



City of Casey

TRANSFORMATION STRATEGY 2022-26

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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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MESSAGE FROM THE CHAIR OF ADMINISTRATORS

As the Chair of Administrators for the City of Casey, it gives me great pleasure to present our community with Casey's Transformation Strategy.

This strategy sets out our intention to transform the way Council operates to ensure we are delivering maximum benefit to the Casey community now, and into the future. To achieve the Casey community's Long-Term Community Vision 2031 to become more connected, bold and resilient, our organisation must actively pursue its goals to become a future-ready, high-performance organisation.

Our organisation has solid foundations and so much to be proud of. We deliver more than 78 quality services to our community and lead the sector in many aspects of service delivery and coordinated responses to communities' priorities. We have a passionate and talented workforce, and clear aspirations to bring new thinking to how we operate and serve our community.

As our community continually grows and asks different things of us, we also face some challenges we need to respond to, to ensure we continue to deliver with the greatest impact where it matters most. These include:

- ensuring our mix of services is aligned to the needs of our community
- enhancing the experience we offer our customers and making it easier to do business with us
- modernising the way our organisation operates ensuring our people have the skills and tools they need to successfully deliver on our promises to the community.

Transforming Casey allows us to be sharp about the future of our organisation, and what we need to work on. It provides an assessment of where we are now with our current challenges, where we are headed, and key steps needed to set Council up to make the impact that matters most.

This strategy sets the change agenda for the organisation and serves to focus efforts in the areas most needed. It takes a holistic and integrated view to bring together all of the components of how the organisation operates to create a new and exciting path forward.

This strategy has been developed through understanding existing and future conditions impacting Council and aligning with local, State and Federal policy and strategy directions. It is underpinned by an assessment of our strengths and opportunities, and also drew on key input from our community – bringing together community feedback through our largest ever community engagement project, Shape Your City process, which saw more than 6,000 people contribute to our Vision, Council Plan 2021-25, Budget, long-term financial planning and other and key strategies.

This strategy has been developed to harness our organisational values of 'Dream Big', 'Empower each Other' and 'Make our Community Proud'. These values underpin the future described in this strategy and will help support its successful delivery.

The delivery of this strategy will be supported by an annual action plan, and by working in partnership with others to ensure we continue to evolve as the high performance Council that meets the needs of our community both now and into the future.



Noelene Duff PSM
Chair of Administrators
City of Casey

BACKGROUND TO THE TRANSFORMATION STRATEGY

The City of Casey is a complex organisation, which is deeply embedded within the communities we serve. We deliver 78 services while also partnering and advocating to enable our community to be more connected, bold and resilient.

Casey's regional population is forecast to grow rapidly over the coming decades, which will require us to deliver services and perform more effectively and sustainably, ensuring we deliver maximum value to the community.

At the same time, our organisation is ambitious about its future and the role we can play to bring our community's aspirations to fruition. We have a passionate and talented workforce, a desire to make our community proud, and be an industry leader in the way we work, innovate and deliver.

We have solid foundations and so much to be proud of. This strategy has been developed to continue to build on our strong foundations - further improving the way we operate, how we work together and how we support our

communities – to enable our organisation to adapt as our community evolves and grows, continually providing them with the support needed most.

Its development has taken into consideration where we are now with our current challenges, where we are headed, and the key steps needed to get us there. A review and analysis of current strategies, core challenges, key performance data and leading practice was completed and engagement undertaken with our community,

employees and leaders through the Shape your City community engagement program, Evolve Home/Land employee engagement program and a series of workshops with our organisational leaders. All of these inputs were critical in shaping this strategy.

In developing this strategy, a number of strengths and challenges were highlighted. The strengths are areas that Casey can leverage and further build on, and the challenges are areas that require a more focused change effort.



