



Draft City of Casey
ANNUAL ACTION PLAN
2021-22



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INTRODUCTION

Council Plan 2021-25

The *Annual Action Plan 2021-22* outlines what the City of Casey plans to achieve during the coming 12 months and how it aligns to our Vision and Council Plan.

Every four years Council develops a Council Plan – a document that sets out the organisation’s strategic directions and objectives for the next four years, and outlines strategies that will achieve those goals and contribute to realising Council’s Long-Term Community Vision.

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

The *Council Plan 2021-25* is structured into seven Strategic Objectives which will assist in achieving this Vision, and are as follows:

Strategic Objectives

1. Deliver sustainable infrastructure and activate places

The City of Casey aims to manage urban growth and deliver future-focussed infrastructure that is innovative and sustainable. We will continue to advocate for and build an accessible, well-connected local transport network. As Casey strives to drive stronger connections, we will endeavour to foster partnerships that ensure we remain a destination for arts, culture, sport and leisure. We will design, build and cultivate places that create a sense of belonging, connection and pride and this includes maintaining safe and clean open spaces and places.

2. Grow Casey’s current and emerging economies

Building and leveraging partnerships that enhance service provision, infrastructure delivery and funding opportunities are important to the City of Casey. We will do this by supporting the creation of new jobs, focusing on developing local businesses, attracting investments, revitalising activity centres and facilitating employment pathways.

3. Foster environmentally sustainable practices and work towards being climate ready

The City of Casey will contribute towards a circular economy through waste management and resource recovery. As we conserve, enhance and restore our natural environment, our intention is to become a climate ready city.

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

The City of Casey will build on its current advocacy program by delivering a targeted advocacy campaign in the lead up to the Federal and State Government elections to ensure the municipality is supported in projects that improve transport and infrastructure.

5. Create a resilient, active and connected community

Addressing key health and wellbeing needs by connecting people to community and services is vital for the City of Casey. Integrating data and research will ensure our services, facilities and council decision making reflect the needs and priorities of our municipality.

6. Ensure good governance and transparent decision making

The City of Casey will grow the capacity of community leadership through dedicated leadership programs and pathways. This will also include identifying opportunities to improve council decision making through governance practices and community engagement. Overall, this will develop platforms for community empowerment.

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

As a future-ready organisation, we will identify and implement a sustainable operating model. Council will enhance its services with a focus on innovation and partnerships. Through service reviews and considering stakeholder impacts we will ensure positive outcomes are delivered to the community. By building Council's ability to pursue innovative partnerships we will ensure greater community outcomes.

Every year, Council develops an Action Plan that lists the key actions which will us one step closer to achieving our vision to ***'become a more connected, bold and resilient community.'***

An integral part of developing our strategic documents was to engage with our community members, giving them the opportunity to tell us their vision for the future of the municipality and what their specific needs and expectations of Council are.

Our *Shape Your City* engagement program ran between September 2020 and March 2021, giving the community an opportunity to share their views on the future of Casey. This resulted in 6,654 members of the community participating and contributing feedback through online surveys, telephone surveys, online conversations hosted by a community members or ambassadors, moderated online forums, deliberative sessions, workshops, and live discussion boards.

Through this program, community members could have their say on topics such as community infrastructure, service delivery in Casey, parks and playgrounds, the arts, local road projects and more.

The following key themes emerged from this engagement:

- The aspiration to live in a truly safe place with an emphasis on socially connected communities, supporting appreciation of cultural diversity and utilising local skills and assets.
- Building a sustainable and resilient municipality with a focus on environmental sustainability, natural resource management and taking climate change seriously.
- The desire for greater social connection by proactively planning in response to continued rapid population growth, which encompasses building infrastructure, fostering social connections, and welcoming new residents with support and information.
- The need to improve the transport infrastructure by continuing to deliver or work with key partners to advocate for improved public transport, active transport and to address traffic congestion issues.
- Helping to building a thriving and resilient local economy that drives and supports local business and innovation, to create more local employment opportunities and reduce the need to commute to other Melbourne activity centres.
- Better and more transparent governance to reflect more accountability, including visibility on Council's decisions and the way rates are spent.

These themes have been used to inform the key projects and initiatives to be delivered in 2021/22.

OUR ROLE

Local Government is one of the three levels of government that actively works within and for the community. Council's main responsibilities are to set the overall directions and goals for the municipality and then monitor their implementation and success.

