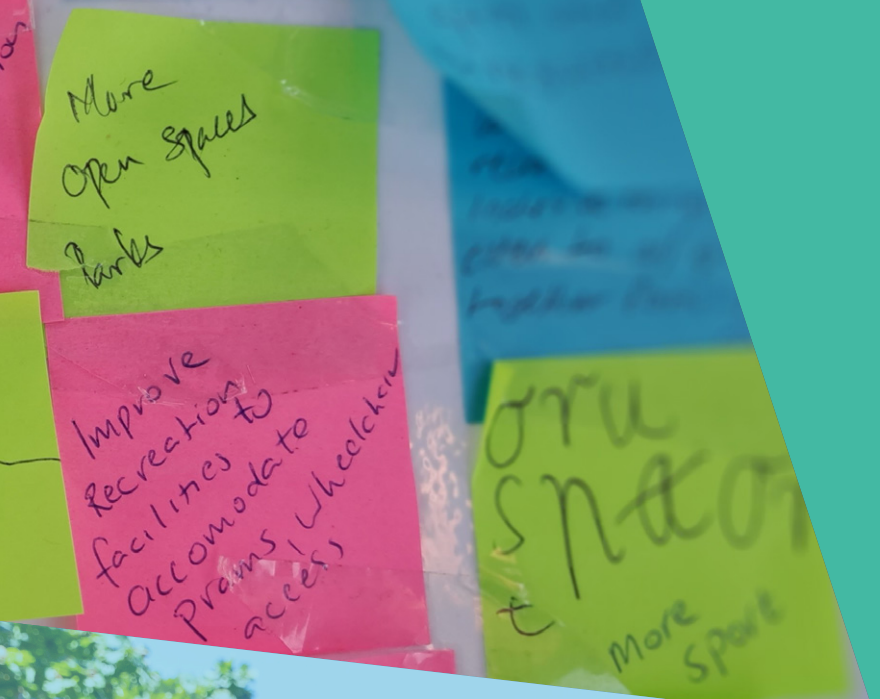

City of Casey

COUNCIL PLAN 2021-25

Year Three

CASEY.VIC.GOV.AU

Statement of Acknowledgement

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.

Diversity Statement

The City of Casey is home to a remarkable diversity of cultures, languages, faiths, identities, landscapes, and stories. From our first Australians to our most recent arrivals and every wave between, the City of Casey welcomes and represents all community members and their respective ambitions to live healthy, rewarding, and happy lives. These intersecting and overlapping community stories form Casey's collective identity and contribute to its evolving, rich history. We recognise this diversity as our strength and we aim to share, nurture, and celebrate it.

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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 is an important legislatively required document *(Local Government Act 2020, Section 89)* which sets the strategic direction for the City of Casey over a four-year period. It is required to be informed by deliberative community engagement *(Local Government Act 2020, Section 89, (1))*.

The Council Plan was developed based on the feedback and insights obtained through Council's largest community engagement program *Shape Your City*, which was undertaken in 2020/21.

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 to help us plan for the future.

Two years on from undertaking this campaign, we again checked in with our community in 2022/23 to understand what services are of priority through a range of face-to-face engagement opportunities, as well as online tools including a survey and a participatory budgeting tool. The insights and themes from the check-in have also been reflected in our planning for the remainder of the Council Plan term.

Through engaging with our community, we have ensured that their feedback has been considered in our decision-making. We 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 describe 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 *Financial Plan 2021-25*, 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 Year Three of the *Council Plan 2021-25*.

Our Council Plan has been informed by extensive consultation and deliberative engagement with our community, via the *Shape Your City* engagement program, which received input from almost 7,000 participants across our municipality when carried out in 2020/21.

We spoke with our community using various channels and used the feedback we received to develop the *Long-Term Community Vision 2031* and this Council Plan, which outline our strategic focus and priorities for the future.

As we approached the mid-way point of our Council Plan, we checked in with the community again in 2022/23 to understand what services are of priority through a range of face-to-face engagement opportunities, as well as an online survey and an interactive participatory budgeting tool. Council used the insights from the check-in to ensure our planning and priorities continue to align with those of the community.

→

KEY THEMES THAT EMERGED FROM THE CHECK-IN EXERCISE WERE THAT OPEN SPACE AND RECREATION, CLIMATE CHANGE AND OUR ENVIRONMENT, TRANSPORT AND INFRASTRUCTURE AND SAFETY ARE OF HIGH IMPORTANCE TO OUR COMMUNITY.