Some of Casey's strengths are:

- we have a strong focus on service quality and embedded ways of improving and innovating our services
- we have built alliances and partnerships and prioritise these to continue to deliver great outcomes for our community
- we are one of the largest municipalities in Victoria and play a strong role in sector leadership and influence
- our major project delivery is strong, and aspirational in design
- we have a significant asset base that we can leverage
- we are visionary and confident
- we are building a culture of shared leadership within our organisation
- we attract a really high calibre of employee and have great talent in our organisation
- we have a strong appetite to explore new and emerging thinking.

However, as our community continually grows and asks different things of us, we also face several core challenges we need to respond to. These include:

Inconsistent customer experiences

The experience of customers when interacting with Council varies considerably. This is a result of managing our growth within, rather than across services, fragmenting our customers' overall experience, as well as under-investment in the levers that ensure consistent quality customer experiences: culture, processes, systems and data.

Casey lacks an integrated and standardised approach to engaging with customers, quality customer data and the contemporary management of contact channels to ensure our customers can interact in their preferred way and receive positive experiences across all interactions with us.

A mis-aligned service mix

Over the last ten years, Casey has experienced significant population growth, which has resulted in growth across the suite of services we deliver. Our services have grown organically in number and complexity, without the application of a strategic approach that brings together community need and contemporary delivery models. Also, due to the rapid growth and the council being structured in service silos, the organisation is less able to easily scale services up or down in response to community demands, emerging crises or changing council priorities.

An inefficient and outdated business model

Casey's current business model has been in place for decades and has undergone incremental adjustments over time to respond to changes in our operating environment. This has resulted in it becoming outdated, creating waste and causing duplication in processes, systems and roles, across the organisation.

With community growth predicted to continue in the medium to long term, our business model needs to be increasingly agile and adaptable so it can keep pace with, and anticipate and shape, constant change. A refreshed fit-for-purpose model is needed to see Casey successfully into the future.

WITH COMMUNITY GROWTH PREDICTED TO CONTINUE IN THE MEDIUM TO LONG TERM, OUR BUSINESS MODEL NEEDS TO BE INCREASINGLY AGILE AND ADAPTABLE SO IT CAN KEEP PACE WITH, AND ANTICIPATE AND SHAPE, CONSTANT CHANGE.

