City of Casey

# City of Casey
# COUNCIL PLAN
# 2021-25

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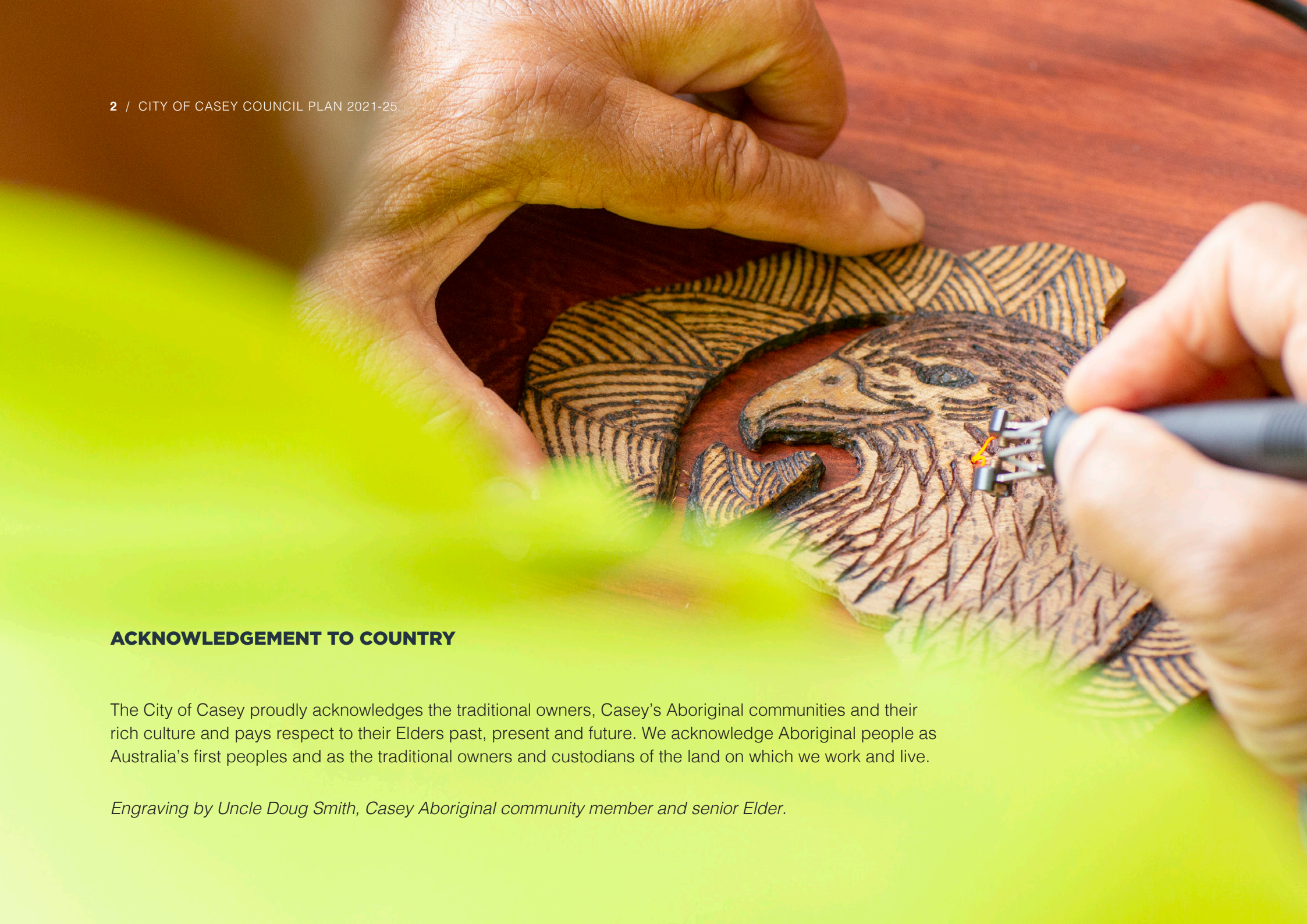

## ACKNOWLEDGEMENT TO COUNTRY

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.