Key themes that emerged from the check-in exercise were that open space and recreation, climate change and our environment, transport and infrastructure and safety are of high importance to our community. The Council Plan outlines how we intend to deliver on our community's vision over the length of the four-year plan and our focus will be directed towards the priorities of our community.

As the state's most populous municipality and one of the fastest growing, it is important that the City of Casey continues to deliver services and infrastructure to meet the growing needs of our city.

The Council Plan positions us to proactively do just that, whilst balancing the economic challenges and pressures impacting our community and the organisation. We continue to face financial pressures and rising costs, coupled with the challenge of operating in a rate capped environment. However, we've worked within tight budget parameters and developed partnerships where necessary to create a plan that is both responsible and achievable.

We remain focused on re-aligning our operations to be more efficient while continuing to meet the needs and expectations of our community, as well as consolidating our Capital Works Program to help ensure we're a future-ready and financially sustainable organisation.

I believe this plan will leave the next Council well positioned to take this city forward and continue the work to mitigate the impact of financial pressures, 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 to find out more about Council's objectives and invite you to join us as we continue our journey 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 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.

Our *Long-Term Community Vision 2031* details the community's aspirations for the future, while our Council Plan sets out how we will achieve the strategic direction through an ambitious, but financially responsible, agenda. It 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, particularly in line with the key areas our community has told us are important to them. These priorities include open space and recreation, climate change and our environment, transport and infrastructure and safety.

Each year the economic, political and environmental settings differ when we're planning and budgeting to ensure we're delivering on our Council Plan. Our strength is in the way we adapt and prioritise to ensure we continue delivering critical services and infrastructure for our community.

→

OUR STRENGTH IS IN THE WAY OUR COMMUNITY MEMBERS AND OUR ORGANISATION WORK TOGETHER AND OUR COUNCIL PLAN PROVIDES THE FRAMEWORK TO SUPPORT THIS.

This year, we're working within tight budget parameters due to the economic pressures and rising costs being experienced by our community and the organisation, made more challenging by the imposed rate cap and some cost-shifting from the State Government which increases pressure on Council's available budget.

However, Council remains committed to continuing to find a balance between financial sustainability whilst being responsive to the needs of our residents and ratepayers.

We'll continue to ensure our operating budget is directed towards priority services for the community being delivered in a sustainable manner.

Council will also continue our investment in much-need infrastructure and upgrades with a commitment of almost $75 million through its Capital Works Program (CWP) in 2023/24 alone. The priority this financial year will be on consolidation; ensuring we complete projects already underway, focusing on renewal of existing infrastructure and assets, and undertaking the necessary detailed design and feasibility work for future capital projects to mitigate escalating costs.

We will continue working hard to deliver for our current and future communities through good governance, decision making and by embedding our community's voice in our actions.

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 to 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 nation's 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 which stretch well beyond defined Council boundaries. Beyond the region's recognised strength in manufacturing, it also contains some of 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 congestion challenges Melbourne increasingly faces.

Now more than ever, Greater South East Melbourne Councils also recognise the importance of our community's health and wellbeing. 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, THAT 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 the most populous and second fastest growing Local Government Area (LGA) in Victoria[1]. 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.

As of 2023, the total population forecasted for Casey is 392,217 people, which is an increase of 11,300 people from the previous year.[2]

Casey is expected to experience continued growth with a total population of 403,842 in 2024, increasing to 551,304 in 2041.[2]

While there has been a slight decline in population growth and trends between 2020 and 2022 (due to the COVID-19 pandemic impacts of interstate and overseas migration slowdown), it is anticipated that Casey will resume strong population growth in 2023 with the easing of international border restrictions leading to increased migration from overseas.

→

Location

The City of Casey is in the outer south-eastern suburbs of Melbourne and covers an area of 409 sq kms.