Under-investment in essential technology foundations

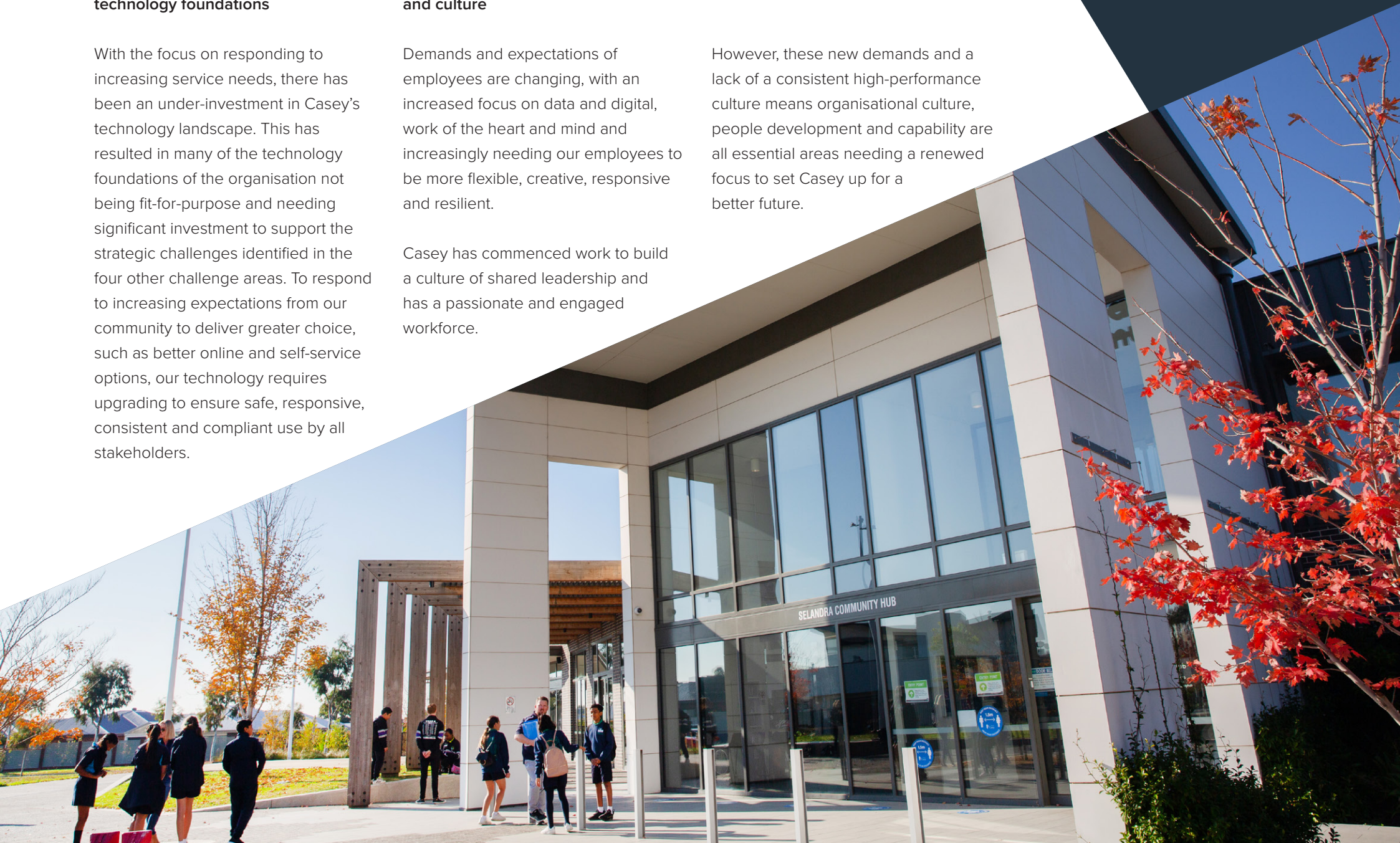
With the focus on responding to increasing service needs, there has been an under-investment in Casey's technology landscape. This has resulted in many of the technology foundations of the organisation not being fit-for-purpose and needing significant investment to support the strategic challenges identified in the four other challenge areas. To respond to increasing expectations from our community to deliver greater choice, such as better online and self-service options, our technology requires upgrading to ensure safe, responsive, consistent and compliant use by all stakeholders.

Gaps in future-ready capability and culture

Demands and expectations of employees are changing, with an increased focus on data and digital, work of the heart and mind and increasingly needing our employees to be more flexible, creative, responsive and resilient.

Casey has commenced work to build a culture of shared leadership and has a passionate and engaged workforce.

However, these new demands and a lack of a consistent high-performance culture means organisational culture, people development and capability are all essential areas needing a renewed focus to set Casey up for a better future.



OUR INTEGRATED STRATEGIC PLANNING FRAMEWORK

The City of Casey's Integrated Strategic Planning Framework helps identify council's short-, medium-, and long-term strategies and plans that reflect the community's needs and aspirations. It also shows how council will transparently report on its performance.

The purpose of integrated planning and reporting is to:

- determine the municipality's priorities in terms of its future outlook, how our community wants to live and the city we desire to be
- consider what is changing and how these changes present an opportunity to shape our future
- 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
- inform council's long-term financial planning and budgeting
- inform annual council planning, business planning and service planning across council departments
- provide a line of sight for employees to see how their individual work tasks contribute to the overall strategic direction of the City of Casey and the community's needs and aspirations.



The graphic below demonstrates council's Integrated Strategic Planning Framework. The Transformation Strategy is included as one of five key strategies.