*Engraving by Uncle Doug Smith, Casey Aboriginal community member and senior Elder.*

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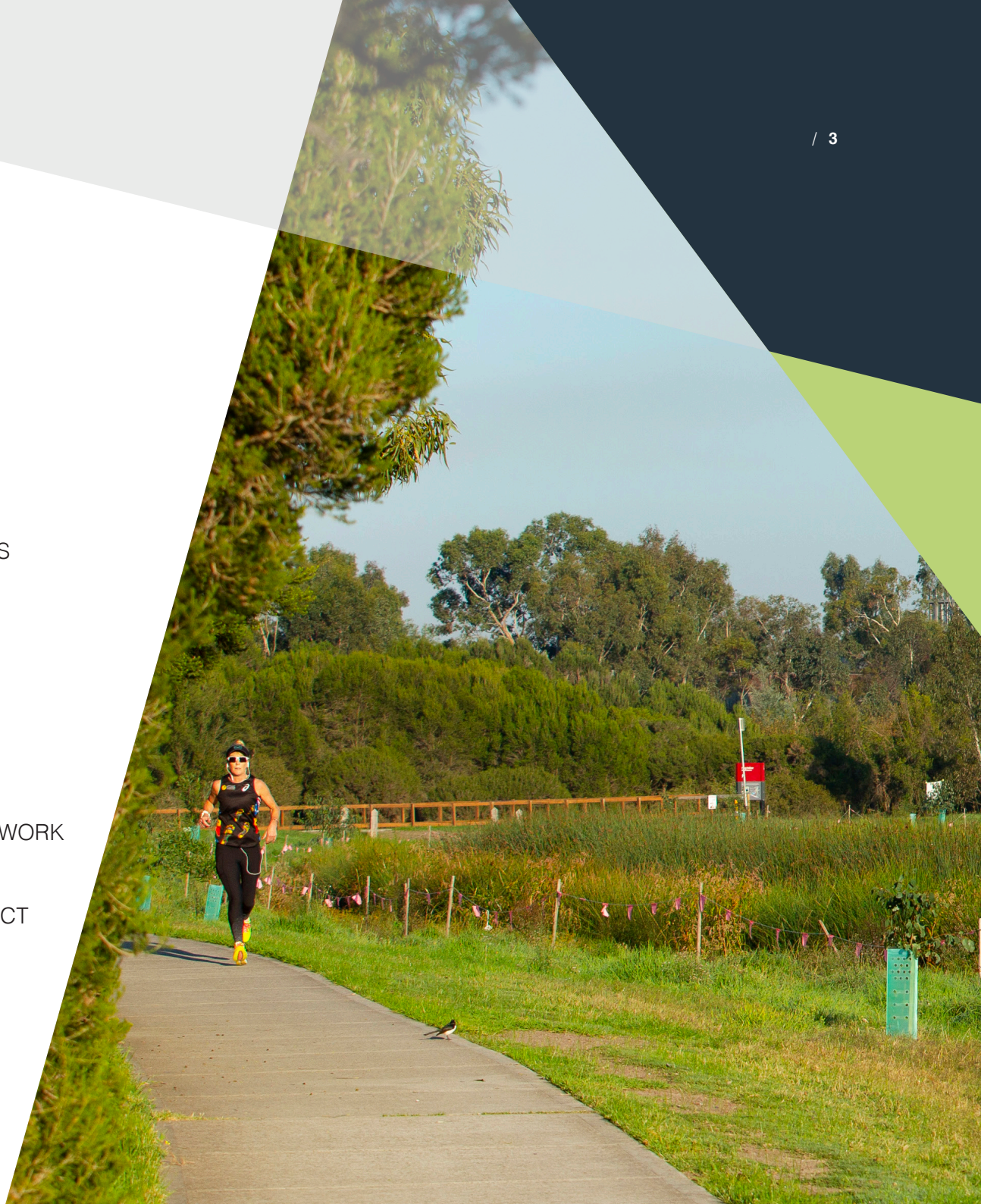


# WELCOME

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. 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 a 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.

