to hear our community's voice help Casey thrive for many generations to come.

The City of Casey is a vibrant, welcoming place to live, work and visit. Our strength is in the way our community members and our organisation work together and our Council Plan provides the framework to support this collaboration and ensure we become a more connected, bold and resilient community.

Glenn Patterson
CEO
City of Casey

ABOUT THE CITY OF CASEY

Key Demographics Regarding Our Community

The City of Casey is one of the fastest growing Local Government Areas (LGA) in Australia. Casey is also the second fastest growing LGA in Victoria. It has well established urban areas with significant heritage value and a green peri-urban growth front making Casey a fast changing, vibrant and diverse city to live in.

In 2020, Casey welcomed the second largest number of people to our municipality of any Local Government Area (LGA) in Victoria (behind Wyndham). Although Casey will continue to experience population growth, the ABS estimates that last year (2020) Casey grew by 10,600 people, which is slightly lower than the expected forecast of 12,700.

This slowdown can be attributed to the initial impact of the COVID-19 pandemic and the subsequent slowdown of overseas migration. As overseas migration resumes, it is expected that Casey will also resume strong population growth.

Cranbourne East had the largest growth of any suburb in Victoria with 6,300 people moving into the suburb.

Location

The City of Casey is in the outer south-eastern suburbs of Melbourne and covers an area of 396.79 km.

Population

In 2020m Casey had an estimated population of 369,200 making it the most populous LGA in Victoria.[1]

Changes in daytime population have changed since the COVID-19 pandemic, and we forecast that by 2030 we could have an additional 10,000 residents working from home within Casey.

In 2019, Cranbourne East and Clyde North had the largest population growth across Australia.[2]

Most of Casey's future population growth (67 per cent between 2020 and 2041) will occur in Clyde and Clyde North.[1]

Households

There are an estimated 118,500 families and 122,400 dwellings in the City of Casey in 2020. It is expected that there will be 183,300 families and 191,200 dwellings in the City of Casey by 2041.[1]

In 2020, 44 per cent of households are couple families with children, 24 per cent are couples without children, 11 per cent are one parent families and 15 per cent are single person households.[1]

The fastest growing household type in Casey is expected to be couples without dependents, growing from 27,800 in 2020 to 48,900 in 2041, a 76 per cent increase.

Nineteen per cent of households in Casey earn a high income ($2,500 or more per week) and 13.1 per cent were low-income households (less than $650 per week), compared with 22.0 per cent and 16.8 per cent respectively for South East Metropolitan Region.[3]

Age

There were 5,314 babies born in the 2019/2020 financial year.

The largest age cohort in Casey is estimated to be people aged 0-4 years old (31,100 people in 2020). By 2041, the largest age cohort is expected to be 5-9 years old (43,300 people).

Between 2020 and 2041, the population of 10-14 years old is expected to almost double and the population of 80-84-year old to almost triple. The number of people aged 85+ is also expected to triple.[1]

Business

In 2019, Casey's local economy generated $9.52 billion in net wealth (Gross Regional Product or GRP) making up 2.15 per cent of Victoria's GRP.

The 2020 data shows that Casey is home to 26,000 local businesses, with the construction industry having the largest number of registered businesses.[7]

Aboriginal and Torres Strait Islanders

Casey is home to the largest Aboriginal and Torres Strait Islander population in the South East Metro Region. Approximately 1,940 Aboriginal and Torres Strait Islander people call Casey home.[5]

Casey has the third largest Aboriginal and Torres Strait Islander youth population (aged under 25 years) in Greater Melbourne (ABS, 2016) after Wyndham and Whittlesea.

Eighty-seven per cent of Aboriginal and Torres Strait Islander people aged over 15 years are employed.

Thirty-eight per cent are couple families with children, 27 per cent are one parent families and 17 per cent are couples without children.

Cultural Diversity and LOTE

Casey is one of the most diverse local government areas in Australia with the top three countries of birth being Australia, India, and Sri Lanka

Half of Casey's residents have at least one parent born overseas or were born overseas themselves from more than 150 different countries.[6]

Eighteen per cent of people born overseas arrived between 2011 and 2016. The top three ancestries in Casey are English, Australian and Indian.[3]

There are more than 100 faiths represented in Casey and the top three are Christianity, Islam and Buddhism. Twenty-three per cent of Casey residents have no religious affiliation.[8]

Thirty-five per cent of Casey residents speak a language other than English at home. The top three most spoken languages at home other than English are Persian/Dari, Sinhalese, and Punjabi. The 5.4 per cent of Casey residents who speak another language also have difficulty speaking English.[3]

Education

Forty-four per cent of Casey residents do not have a qualification, 20 per cent have vocational training, and 17 per cent have a bachelor or higher degree.[3]

Fifty-three per cent of Casey residents have completed year 12 (or equivalent), similar to the Victorian figure of 54 per cent.