The other key strategies are the Infrastructure Strategy, Environment Strategy, Economic Development Strategy, and Health and Wellbeing Strategy.

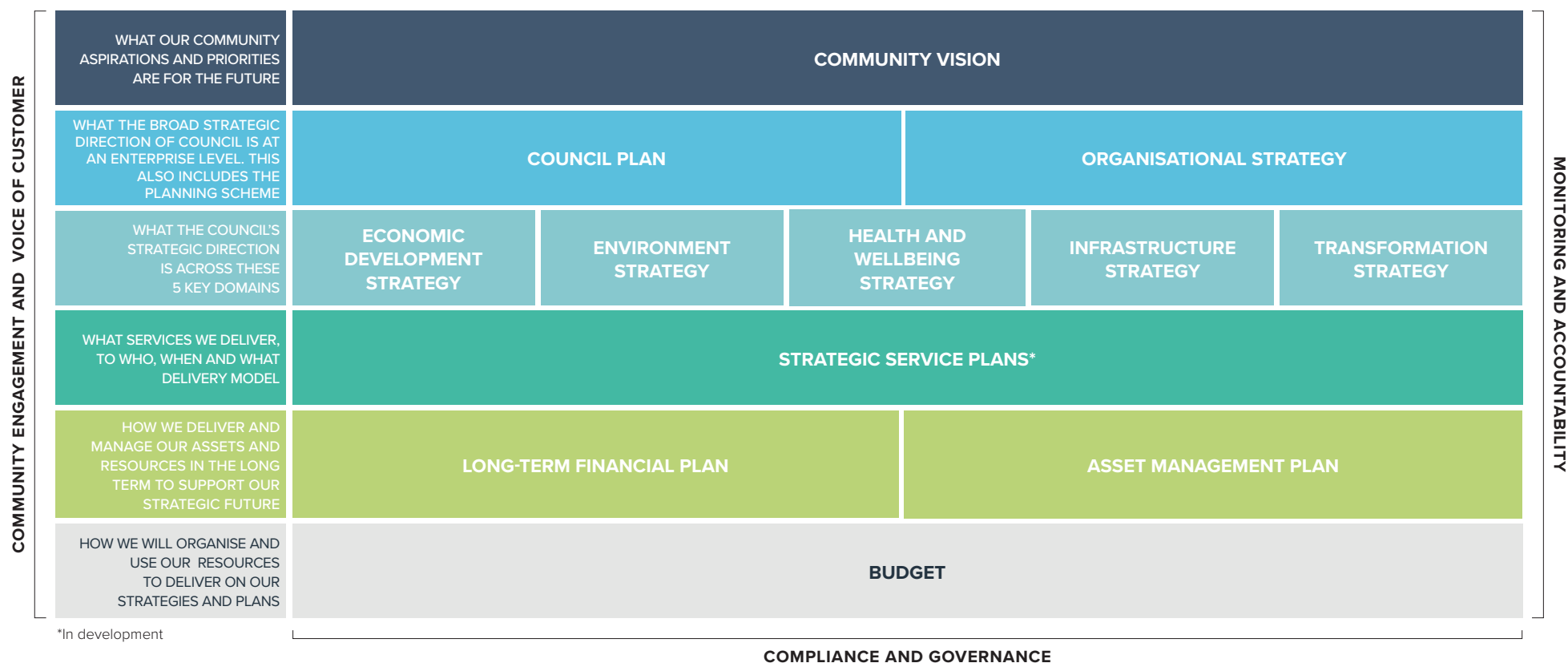
The Transformation Strategy will directly impact both the Organisational Strategy and the Council Plan in the following ways:

- Being a resilient future-ready council is one of the three key objectives from the Organisational Strategy, while there are two links to the Council Plan.

These links being:

- Strategy Outcome 6:
 - Ensure good Governance and transparent decision-making
- Strategy Outcome 7:
 - Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit.

The links to both the Organisational Strategy and the Council Plan provides the Transformation Strategy with a clear direction and mandate.