→

392,217
2023 population

43%
of Casey's population growth by 2041 will occur in Clyde and Clyde North

5,670
babies born in Casey in year ending 2022

61%
increase in population of retirement age forecaset between 2023 and 2041

Population

The City of Casey's population in 2023 is 392,217.[2]

Between 2023 and 2041, Clyde North is forecast to have the greatest increase in development of new dwellings in the City.[2] There were 109 planning permit applications in Clyde North during 2022.[3]

More than two fifths of the City's future population growth will occur in Clyde and Clyde North (43 per cent between 2023 and 2041).[2]

Between 2023 and 2041, the population for the City is forecast to increase by 159,087 persons (a 41 per cent increase), at an average annual change of 2.3 per cent.[2]

Age

5,670 babies were born in Casey in the year ending June 2022.[5]

The largest increase in persons between 2023 and 2041 is forecast to be in ages 45 to 49, which is expected to increase by 14,241 and account for 7 per cent of the total residents.[2]

Between 2023 and 2041, the age structure forecasts for the City indicate a 76 per cent increase in population under working age, a 61 per cent increase in population of retirement age, and a 72 per cent increase in population of working age.[2]

→

126,372
Dwellings in 2022

→

191,242
Expected dwellings by 2041

45%
of households in Casey were made up of couples with children in 2022

5.6%
of Casey's adult population identify as part of LGBTIQ+ communities

Households

There are an estimated 122,206 families and 126,372 dwellings in the City of Casey in 2022. It is expected that there will be 183,267 families and 191,242 dwellings in the City by 2041.[2]

In 2022, 45 per cent of households in Casey were made up of couples with children, compared with 33 per cent in Greater Melbourne.[4] The largest increase between 2023 and 2041 is forecast to be in couple families with dependents, which will increase by 24,511 households and account for 45 per cent of all households.[2]

Analysis of household income levels in the City represents a smaller proportion of high-income households (31 per cent of households earning $2,500 per week or more) and a smaller proportion of low-income households (15 per cent households earning less than $650 per week) as compared with 33 per cent and 19 per cent respectively for Greater Melbourne.[4]

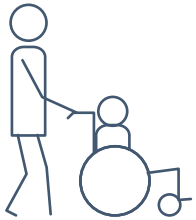
Gender and LGBTIQ+ Communities

There are slightly more females living in Casey (50.2 per cent) than there are males (49.8 per cent).[6]

Women in Casey are more likely to be unemployed or underemployed with 44 per cent of employed female residents working full-time compared to 70 per cent of men. The unemployment rate for women (5.9 per cent) was higher at the last Census when compared with the rate for men (5.4 per cent).[6]

An estimated 5.6 per cent of Casey's adult population identify as part of LGBTIQ+ communities, representing around 15,000 residents.[7]

→



1 in 7

Casey residents live with some form of mild to severe disability

42%

of Casey residents were born overseas

100 faiths

are represented in Casey and most predominate are Catholicism, Islam and Hinduism.

Disability

An estimated one in seven residents live with some form of mild to severe disability. One in twenty live with a profound or severe disability where assistance with everyday tasks is required.

The proportion of people living with a disability increases in older age cohorts. Many older people living with a disability live alone, and the number of women who do so is double that of men.

Ten per cent of the City's population care for a person living with disability. Six per cent of women are primary carers compared with two per cent of men.[8]

Cultural Diversity and Languages other than English (LOTE)

The City of Casey is one of the most diverse local government areas in Australia with 42 per cent of residents born overseas, compared to 36 per cent in Greater Melbourne. The top three overseas countries of birth are India, Sri Lanka, and Afghanistan.[6]

More than three quarters of the City's residents have at least one parent born overseas or were born overseas themselves from more than 150 different countries.[6] More than two in five residents speak a language other than English at home (42 per cent). The top three most spoken languages at home other than English are Punjabi, Sinhalese and Hazaraghi. One in seven speak limited or little to no English.[6]

There are more than 100 faiths represented in Casey and the most predominate faiths across the population are Catholicism, Islam and Hinduism.

As of June 2022, Casey was home to six per cent of Victoria's asylum seeker population, living mostly in Doveton/Eumemmerring, Hampton Park, Hallam and Cranbourne. Asylum seekers are mainly aged between 26-45 and are predominantly men.[11]

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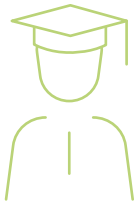
2,395
Aboriginal and Torres Strait Islander people call Casey home



1 in 5
Casey resident adults have completed a Bachelor or higher degree

9%
Casey residents reported having done some form of volunteer work

Aboriginal and Torres Strait Islanders

The City of Casey lies on the traditional lands of the Bunurong and Boonwurrung Peoples. Casey is home to approximately 2,395 people who identify as Aboriginal and Torres Strait Islander, the second largest population in Greater Melbourne.[9] People within this population group have a younger age profile than the City's general population, with 43 per cent aged under eighteen and five per cent aged 65 years and over (compared to 27 per cent and 11 per cent respectively in the general population).[10]