Volunteers

In the 2016 census 32,300 (14 per cent) Casey residents performed volunteer work, with 55 per cent of volunteers females and 45 per cent males.[8]

Local Attractions

The City of Casey has many attractions for its residents and visitors to discover and experience including:

- Bunjil Place
- Western Port Bay
- The Shed Skate Park
- 1001 Steps at Bayview Park
- Casey RACE
- The Factory Rehearsal Centre for the Arts
- Endeavour Hills Skate Park
- Myuna Farm
- Wilson Botanic Park
- The Avenues of Honour
- Casey Fields
- Casey Stadium
- The Old Cheese Factory
- Casey ARC

Footnotes:

[1] Forecast.id, 2019
[2] ABS Estimated Resident Population, 2019
[3] Profile .id, 2016
[4] NEIR, 2019
[5] ABS 2016, ERP re-released in 2018
[6] ABS, 2016
[7] ABS, 2020
[8] Profile.id, 2019

OUR ADMINISTRATORS

The Minister for Local Government announced the panel of administrators for the City of Casey on 14 May 2020.

The panel includes:

- Noelene Duff PSM –Chair of Administrator
- Miguel Belmar
- Cameron Boardman

The panel of administrators was appointed following the passing of the Local Government (Casey City Council 2020) Bill by the Victorian Parliament on 19 February 2020 and the subsequent dismissal of Casey Councillors. The panel of administrators will remain until October 2024.

Noelene Duff, PSM

Ms Noelene Duff was first appointed in February 2020 to the role of Interim Administrator, prior to the Minister for Local Government appointing her to the panel of Administrators in May 2020. She will remain on the panel until October 2024, serving as the Chair Administrator.

Ms Duff is an experienced Chief Executive Officer and board member with a history of working in the government and non-government sectors. She is skilled in:

- governance
- stakeholder management
- community and stakeholder engagement
- change management

Ms Duff received a Public Service Medal in the 2020 Australia Day Honours in recognition of her outstanding service to local government in Victoria.

Miguel Belmar

Mr Miguel Belmar is an experienced barrister and member of the Victorian Bar. He has advised on:

- matters involving town planning and land development law
- applicants and objectors at VCAT hearings and planning panels

In 2010, he became a nationally-accredited mediator and has mediated in different legal areas.

Mr Belmar was also a member of the Victorian Football Federation Tribunal and oversaw matters involving infringements of soccer rules.

Cameron Boardman

Mr Cameron Boardman was elected as a Member of the Victorian Parliament in 1996, serving two terms. He is an experienced leader, currently acting as the Director of the Oceania Cyber Security Centre. He has also held the position of:

- Chief Executive Officer of au Domain Administration Ltd (auDA).
- Executive Director for Investor Engagement within the Department of Economic Development, Jobs, Transport and Resources.

OUR ORGANISATION

To support the Administrators in their role, the Chief Executive Officer is appointed to manage employees and the day-to-day operational activities of the organisation. Council employees provide advice on and deliver a diverse range of services as well as ensure specific services and projects are carried out in accordance with the Council Plan.

The Chief Executive Officer, **Glenn Patterson**, reports directly to the Administrators and is supported by the Executive Leadership Team:

- **Steve Coldham** – Director Community Life
- **Sheena Frost** – Director Corporate Services
- **James Collins** – Director City Planning and Infrastructure
- **Jen Bednar** – Director Customer and Business Transformation

Council also undertakes the following roles on behalf of the community, which contribute to achieving the Council Plan:

- **Deliver/Provide** – which includes Council directly funding and delivering services or infrastructure. Council provides 30 strategic services and hundreds of infrastructure projects each year.
- **Facilitate** – Council can facilitate outcomes for its community through building partnerships, changing regulations, promoting opportunities, and building the capacity of community members and organisations.
- **Advocate** – Council advocates on behalf of the Casey community for funding and delivery of services or infrastructure to State and Federal Governments.

Our Long-Term Community Vision 2031

Become a more connected, bold and resilient community.

Our Purpose

The organisational purpose is designed to bring us together with a shared understanding of our roles as an organisation. Our purpose is simple: **we lead with passion and courage to enrich lives and empower communities.**

Our Values

Our values are to, "**Dream big, empower each other and make our community proud.**" At Casey, our workforce believes in being bold and innovative, collaborative, and remains focused on delivering services to our community.