TRANSFORMATION STRATEGY

The Transformation Strategy's mission and goals describe the future state we will work towards and provide important goalposts from which to measure our achievement success.

MISSION

TO MAKE CASEY
AN ADAPTABLE,
FUTURE-READY
ORGANISATION,
WHERE
INNOVATIVE
PEOPLE AND
PARTNERSHIPS
THRIVE TO
DELIVER MAXIMUM
COMMUNITY
BENEFIT.

GOALS



Goal 1: People focused organisation

We have a diverse workforce that works together as one team. Our people are proud to work at Casey, have the right capabilities and mindset, and are empowered to achieve.



Goal 2: Strategy and adaptability

We use an evidence-based approach, with strategic focus, to ensure our organisation is ethically governed, responsive and adaptable.



Goal 3: Sustainable business model

We have a lean, innovative and sustainable operating model, which enables our people to focus on meaningful work.



Goal 4: Customers and community

We have a deep connection with the community and deliver increased impact and outcomes. We have a single view of our customers, and we are easy to do business with.



Goal 5: Service excellence

We have a deliberate and scalable mix of services that are co-designed, appreciate lifecycle and constantly adapt to conditions and emerging needs.



Goal 6: Shared leadership

Our leaders coach and empower and demonstrate brave thought leadership in how we operate and deliver services.



Goal 7: Strong partnerships

Our community, commercial and strategic partnerships are maximised, productive, and purposeful, and we deliver shared benefit.

To bring these goals to life, five focus areas for change have been identified:

FOCUS AREA 1: CUSTOMER

A key element of building better customer experiences and delivering increased impact and outcomes, is understanding what our customers want and responding to them with quick, simple, resolutions.

The aim of this focus area is to enable us to transform and significantly improve our customers' experience in doing business with us. The result of managing our rapid growth in siloed services means our customers' experiences of interacting with council varies considerably.

We lack an integrated and standardised approach, quality customer data and the contemporary management of channels to ensure our customers can interact in their preferred way, while receiving positive experiences across all interactions.

THIS FOCUS AREA WILL SEE CASEY ESTABLISH A REFRESHED APPROACH TO THE WAY IN WHICH WE INTERACT WITH OUR CUSTOMERS, CREATING MORE CONSISTENT CUSTOMER EXPERIENCES THROUGH THE CREATION OF NEW, SEAMLESS DIGITAL CHANNELS AND FOCUSING ON QUALITY, MEANINGFUL, HUMAN INTERACTIONS IN AREAS WHERE IT IS NEEDED AND WANTED MOST.



FOCUS AREA 2: ENTERPRISE

Casey’s current business model has been in place for decades and has undergone incremental adjustments over time to respond to changes in our operating environment. This has resulted in it becoming outdated, creating duplication of processes, systems and roles.

The priorities of our community have also changed, and, with the population predicted to continue to increase in the medium to long term, the way we operate needs to be more adaptable and fit-for-purpose for Casey’s future.