Education

One in five resident adults have completed a Bachelor or higher degree, which is significantly lower than both the Greater Melbourne and the Victorian benchmarks (33 per cent and 30 per cent respectively). This rate drops to one in eleven for low-income households (nine per cent).[6]

41 per cent of women hold no qualifications compared with 40 per cent of men.[6]

Volunteers

At the 2021 Census, nine per cent of residents reported having done some form of volunteer work, which is less than the 12 per cent reported across Greater Melbourne.[6]

→

$11.49B
in net wealth was generated in Casey's local economy in 2021

27,320
Local businesses across Casey

1 in 5
Casey residents live with one or more long-term health conditions.

Employment

The COVID-19 pandemic resulted in significant disruption to local employment with the unemployment rate peaking at 7.9 per cent in the December and March quarters of 2020/21. This municipal rate has fallen to 6.8 per cent, however there is still great discrepancy in employment outcomes across the City with unemployment rates nine per cent or above in several lower socioeconomic suburbs.[12]

In 2021, Casey's local economy generated $11.49 billion in net wealth (Gross Regional Product or GRP) making up 2.4 per cent of Victoria's GRP.[13]

Casey is home to 27,320 local businesses, with the construction industry having the largest number of registered businesses (24 per cent in Casey, compared to 17 per cent in Victoria).[14]

Health

More than one in five Casey residents live with one or more long-term health conditions.

Nine per cent of residents live with a long-term mental health condition with females more impacted than males (11 per cent compared to seven per cent respectively) across the lifespan.[4]

→

157.39 hectares of nature reserves

are managed by the City of Casey

Local Attractions

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

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

Footnotes:

1. Australian Bureau of Statistics (2022) ERP by LGA (ASGS 2021), 2001 to 2021 [Data Explorer].
2. Forecast.id, 2022, Population and household forecasts, 2023 to 2041
3. Statutory Planning and Compliance, Planning Permit Applications, 2022 (recorded as of 6 February 2023). Includes S72 Amendments.
4. ABS, 2021, Census of Population and Housing 2011 and 2016.
5. Maternal and Child Health, Birth Notices, 2021 (recorded as of 7 February 2023). Includes both transfer in and transfer out; excludes still births.
6. Profile.id, 2022, Community Profile.
7. Victorian Agency for Health Information (2020), The health and wellbeing of the lesbian, gay, bisexual, transgender, intersex and queer population in Victoria: Findings from the Victorian Population Health Survey 2017, State of Victoria, Melbourne.
8. Australian Bureau of Statistics (2018), '2018 SDAC LGA modelled estimates' [data set], Survey of Disability, Ageing and Carers (SDAC).
9. Australian Bureau of Statistics (2018) Estimates of Aboriginal and Torres Strait Islander Australians, derived from Census 2023.
10. Profile.id, 2022, Aboriginal and Torres Strait Islander profile, ABS Census of population and housing.
11. Department of Home Affairs (30 June 2021), Illegal Maritime Arrivals on Bridging E Visa.
12. National Skills Commission (NSC), September Quarter 2021, Small Area Labour Markets (SALM).
13. Economy.id, 2021, National Institute of Economic and Industry Research (NIEIR)
14. Economy.id, 2021, Australian Business Register - filtered counts - Current at 4th October 2021

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 of Administrators.

Ms Duff is an experienced board member with a demonstrated history of working in the government and non-government sector, including as Chief Executive Officer for nearly two decades. She is skilled in:

- governance
- community and stakeholder engagement
- change management

She received a Public Service Medal in the 2020 Australia Day Honours in recognition of her outstanding service to local government in Victoria and in 2019 was the recipient of the Victorian Planning and Environment Law Association (VPLEA) Paul Jerome Award for her outstanding contribution to public service 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.