*Photo: Casey cultural diversity mural, Webb Street Narre Warren. Neighbourhood Natives by George Rose.*

# MESSAGE FROM THE CHAIR OF ADMINISTRATORS

**Noelene Duff PSM**
Chair of Administrators
City of Casey

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*.

Our Council Plan has been informed by extensive consultation and deliberate engagement with our community via the Shape Your City engagement program, which 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, and have used 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 intend 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 our Council Plan 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.

# MESSAGE FROM THE CEO

**Glenn Patterson**
Chief Executive Officer
City of Casey

We continue to work hard as an organisation to deliver on the priorities and aspirations of our commnity, identified through the deliberative community engagement program, Shape Your City. Within 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.

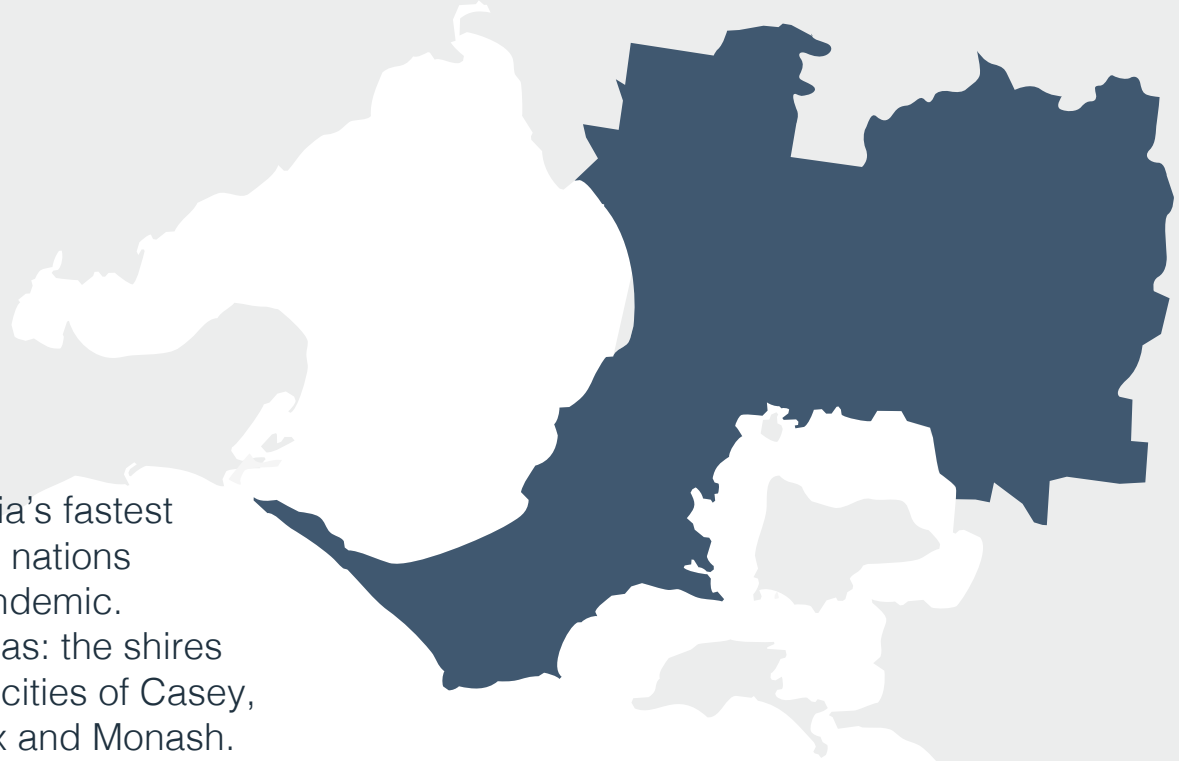
Our *Long-Term Community Vision 2031* details the community's aspirations for the future over a ten-year period, including the strategic direction Council will take to help make this vision a reality. This Council Plan focuses on how we will achieve those strategic directions through an ambitious but 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, 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 and 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 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.