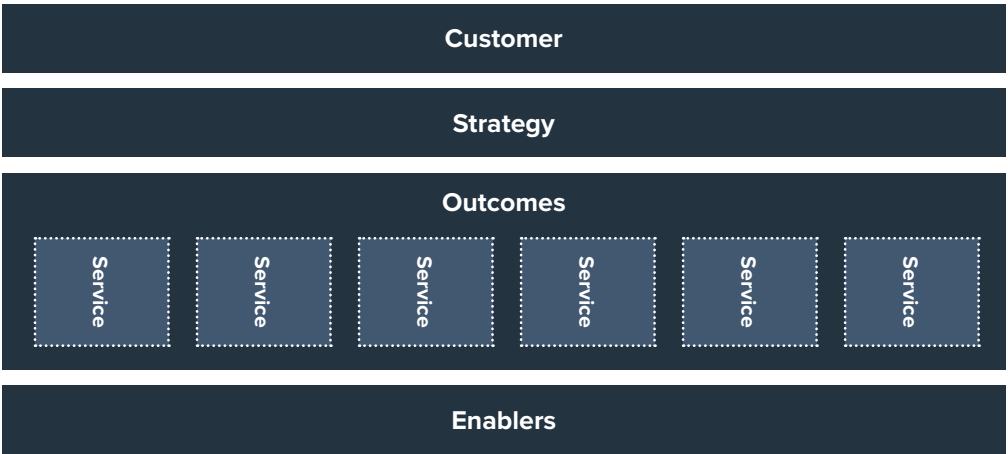
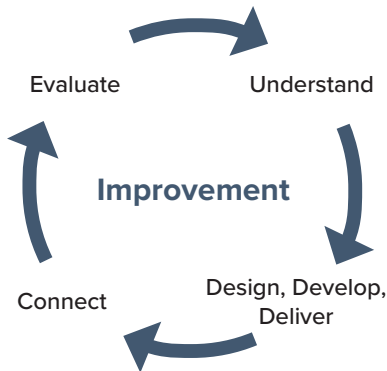
This focus area will see the organisation shift to a new way of operating that aligns with this strategy’s mission and goals.

The organisation will change from thinking and working on the specific functions that we deliver, to operating based around the outcomes we seek to realise, or, put simply, the impact we wish to have for our community. This will enable our organisation to focus activity and effort on achieving lasting benefits for our community and minimise wasted effort on tasks which do not support this purpose.

This shift to an Outcomes Operating Model will be realised through changes to Casey’s processes and practices, the way in which we prioritise and the way in which we measure success. It will also be supported by shifts in the organisation’s culture and leadership practices. All of these things will come together to focus our organisation on delivering maximum community benefit. This new model is shown below.

The Outcomes Operating Model will ensure a clear focus on quality customer experiences, evidence-based strategy and the alignment of all services and activities to strategic outcomes. It will ensure council is better able to respond and adapt to changing community needs through the introduction of an Enterprise Project Management Office (ePMO) to coordinate resources aligned to priorities with clear outcomes and success measures. Continuous improvement will be embedded even more fully into our services, ensuring we are continually improving the way we deliver services to achieve better community outcomes.

Outcomes Operating Model



The final aim of this focus area is to transform our ability to monitor our performance consistently across the organisation. As we put in place the Outcomes Operating Model, the ability to monitor the performance of the organisation will grow. Increasing the transparency and openness of our performance monitoring will ensure we are focused on delivering the results that matter most to our community.