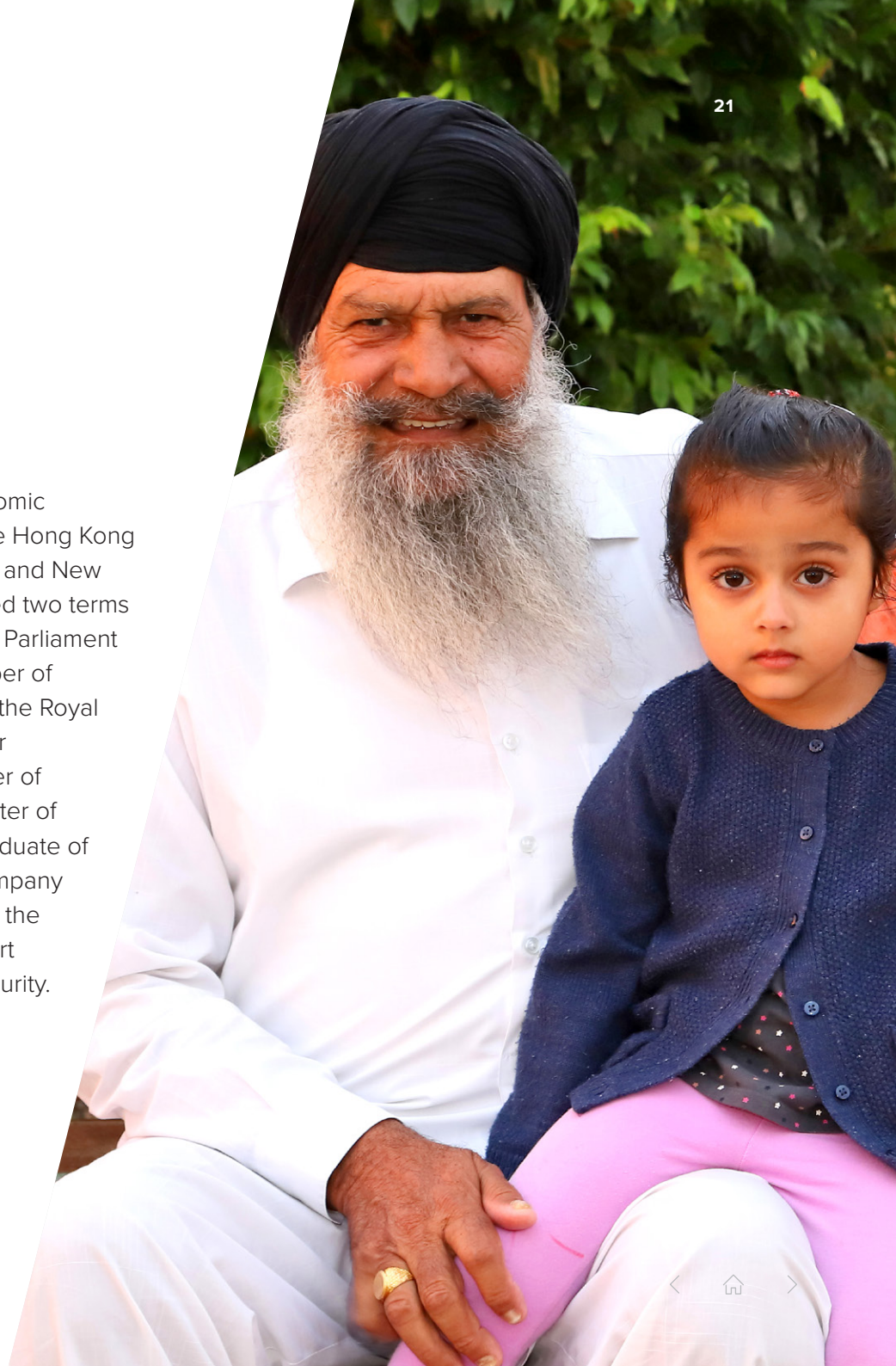
→

Cameron Boardman
Administrator

Mr Cameron Boardman is an experienced leader; currently he is the Director of the Oceania Cyber Security Centre and was the Centre's inaugural Chair. Previously, he has held leadership positions as:

- Chief Executive Officer of au Domain Administration Ltd (auDA)
- Executive Director for Investor Engagement within the Department of Economic Development, Jobs, Transport and Resources
- Executive Director for Innovation, Technology and Industry Programs at the Department of State Development, Business and Innovation

Additionally, he led the economic development activities for the Hong Kong SAR Government in Australia and New Zealand. Previously, he served two terms as an elected Member of the Parliament of Victoria, has been a member of Victoria Police and attended the Royal Military College, Duntroon. Mr Boardman also holds a Master of Business Administration, Master of Global Business Law, is a graduate of the Australian Institute of Company Directors and is a member of the Victorian Government's Expert Advisory Panel on Cyber Security.



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:

- **Callum Pattie**
  Director Community Life
- **Steve Coldham**
  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

Council directly funds and delivers services or infrastructure. Council provides 27 strategic services and hundreds of infrastructure projects each year.