WORKING TOGETHER AS A REGION

# GREATER SOUTH EAST MELBOURNE

Greater South East Melbourne is one of Australia's fastest growing regions and one which is critical to the nations economic recovery following the COVID-19 pandemic. The region includes eight local government areas: the shires of Cardinia and Mornington Peninsula, and the cities of Casey, Frankston, Greater Dandenong, Kingston, Knox and Monash.

As one of Australia's most productive economic regions, it is home to several large employment precincts all with critical interdependencies across that stretch well beyond defined Council boundaries. Beyond the regions' recognised strength in manufacturing, it also contains some of the Australia's most identifiable education and health institutions.

The region has a diverse range of natural features including some of Victoria's most visited National Parks, RAMSAR listed wetlands and coastlines that are significant contributors to the Victorian visitor economy. Greater South East Melbourne is also shaped by diverse features such as key water tributaries running through the Dandenong catchment, diversified areas of agricultural production and the internationally recognised Sandbelt Golf Courses.

As the popularity of the region continues to grow, the challenge is to balance the needs of the natural attributes that make the region special while setting a clear planning and investment framework that facilitates regional employment opportunities. By working together, Councils of Greater South East Melbourne are able to identify priorities for transport investment to strengthen employment options throughout the region and in turn reduce the 'commute' and 'congestion' challenges Melbourne increasingly faces.

Now more than ever, Greater South East Melbourne Councils also recognise just how important the health and wellbeing of our communities is. By working across boundaries, we can provide enhanced support to our growing and diversified communities.

# A CORNERSTONE OF THE REGIONAL FOCUS IS A RECOGNITION THAT WHEN PEOPLE HAVE A JOB, SECURE HOUSING AND ACCESS TO SUPPORT SERVICES THEY ARE HAPPIER, HEALTHIER, MORE INDEPENDENT AND WILL LEAD MORE FULFILLED, RESILIENT AND PROSPEROUS LIVES.

To maximise the liveability of the region, Greater South East Melbourne Councils are working together to have:

**Economic sustainability**

To create and retain jobs, enable industry growth, exports and innovation, build a skilled workforce with success powered by renewables.

**Environmental sustainability**

To proactively respond to the challenges Climate Change brings and be innovators in leading our communities.

**Stronger families and communities**

To support families and communities to be stronger, healthier, more resilient and more secure.

**Transport and connectivity**

Providing choice by strengthening the connectivity in our transport system by ensuring efficient access to employment, education and key social support services.

To do this, Greater South East Melbourne Councils recognise it is essential to have all levels of government working together to ensure continued success in one of Australia's most liveable regions.

# ABOUT THE CITY OF CASEY

## 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 LGA in Victoria (behind Wyndham). Although Casey will continue to experience population growth, the ABS estimates that last year (2020)

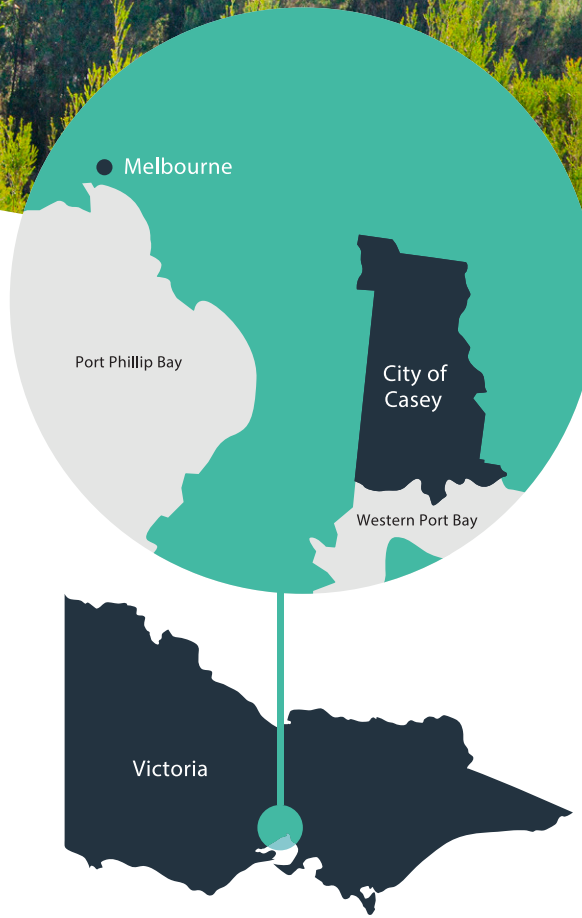
Casey grew by 10,600 people, which is slightly lower than the expected forecast of 12,700.