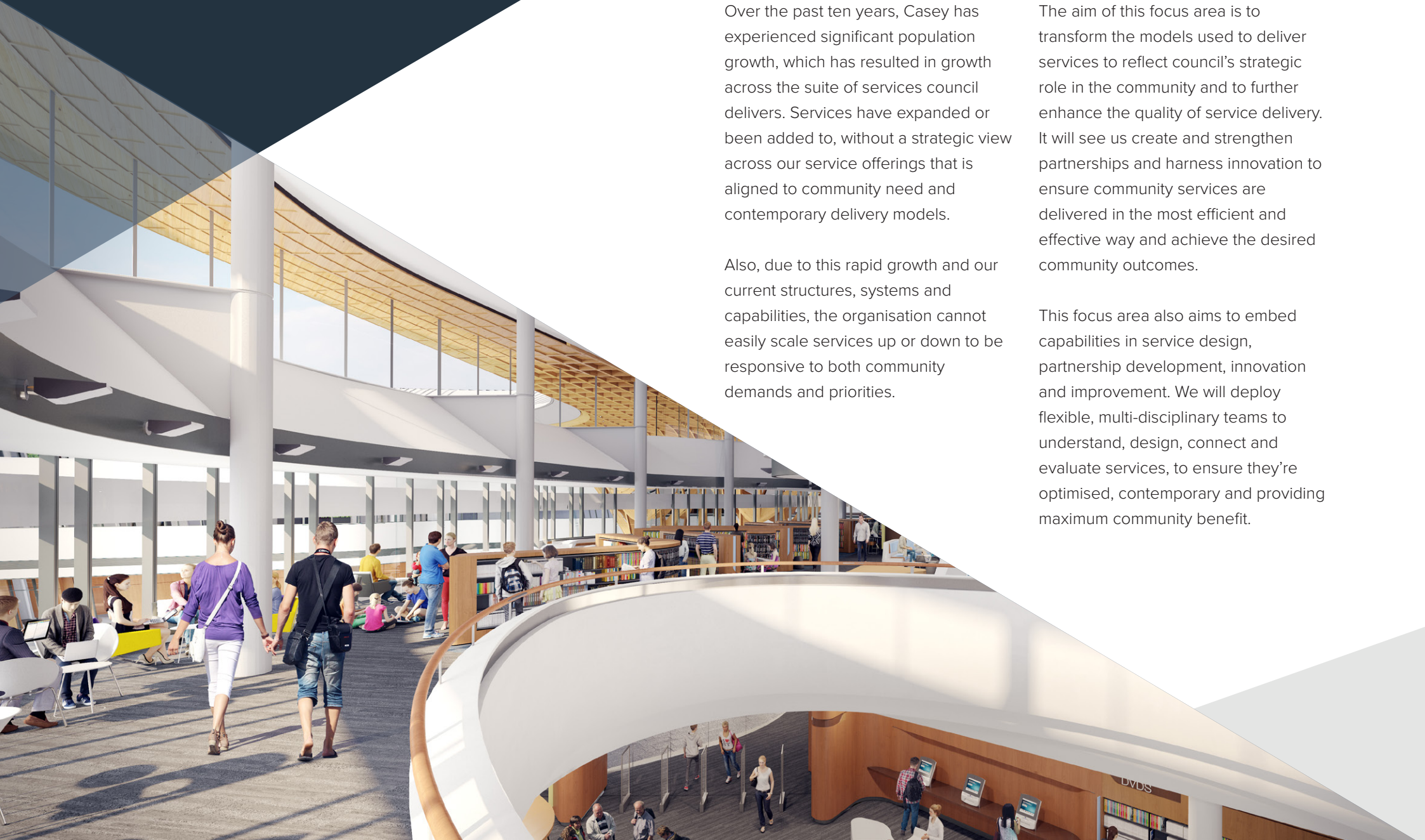
FOCUS AREA 3: SERVICES

Over the past ten years, Casey has experienced significant population growth, which has resulted in growth across the suite of services council delivers. Services have expanded or been added to, without a strategic view across our service offerings that is aligned to community need and contemporary delivery models.

Also, due to this rapid growth and our current structures, systems and capabilities, the organisation cannot easily scale services up or down to be responsive to both community demands and priorities.

The aim of this focus area is to transform the models used to deliver services to reflect council's strategic role in the community and to further enhance the quality of service delivery. It will see us create and strengthen partnerships and harness innovation to ensure community services are delivered in the most efficient and effective way and achieve the desired community outcomes.

This focus area also aims to embed capabilities in service design, partnership development, innovation and improvement. We will deploy flexible, multi-disciplinary teams to understand, design, connect and evaluate services, to ensure they're optimised, contemporary and providing maximum community benefit.



FOCUS AREA 4: PEOPLE

Demands and expectations of employees are changing, with an increased focus on digital and the growing ask of employees to be more flexible, creative, responsive and resilient. Casey has started building a culture of shared leadership and has a passionate and engaged workforce. To meet the challenges and opportunities of new digital work and shifting expectations, the organisation needs to invest more in its people's capability to be future ready.

The aim of this focus area is to transform Casey's culture and capability to ensure we are a future-ready, people-focused organisation. We will build the diversity of our workforce, with a focus on one team. Our people will be even more proud to work at Casey and we will ensure they have the right capabilities and environment in which to achieve and deliver on the organisation's promises to the Casey community.