Facilitate

Council can facilitate outcomes for the Casey 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.

Chief Executive Officer
Glenn Patterson

Director Community Life **Callum Pattie**	Director Corporate Services **Steve Coldham**	Director City Planning and Infrastructure **James Collins**	Director Customer and Business Transformation **Jen Bednar**
Manager Child, Youth and Family **Bronwyn Saffron**	Chief Financial Officer (CFO) **Siimone Wickes**	Manager City and Asset Planning **Keri New**	Manager Strategy, Innovation and Transformation **Marion Greig**
Manager Connected Communities **Sara Ball**	Manager Communications and Marketing **Chloe Casey (Acting)**	Manager City Design and Construction **Trevor Griffin**	Manager Customer and Digital **Donna Russ**
Manager Active Communities **Angie Peresso**	Manager Corporate Governance **Holly De Kretser**	Manager City Presentation **Mardi Cuthbert**	Chief Information Officer **Clint Allsop**
Manager Bunjil Place **Wayne Magee (Acting)**	Manager People and Culture **Vicki Blackman**	Manager Growth and Investment **Kathryn Seirlis**	
		Manager Planning and Building **Tania Asper**	
		Manager Sustainability and Waste **Michael Jansen**	

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

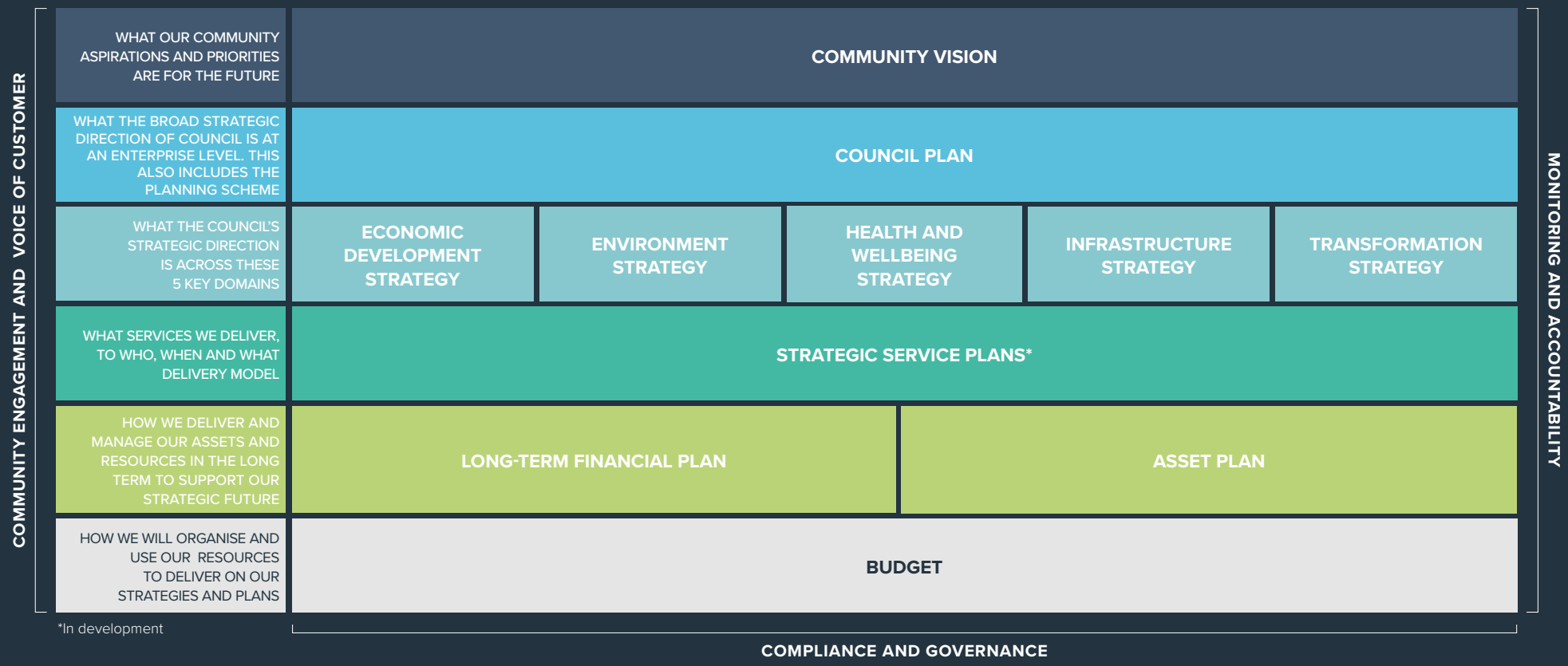
The City of Casey's Integrated Strategic Planning Framework guides Council in identifying community needs and aspirations over the long-term *(the Vision)*, medium-term *(Council Plan)* and short-term *(Annual Budget*, incorporating the *Annual Action Plan* and *Capital Works Program)*, and then how 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.
→

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 representative and deliberative community engagement, research and consultation.