OUR INTEGRATED STRATEGIC PLANNING FRAMEWORK

The City of Casey'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 then 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 and 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 the Council and community.

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

Community Vision

The *Long-Term Community Vision 2031,* to **become a more connected, bold and resilient community**, reflects our community's aspirations and priorities for the future. The Vision was informed by deliberative community engagement, research and consultation. It is supported by Guiding Statements.

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, which is informed by deliberative community engagement, research and consultation, 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 long-term financial planning 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.

Organisational Strategy

The Organisational Strategy is and 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.

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

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.

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.

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.

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.

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

The City of Casey is committed to ensuring the diverse voices within our community are reflected in Council decisions.

The *Shape Your City* engagement program is one way that we brought this commitment to life.

As Casey continues to grow and change, so too do the needs and aspirations of our community. To ensure we plan and respond effectively, we invited our community to help develop a 10-year vision for our city and inform the four-year Council Plan (this document) and four-year and ten-year Finance Plans.

The results of this engagement also contributed to shaping other key Council strategies:

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

Through the *Shape Your City* engagement program, community members could participate and deliberate on decisions regarding infrastructure and service delivery in Casey. A range of engagement methods were used to record feedback, including online forums, surveys and community panels. In September and October 2020, community members also had the opportunity to share their views on the future of Casey via an online survey, resulting in submissions from over 3,600 respondents.

Reach

Throughout the *Shape Your City* program, we had 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 resulted in responses from a good distribution of age, gender and geographic locations as well as significant representation across a range of diverse communities.

Key Findings and Development of the Council Plan 2021-25

Throughout our community engagement, 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 well-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 strategic directions, strategic objectives, strategies and strategic indicators to ensure the achievement of the *Council Plan 2021-25* and its contribution towards the achievement of the *Long-Term Community Vision 2031*.

As required by the *Local Government Act 2020, s. 90, (2)* Council is required to prepare and adopt a Council Plan and it must include:

- the strategic direction of the Council
- strategic objectives for achieving the strategic direction
- strategies for achieving the objectives for a period of at least the next four financial years
- and strategic indicators for monitoring achievement of the strategic objectives.

The *Council Plan 2021-25* was also prepared in line with the strategic planning principles outlined in Section 89 of the *Local Government Act 1989*.

For the purpose of this *Council Plan 2017-2021*, we have translated the titles as follows:

Local Government Act s. 90	***City of Casey Council Plan 2021-25***
Strategic Direction	Strategic Direction
Strategic Objectives	Strategic Objectives
Strategies	Strategies
Strategic Indicators	Strategic Indicators

Council has also featured the relevant Domain Strategies' touch points, which are externally focused, and which support the achievement of the Council Plan. These Strategies feature the type of activities that support the outcomes we wish to achieve. These will be shared with the community later for feedback.

STRATEGIC DIRECTION – DRIVE STRONGER CONNECTIONS AND PLACES

Whether we are talking about connecting people to places, or Council and community, we know that connection is important to our community.

Strategic Objective 1: Deliver sustainable infrastructure and activate places		
Strategies…		**Strategic Indicators**
1.1	*Advocate and build an accessible and well-connected local transport network*	· Increase the level of community value-add achieved in State/Federal major transport projects · Attract events of regional, state, national and international significance to Casey · Become a nationally-recognised destination for cultural and civic excellence · Increased use of Environmentally Sustainable Design principles within infrastructure · Increased digital infrastructure within the public realm · Decrease the renewal gap · Increase Customer Satisfaction for appearance of Public Areas
1.2	*Foster partnerships that ensure Casey remains a destination for arts, culture, sport and leisure*	
1.3	*Design, build and cultivate places that create a sense of belonging, connection, and pride*	
1.4	*Manage urban growth* and *deliver future-focused infrastructure that is innovative, sustainable and adaptable*	
1.5	*Prioritise investment that revitalises our existing infrastructure and services to meet changing needs*	
1.6	*Create and maintain safe and clean open spaces and places*	

Strategic Objective 2: Grow Casey's current and emerging economies		
Strategies…		**Strategic Indicators**
2.1	*Support the creation of new jobs by focusing on developing local businesses, attracting investment, revitalising activity centres and facilitating employment pathways*	· Growth in key trade industries, employment, or establishments by trade industries · Growth in future industries, employment, or establishments by trade industries · Economic growth (GRP growth %) exceeding or equal to population growth (%) – annual report · Improved local job self-sufficiency · Growth in the number of mutually beneficial partnership programs that improve community outcomes
2.2	*Build and leverage partnerships that enhance service provision, infrastructure delivery and funding opportunities*	