Council provides many services to over 350,000 residents and more than 20,000 businesses every day of the year including:

- Ageing and community care
- Arts
- Building and planning
- Business support
- Bushland reserves
- Child, youth and family
- Community connection and wellbeing
- Community safety
- Economic development and investment
- Events and attractions
- Land use strategy
- Libraries
- Parking
- Parks and playgrounds
- Paths
- Pets and animals
- Roads
- Sports and leisure
- Stormwater
- Sustainability and environment
- Waste

There are many challenges facing the community that Council does not have direct control over. This includes areas that fall under State and Federal Government jurisdiction, such as major transport infrastructure, public transport and arterial roads. However, Council actively works to influence and facilitate service and infrastructure provision in other ways as outlined in the table below.

Deliver/ Provide	Council directly funds and delivers 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 to State and Federal Governments on behalf of the Casey community for funding and delivery of services or infrastructure.

STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE 1: Deliver sustainable infrastructure and activate places

Strategy 1.1: Advocate and build an accessible and well-connected local transport network		
OUR 2021/22 ACTIONS	RESPONSIBLE DEPARTMENT	DUE DATE
Continue to work with the State and Federal Governments to ensure major rail and transport upgrades deliver an integrated and dependable network.	City and Asset Planning	30/06/2022
Facilitate the timely delivery of new and upgraded roads in growing communities through active management of developer contributions.	Growth and Investment	30/06/2022
Strategy 1.2: Foster partnerships that ensure Casey remains a destination for arts, culture, sport and leisure		
Attract sporting events of regional, state and national significance through partnerships with elite sporting groups and state sporting associations.	Active Communities	30/06/2022
Enrich our community and region through accessible, varied and high-quality programs.	Arts and Cultural Development	30/06/2022
Strategy 1.3: Design, build and cultivate places that create a sense of belonging, connection, and pride		
Implement a Gender audit tool to empower women and girls in Casey to advocate for safer places and spaces.	Safer Communities	30/06/2022
Commence implementation of the Casey Design Excellence panel which will ensure that our major projects incorporate high quality design elements across all builds.	City Design and Construction	30/06/2022
Strategy 1.4 Manage urban growth and deliver future-focused infrastructure that is innovative, sustainable and adaptable		
Develop and commence implementation of the Infrastructure Strategy which will guide delivery of infrastructure projects across the municipality that support the resilience of the community and local economies and jobs.	City and Asset Planning	30/06/2022
Work with the Victorian Planning Authority and the development industry to commence the preparation and implementation of precinct structure plans to create vibrant new communities.	Growth and Investment	30/06/2022
Strategy 1.5 Prioritise investment that revitalises our existing infrastructure and services to meet changing needs		

Development of the 10-year Asset Management Plan which will ensure that assets are fit for purpose and sustainable.	City and Asset Planning	30/06/2022
Utilise Council's land holdings to revitalise precincts and achieve civic, community and commercial outcomes.	Growth and Investment	30/06/2022
Strategy 1.6 Create and maintain safe and clean open spaces and places		
Implement the open space management contract which will ensure the community is provided with clean, safe and fit for purpose public parks and playing fields.	City Presentation	30/06/2022
Increase investment and deliver an enhanced playground renewal program to improve the standard of our playgrounds across Casey.	City Presentation	30/06/2022

STRATEGIC OBJECTIVE 2: Grow Casey's current and emerging economies

Strategy 2.1: Support the creation of new jobs, by focusing on developing local businesses, attracting investments, revitalising activity centres and facilitating employment pathways		
OUR 2021/22 ACTIONS	RESPONSIBLE DEPARTMENT	DUE DATE
Prepare Investment Plans for Fountain Gate - Narre Warren CBD and Cranbourne Activity Centre that identifies key infrastructure projects and other opportunities to unlock development potential and attract investment.	Growth and Investment	30/06/2022
Expand business development and investment attraction through a program of facilitated development.	Growth and Investment	30/06/2022
Support local jobseekers to identify barriers to employment and help navigate pathways through job or social support agencies that assist towards sustainable employment.	Growth and Investment	30/06/2022
Strategy 2.2: Build and leverage partnerships that enhance service provision, infrastructure delivery and funding opportunities		
Strengthen education partnerships to create further upskilling, industry-based learning, and research opportunities.	Growth and Investment	30/06/2022
Lead the implementation of regional partnerships which focus on job and skill creation of the south east region.	Growth and Investment	30/06/2022

STRATEGIC OBJECTIVE 3: Foster environmentally sustainable practices and work towards being climate ready