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 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 Financial Plan, 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

There are five Domain Strategies, each sets Council's strategic direction in a distinct area. These strategies include:

- 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 how. Council has 27 strategic services and 78 sub-services.

→

Budget

The Annual Budget helps organise and determine how we will use our resources to deliver 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.

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Community engagement, compliance and governance and monitoring and accountability

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

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, and four-year and ten-year Finance Plans by providing their input, priorities and aspirations for our City.

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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, which was undertaken in 2020/21, more than 6,500 community members participated in representative and deliberative engagement opportunities to help prioritise infrastructure and service delivery in Casey. A range of engagement methods were used, including online forums, surveys and community panels.

As we approached the mid-way point of our Council Plan, we checked in with the community again in 2022/23 to understand what services are of priority through a range of face-to-face engagement opportunities as well as an online survey and interactive participatory budgeting tool.

We received more than 3,800 responses to the online survey and participatory budgeting tool and engaged in a range of face-to-face engagement pop-ups and workshops across the municipality to ensure Casey's diverse geographic and demographic groups were represented throughout the consultation.

Council used the insights from the check in to ensure our planning and priorities continue to align with those of the community.

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Reach

Throughout the initial *Shape Your City* program, 6,654 members of the community contributed feedback through online surveys, telephone surveys, online conversations hosted by community members or ambassadors, moderated online forums and live discussion boards.

We also received almost 4,000 responses during the check in exercise, through online surveys, community pop ups, workshops, kindergarten children and youth consultations and more.

Diversity

To ensure we heard a diverse range of voices, Shape Your City targeted specific audiences which included Culturally and Linguistically Diverse (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 broad 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 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.

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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 activity centres outside the City.

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.

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Themes from Shape Your City 2 Year Check-in

Some of the strong themes to come out of the 2022/23 check-in engagement, which were commonly noticed across the municipality, were:

Open spaces and recreation

People expressed the need for improved infrastructure to engage themselves in unstructured sport and leisure activities with family and whole of the community.

Our environment

The community have expressed commitment to contributing back to the environment, however, need support and information from Council on some of the practices that the community can adopt to support this work together.

Transport and infrastructure

This theme has been consistent to that of *Shape Your City* findings two years ago. However, in addition to improving road conditions and network and public transport infrastructure, the community also expressed particular concerns around the safety in public transport and accessibility to transport options.

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.

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	• Ensure high level of input from Council is provided on all major rail and road upgrades across the City of Casey • 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 • All new Council facilities will be designed to improve community safety outcomes • 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 DIRECTION: **DRIVE STRONGER CONNECTIONS AND PLACES**

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

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 employment in Casey's top four strategic sectors (healthcare & social assistance, retail, construction, and education & training) • Number of businesses supported to open in Casey through dedicated assistance program • Increase in awareness of Casey's investment support services and business development services
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 – 100,000 indigenous plants reintroduced within the municipality to address fragmentation and biodiversity decline • Decrease the kerbside contamination rate • Enhance community participation in environmental education and events • Increase the energy sourced from renewable sources for all council buildings, facilities and public lighting
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 infrastructure and services align with Council's advocacy on priorities

Domain Strategies Touch Points

- Health and Wellbeing Strategy
- Infrastructure Strategy
- Economic Development Strategy
- Environment 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 • Increase opportunities for community participation in community events and social groups to reduce social isolation • Improve community led preparedness to plan for and mitigate local emergency risk • 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 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 • 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 • Opportunities provided for people who are impacted by Council's initiatives to provide feedback or to have input into the decision-making processes 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

- 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 • 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 • Number of public / private partnerships that directly supports and facilitates pathways into employment for Casey residents • Ensure customers' expectations are managed from first point of contact, to reduce duplication and delay in the system • 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
- Environment Strategy

City of Casey

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

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