Strategic Objective 3: Foster environmentally sustainable practices and work towards being climate ready		
Strategies…		**Strategic Indicators**
3.1	*Conserve, enhance and restore the natural environment*	· Support a healthy natural ecosystem ○ 100,000 indigenous plants reintroduced within the municipality · Increase community participation in environmental education and events · Accelerate progress towards carbon neutrality · Develop and implement the Corporate Climate Action Plan
3.2	*Contribute towards a circular economy through waste management and resource recovery*	
3.3	*Support a climate-ready city through climate change mitigation and adaptation*	

Strategic Objective 4: Advocate to State and Federal Governments for key service and infrastructure delivery		
Strategies…		**Strategic Indicators**
4.1	*Secure funding through Council's advocacy campaign, Connecting Casey, to provide transport, infrastructure and community services*	· The level of State/Federal commitments toward transport infrastructure and services align with Council's advocacy on transport improvement

Domain Strategies Touch Points

- Municipal Health and Wellbeing Plan
- Infrastructure Strategy
- Economic Development Strategy

STRATEGIC DIRECTION – DEVELOP PLATFORMS FOR COMMUNITY EMPOWERMENT

We want to unite our individual courage into a collective force capable of tackling the big issues we care about. To be brave enough to explore new ideas, and bold enough to lead the way.

Strategic Objective 5: Create a resilient, active and connected community		
Strategies…		**Strategic Indicators**
5.1	*Address key health and wellbeing needs within the community by connecting people to community and services*	· Build community capacity to support self-determination and reduce reliance on Government services · Increase opportunities for community participation in community events and social groups to reduce social isolation · Increase Council investment in community grants and funding · Improve community led preparedness to plan for and mitigate local emergency risk · All new Council facilities will be designed to improve community safety outcomes · Maintain community satisfaction with Council facilities and services · Increase the utilisation of Council managed facilities · Form a greater understanding of community needs and decision making at a place-based (local) level through data and research
5.2	*Improve Council decision-making to reflect community needs and priorities*	

Strategic Objective 6: Ensure good governance and transparent decision making		
Strategies…		**Strategic Indicators**
6.1	*Grow the capacity of community leadership through dedicated leadership programs and pathways*	· Participation and engagement in the Community Leadership Program · Percentage of council resolutions made at a council meeting (or at a meeting of a special committee consisting only of Councillors) closed to the public · Increase the number of opportunities for community/stakeholder involvement in influencing decision-making through engagement · Increase community trust in Council
6.2	*Continue to identify opportunities to improve better Council decision making through governance*	

	practices and community engagement	

Domain Strategies Touch Points

- Municipal Public Health and Wellbeing Plan
- Infrastructure Strategy
- Transformation Strategy

STRATEGIC DIRECTION – BECOME A FUTURE-READY ORGANISATION

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.

Strategic Objective 7: Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit		
Strategies…		**Strategic Indicators**
7.1	*Enhance our services with a focus on innovation and partnerships, to ensure positive outcomes are delivered to the community*	· Keep our customers more informed of the progress of their requests reducing the need for customers to contact Council · Implement a refreshed and contemporary Council operating model that achieves the expected benefits · Improve the overall efficiency of Council's operations · Grow self-serving channels to make it easier to connect with council · Actively pursue partnerships that are mutually beneficial, with improved community outcomes · Improve the shareability of data between agencies and partners for more innovative solutions to meet community needs
7.2	*Identify and implement a sustainable operating model which enhances Casey's future-readiness*	
7.3	*Build Council's ability to pursue innovative partnerships for greater community outcomes*	

Domain Strategies Touch Points

- Infrastructure Strategy
- Economic Development Strategy
- Transformation Strategy
- Environmental Strategy

CONTACTING COUNCIL

City of Casey

03 9705 5200
NRS: 133 677 (for the deaf, hearing or speech impaired)
TIS: 131 450 (Translating and Interpreting Service)
caseycc@casey.vic.gov.au
PO Box 100, Narre Warren VIC 3805
casey.vic.gov.au

<facebook icon> facebook.com/CityOfCasey

<twitter icon> @CityOfCasey

<instagram icon> @cityofcaseycouncil

Customer Service Centres

Cranbourne Customer Service Centre Cranbourne Park Shopping Centre, Shop 156, South Gippsland Highway, Cranbourne
Narre Warren Bunjil Place, 2 Patrick Northeast Drive, Narre Warren