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.



**369,200**
2020 population

**67%**
2041 population growth

**122,400**
Dwellings in 2020

**44%**
Couple families with children

## Population

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

Changes in daytime population have been experienced 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]

**5,314**
babies born in 2019/20

**0-4 years old**
Largest age cohort in Casey (31,100 people in 2020)

**5-9 year olds**
The largest age cohort by 2041 (43,300 people).

**26,000**
Local businesses

**Construction**
Largest number of registered businesses

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 the South East Metropolitan Region.[3]

### Age

There were 5,314 babies born in the 2019/20 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]

**1,940**
Aboriginal and Torres Strait Islander people call Casey home

**35%**
of Casey residents speak a language other than English at home

### 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

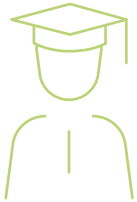
Casey is one of the most diverse local government areas in Australia with the top three countries of birth being Australia, India, and Sri Lanka.

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]

## 100 faiths

are represented in Casey and the top three are Christianity, Islam and Buddhism



## 17%

of Casey residents have a bachelor or higher degree.[3]

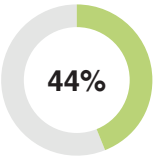
## 32,300

Casey residents performed volunteer work

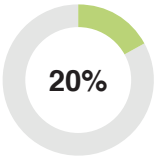
There are more than 100 faiths represented in Casey and the top three are Christianity, Islam and Buddhism. Twenty-three per cent of Casey residents have no religious affiliation.[8]

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]

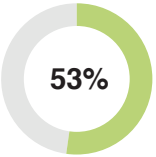
### Education




of Casey residents do not have a qualification




have vocational training




of Casey residents have completed year 12 (or equivalent), similar to the Victorian figure of 54%.

### 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]

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

## Local Attractions

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

- Bunjil Place
- Myuna Farm
- Western Port Bay
- Wilson Botanic Park
- The Shed Skate Park
- The Avenue of Honour
- 1, 001 Steps at Bayview Park
- Casey Fields
- Casey RACE
- Casey Stadium
- The Factory Rehearsal Centre for the Arts
- The Old Cheese Factory
- Endeavour Hills Skate Park
- Casey ARC

# 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 Administrators
- 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**
Chair of Administrators