Strategy 3.1: Conserve, enhance and restore the natural environment		
OUR 2021/22 ACTIONS	RESPONSIBLE DEPARTMENT	DUE DATE
Develop and commence implementation of the Urban Forest strategy which will cultivate strong natural assets and foster a greener Casey.	City Presentation	30/06/2022
Strategy 3.2: Contribute towards a circular economy through waste management and resource recovery		
Commit to the regional procurement of an Advanced Waste Processing tender to secure the long-term waste needs of South East Melbourne.	Sustainability and Waste	30/06/2022
Implement the initial phase of the State Government Waste Kerbside Reform Program which will enable the increased recovery of recyclable materials.	Sustainability and Waste	30/06/2022
Strategy 3.3: Support a climate-ready city through climate change mitigation and adaptation		
Develop and implement the Community Climate Change Action Plan which will provide an approach to dealing with a changing climate and further reducing greenhouse gas emissions.	Sustainability and Waste	30/06/2022

STRATEGIC OBJECTIVE 4: Advocate to State and Federal Governments for key service and infrastructure delivery

Strategy 4.1: Secure funding through Council’s advocacy campaign, Connecting Casey, to provide transport, infrastructure and community services		
OUR 2021/22 ACTIONS	RESPONSIBLE DEPARTMENT	DUE DATE
Delivery of an advocacy campaign in the lead up to the Federal and State Government Elections.	Communications and Marketing	30/06/2022
Actively participate to the Greater South East Melbourne group of councils, which aims to secure jobs, investment and sustainability outcomes for the entire region.	Growth and Investment	30/06/2022

STRATEGIC OBJECTIVE 5: Create a resilient, active and connected community

Strategy 5.1: Address key health and wellbeing needs within the community, by connecting people to community and services		
OUR 2021/22 ACTIONS	RESPONSIBLE DEPARTMENT	DUE DATE
Focus on COVID-19 community recovery initiatives that improve community resilience and build capacity.	Connected Communities	30/06/2022
Increase and embed understanding and value of Aboriginal and Torres Strait Islander cultures, knowledge and history within the planning and delivery of Council services.	Connected Communities	30/06/2022
Implement the Casey Affordable Housing Strategy and Regional Local Government Homelessness and Social Housing Charter to increase affordable housing options and support services in Casey.	Connected Communities	30/06/2022
Strategy 5.2: Improve Council-decision-making to reflect community needs and priorities		
OUR 2021/22 ACTIONS	RESPONSIBLE DEPARTMENT	DUE DATE
Develop initiatives that address social disadvantage, equality of access and community resilience.	Connected Communities	30/06/2022
Integrate data and research to ensure that services, facilities and Council decision-making reflect community needs and priorities.	Strategy and Business Intelligence	30/06/2022

STRATEGIC OBJECTIVE 6: Ensure good governance and transparent decision making

Strategy 6.1: Grow the capacity of community leadership through dedicated leadership programs and pathways		
OUR 2021/22 ACTIONS	RESPONSIBLE DEPARTMENT	DUE DATE
Delivery of the Community Leadership Program Year 1 to empower community leaders and develop their knowledge of Council's roles and responsibilities.	Active Communities	30/06/2022
Strategy 6.2: Continue to identify opportunities to improve better Council decision making through governance practices and community engagement		
Embedding the Community Engagement Policy to ensure Council reflect the communities' voices in our decision-making.	Communications and Marketing	30/06/2022
Implement the Casey Good Governance Framework which will improve accountability and strengthen Council governance.	Governance	30/09/2021

STRATEGIC OBJECTIVE 7: Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit

Strategy 7.1: Enhance our services with a focus on innovation and partnerships, to ensure positive outcomes are delivered to the community		
OUR 2021/22 ACTIONS	RESPONSIBLE DEPARTMENT	DUE DATE
Develop a Partnerships framework to assist the organisation in governance, guide partnership building and improve oversight.	Growth and Investment	30/06/2022
Strategy 7.2: Identify and implement a sustainable operating model which enhances Casey's future-readiness		
Develop and endorse the Transformation Strategy which will ensure Casey is an agile, capable and sustainable Council into the future.	Business Transformation and Innovation	30/06/2022
Strategy 7.3: Build Council's ability to pursue innovative partnerships for greater community outcomes		
Develop the frameworks and platforms to enable open data and data sharing to support education, innovation and entrepreneurship, while protecting privacy and security.	Business Transformation and Innovation	30/06/2022