This focus area will be implemented by reviewing and enhancing our People Service; to improve the full lifecycle of the employee experience and management from entry into the organisation through to off-boarding. We will build our shared leadership capability, fostering a stronger culture of accountability, coaching and empowerment.

In addition, our people policies and processes will be refreshed so that they are consistent across the organisation; this will enable a more integrated view of our employees and their experience. We will reduce duplicated processes and systems so our people can focus on designing and delivering services for our community.



FOCUS AREA 5: TECHNOLOGY ESSENTIALS

With the focus on responding to increasing service needs, there has been an under-investment in Casey's technology landscape. This has resulted in many of the technology foundations of the organisation needing significant investment to support the strategic challenges identified in the four other focus areas. To respond to increasing expectations from our community to deliver more and improved online and self-service options, our technology environment needs upgrading to ensure safe, responsive, consistent and compliant use by all stakeholders.

The aim of this objective is to ensure our technology capability, processes and resources across the organisation are optimised, integrated, safe and compliant.

This focus area will be implemented by reviewing and enhancing our Information Technology Service to ensure our technology people, systems and processes are aligned to the expectations of a more modern and high-performing organisation. An investment in uplifting our core systems will ensure our people and partners can increase their ability to share data both internally and externally to achieve better community outcomes.

We will also lift our ability to manage cyber-risk and compliance to ensure our operating model is supporting our people, partners and community to interact with Council, safely and with greater confidence.

TO RESPOND TO INCREASING EXPECTATIONS FROM OUR COMMUNITY TO DELIVER MORE AND IMPROVED ONLINE AND SELF-SERVICE OPTIONS, OUR TECHNOLOGY ENVIRONMENT NEEDS UPGRADING TO ENSURE SAFE, RESPONSIVE, CONSISTENT AND COMPLIANT USE BY ALL STAKEHOLDERS.



IMPLEMENTATION, MONITORING AND EVALUATION








The Transformation Strategy will be implemented through an annual action plan.

Monitoring of the strategy will take place annually with updates on the progress of actions and reporting on measures of success to the organisation and the community.

Community feedback on transformation needs will be gathered over the life of the strategy and used to inform the development and review of annual actions.

A full evaluation will take place at the end of four years, when the strategy's achievements and impacts will be assessed, including what worked well, what did not work so well and how it could be improved in the future.

Listed are the Transformation Goals and the associated measures of success. These will be achieved through the delivery of initiatives aligned to the focus areas set out in this strategy.

GOAL	MEASURE OF SUCCESS
 Goal 1: People focused organisation We have a diverse workforce that works together as one team. Our people are proud to work at Casey, have the right capabilities and mindset, and are empowered to achieve.	> Improved employee experience
 Goal 2: Strategy and adaptability We use an evidence-based approach, with strategic focus, to ensure our organisation is ethically governed, responsive and adaptable.	> Improved the overall efficiency of council operations
 Goal 3: Sustainable business model We have a lean, innovative and sustainable operating model, which enables our people to focus on meaningful work.	> Improved financial sustainability
 Goal 4: Customers and community We have a deep connection with the community and deliver increased impact and outcomes. We have a single view of our customers, and we are easy to do business with.	> Improved customer satisfaction
 Goal 5: Service excellence We have a deliberate and scalable mix of services that are co-designed, appreciate lifecycle and constantly adapt to conditions and emerging needs.	> Improved service quality
 Goal 6: Shared leadership Our leaders coach and empower and demonstrate brave thought leadership in how we operate and deliver services.	> Increased satisfaction with leadership
 Goal 7: Strong partnerships Our community, commercial and strategic partnerships are maximised, productive, and purposeful, and we deliver shared benefit.	> Increased partner engagement



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Cranbourne: Cranbourne Park Shopping Centre



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