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**
Administrator

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**
Administrator

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

**Glenn Patterson**
Chief Executive Officer

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

### 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.

**Glenn Patterson**
Chief Executive Officer

**James Collins**
Director City Planning and Infrastructure

**Keri New**
Manager City and Asset Planning

**Trevor Griffin**
Manager City Design and Construction

**David Richardson**
Manager City Presentation

**Kathryn Seirlis**
Manager Growth and Investment

**Michael Jansen**
Manager Sustainability and Waste

**Duncan Turner**
Manager Statutory Planning and Building Services

**Steve Coldham**
Director Community Life

**Virginia Lloyd**
Manager Child, Youth and Family

**Caroline Bell**
Manager Safer Communities

**Callum Pattie**
Manager Connected Communities

**Angie Peresso**
Manager Active Communities

**Colette McMahon-Hoskinson**
Manager Bunjil Place

**Sheena Frost**
Director Corporate Services

**Bernard Rohan**
Chief Financial Officer (CFO)

**Chris Heath**
Manager Property and Procurement

**Holly De Kretser**
Manager Governance

**Vicki Blackman**
Manager People and Culture

**Juanita Du Plessis**
Manager Communications and Marketing

**Jen Bednar**
Director Customer and Business Transformation

**Marion Greig**
Manager Business Transformation and Innovation

**Clare Watkins**
Manager Customer and Digital

**Will Babington**
Manager Strategy and Business Intelligence

**Clint Allsop**
Manager Technology

## 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.

## Integrated Strategic Planning Framework

*In development

## 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 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.

## Domain Strategies

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

- Economic Development Strategy
- Environment Strategy
- Health and Wellbeing Strategy
- Infrastructure Strategy
- Transformation Strategy

## Strategic Service Plans

Strategic Service Plans 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.

## Budget

The Annual Budget helps 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 as it assists in determining the financial resourcing required to achieve the Council Plan strategic objectives and strategies annually.

**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.

**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 mechanisms 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 to 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 and four-year and ten-year Finance Plans.

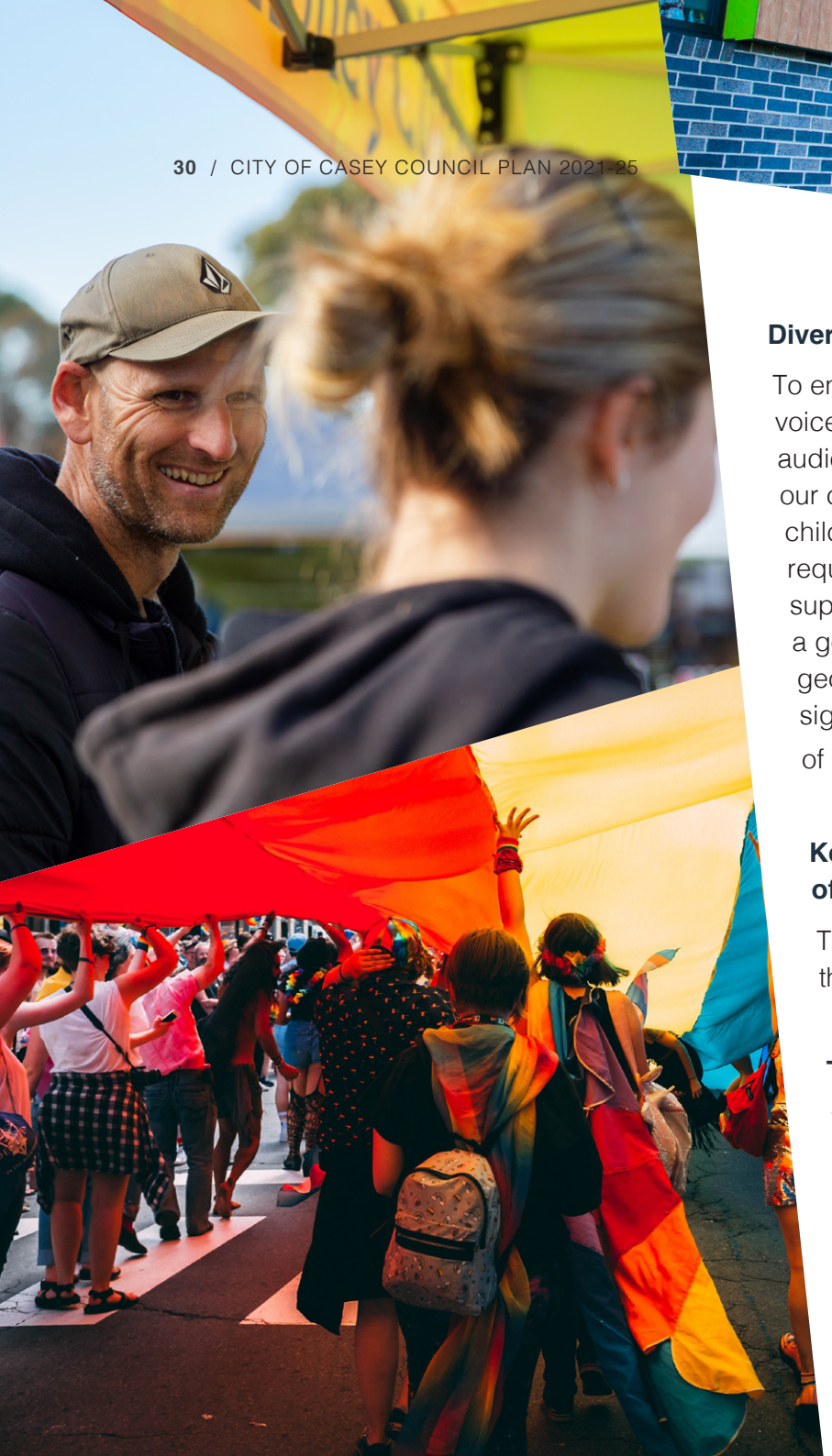
The results of this engagement also contributed to shaping other key Council strategies:

- Health and Wellbeing Strategy
- 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
- 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 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.

### 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

### 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.

## 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.

## 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.

# KEY TERMINOLOGY AND LOCAL GOVERNMENT ACT REQUIREMENTS

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*.

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.

# COUNCIL PLAN 2021-25

## 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.

### 1 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<br>• Attract events of regional, state, national and international significance to Casey<br>• Become a nationally-recognised destination for cultural and civic excellence<br>• Increased use of Environmentally Sustainable Design principles within infrastructure<br>• Increased digital infrastructure within the public realm<br>• Decrease the renewal gap<br>• 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 DIRECTION:
**DRIVE STRONGER CONNECTIONS AND PLACES**

## 2 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<br>• Growth in future industries, employment, or establishments by trade industries<br>• Economic growth (GRP growth %) exceeding or equal to population growth (%) – annual report<br>• Improved local job self-sufficiency<br>• 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 | |

## 3 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<br>• 100,000 indigenous plants reintroduced within the municipality<br>• Increase community participation in environmental education and events<br>• Accelerate progress towards carbon neutrality<br>• 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 DIRECTION:
## DRIVE STRONGER CONNECTIONS AND PLACES

### 4 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**

- Health and Wellbeing Strategy
- Infrastructure Strategy
- Economic Development Strategy
- Environmental 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.

## 5 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<br>• Increase opportunities for community participation in community events and social groups to reduce social isolation<br>• Increase Council investment in community grants and funding<br>• Improve community led preparedness to plan for and mitigate local emergency risk<br>• All new Council facilities will be designed to improve community safety outcomes<br>• Maintain community satisfaction with Council facilities and services<br>• Increase the utilisation of Council managed facilities<br>• 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 DIRECTION:
## DEVELOP PLATFORMS FOR COMMUNITY EMPOWERMENT

### 6 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<br>• 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<br>• Increase the number of opportunities for community/stakeholder involvement in influencing decision-making through engagement<br>• 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**

- Health and Wellbeing Strategy
- 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.

## 7 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<br>• Implement a refreshed and contemporary Council operating model that achieves the expected benefits<br>• Improve the overall efficiency of Council's operations<br>• Grow self-serving channels to make it easier to connect with Council<br>• Actively pursue partnerships that are mutually beneficial, with improved community outcomes<br>• 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
- Health and Wellbeing Strategy
- Environmental Strategy

City of Casey

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

**Customer Service Centres:**

**Narre Warren:** Bunjil Place, 2 Patrick Northeast Drive
**Cranbourne:** Cranbourne Park Shopping Centre

Interpreter

**TIS:** 131450 (Translating and Interpreting Service) المترجم الفوري 翻译 مترجم شفاهی ਦੁਭਾਸ਼ੀਆ භාෂා පරිවර්තක

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