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Council Plan 2017-21

City of Casey

2019-20 Review

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EXECUTIVE SUMMARY

The Council Plan 2017-21 (the Plan) is a statement of how the City of Casey will work towards our vision of creating Australia's most liveable city.

The Plan outlines the Strategic Objectives for 2017 through to 2021, how the Council will achieve these objectives and how their progress will be measured.

The Plan was informed by the most ambitious community engagement program the City of Casey has ever undertaken, called Casey Next. Over 3,600 people contributed ideas and shared their priorities for the future of Casey.

The City of Casey's Strategic Objectives for 2017-21 are:

1 People Driven

2 Place to Prosper

3 High Performing Organisation

‘Creating Australia’s most liveable city’

WELCOME FROM THE MAYOR

Cr Amanda Stapledon
Mayor

The City of Casey has an exciting future.

As one of the fastest growing regions in Australia, our story is one of growth, transformation and innovation.

With state-of-the-art infrastructure, an abundance of parks and leisure facilities, new art spaces, a diverse and welcoming community and a strong focus on delivering what our residents want, the City of Casey is a popular place to be.

With over 350,000 residents, and an expected population of 549,000 by 2041, the *Council Plan 2017-21* outlines how we will work to ensure the future liveability of the City of Casey.

The Council Plan is the result of a partnership between Council and the community. It would not be as robust, meaningful and effective without community input, and would not be as visionary and ambitious without the passion, foresight and dedication of my fellow Councillors.

Importantly, feedback from our residents, businesses and visitors has shaped the plan to ensure we deliver on what is most important to our community.

We look forward to working to deliver on these priorities for our community as we strive to create Australia's most liveable city.

WELCOME FROM THE CEO

Glenn Patterson
CEO

The *Council Plan 2017-21* is an ambitious plan that will ensure a bright future for the City of Casey, whilst paving the way towards achieving our vision of 'creating Australia's most liveable city'.

In the lead up to the development of the plan in 2017, through Casey Next, Council's biggest ever community engagement program, you told us what your vision and priorities are for the future of Casey.

It is estimated that 480,000 people were reached, and more than 3,600 people provided valuable feedback to ensure Council is better informed about the community's priorities, their expectations of Council and what their ideas for Casey's future are.

We are focused on achieving our activities and executing our plans to ensure we:

- Create a great city through smarter planning, delivery and activation of our communities;
- Build a more capable organisation by reimagining our role and pursuing innovation in our service delivery; and
- Become part of something bigger through pursuing regional collaborative procurement, strengthening our advocacy and undertaking more regional planning with our neighbouring Councils.

You will notice within the Council Plan revision that we have worked to simplify the strategic objectives and strategies to better reflect these priorities. The Council Plan now has three strategic objectives and eight strategies. The objectives present a clearer picture of our strategic focus moving forward, while still retaining the detail of the original objectives.

This plan guides the work of Council until 2021 and we are ready to get started.

ABOUT THIS PLAN

In 2016, the City of Casey conducted its biggest ever community engagement project, Casey Next.

Council wanted to gain a deeper insight into what the community needs and expects from Council, and is committed to ensuring that these insights inform the priority areas to focus on over the next four years. Over a seven week period, participants contributed to the conversation either online, at local pop-up events, workshops, children's activities and other engagement events. Council is proud to have developed a Plan that reflects so many diverse views.

The *Council Plan 2017-21* outlines Strategic Objectives that Council will work to achieve across many areas including the environment, infrastructure, the local economy, services, and community wellbeing. Each year, Council prepares an Annual Action Plan and progress on this plan is reported to the community every quarter. Following on from the success of the *Council Plan 2013-2017* and continuing the sentiments outlined in the Casey C21 Long-Term Vision originally set in 2002, Council is working towards making the City of Casey Australia's most liveable city.

In addition to the Council Plan, Council is required by legislation to develop a *Municipal Public Health and Wellbeing Plan*, and *Municipal Strategic Statement*.

The *Municipal Public Health and Wellbeing Plan* provides direction on the priority health and wellbeing issues for Council to focus on.

The *Municipal Strategic Statement* guides development across the municipality and assists Council in assessing planning applications.

Following a mandatory review in 2019, some slight changes have been made to the *Council Plan 2017-21* of the strategies and strategic indicators, to align them more closely to our vision of 'creating Australia's most liveable city'.

3,636
people contributed

Community members were integral to shaping the *Council Plan 2017-2021*, with 3,636 residents attending pop-up events, workshops, and children's activities, as well as contributing online.

10 Casey Next Themes:

1. A safe place

A safe place is a place where everyone feels safe spending time in and moving around the streets, in local neighbourhoods, on public transport and in the home.

2. An inclusive place

An inclusive place is multicultural, vibrant, supportive, interactive, and compassionate.

3. A thriving place

A thriving place has accessible activities and active spaces for everyone, where Casey has become a hub of entertainment and sports in the east of Melbourne.

4. A place with a great natural environment

A place with a great natural environment is green, pollution free, promotes activity, shows leadership in sustainability, and protects its natural assets.

5. A family friendly place

A family-friendly place is one that provides places for families to spend quality time together, opportunities for parents and children to work and learn, and services that are family focused.

6. A well-connected place

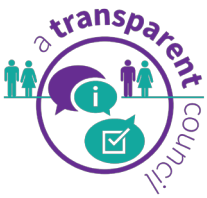
A well-connected place is one where you can get from place to place easily, in a timely and comfortable manner.

7. A place with opportunities

A place with opportunities is one where all residents have the chance to learn, work, and play without having to leave Casey.

8. A balanced approach to growth

Balanced growth creates a mixture of vibrant suburbs and activity centres, while at the same time maintaining the country feel that makes Casey unique.



9. A transparent and accountable council

A council that engages with and listens to its residents, where money is spent responsibly, and information about local services and activities is readily available.

10. A healthy place

A healthy place has good access to health services and provides numerous opportunities for all members of the community to live an active and healthy lifestyle.

OUR CITY: SNAPSHOT

356,600
residents

In 2019, approximately 356,600 people lived in Casey. Casey has the most residents of any municipality in Victoria.

13,634
people

Between 2018 and 2019 Casey's population gained 13,634 more people, and is set to reach a total of 549,000 by 2041.

409
kilometres²

The City of Casey covers 409 square kilometres.

20,071
businesses

Casey is home to 20,071 businesses.

1,616
Aboriginal or Torres Strait Islander

In 2016, there were 1,616 Aboriginal and Torres Strait Islander people across Casey, living in 810 dwellings. This makes Casey home to the largest number of Aboriginal and Torres Strait Islander residents in the South and South Eastern Region of Victoria.

123
different cultural backgrounds

There are 123 different cultural backgrounds and 41 faiths represented in Casey.

37%
under 25

37% of people are under 25 years old.

35%
LOTE

Over 35% of people speak a language other than English.

OUR CITY: SNAPSHOT

14%
volunteers
In 2016, 14% of people in the City of Casey volunteered.

27%
tertiary qualified
In 2016, over 27% of people held a bachelor degree or higher.

38%
born overseas
In 2016, 38.2% of Casey residents were born overseas compared to 28.3% across Victoria.

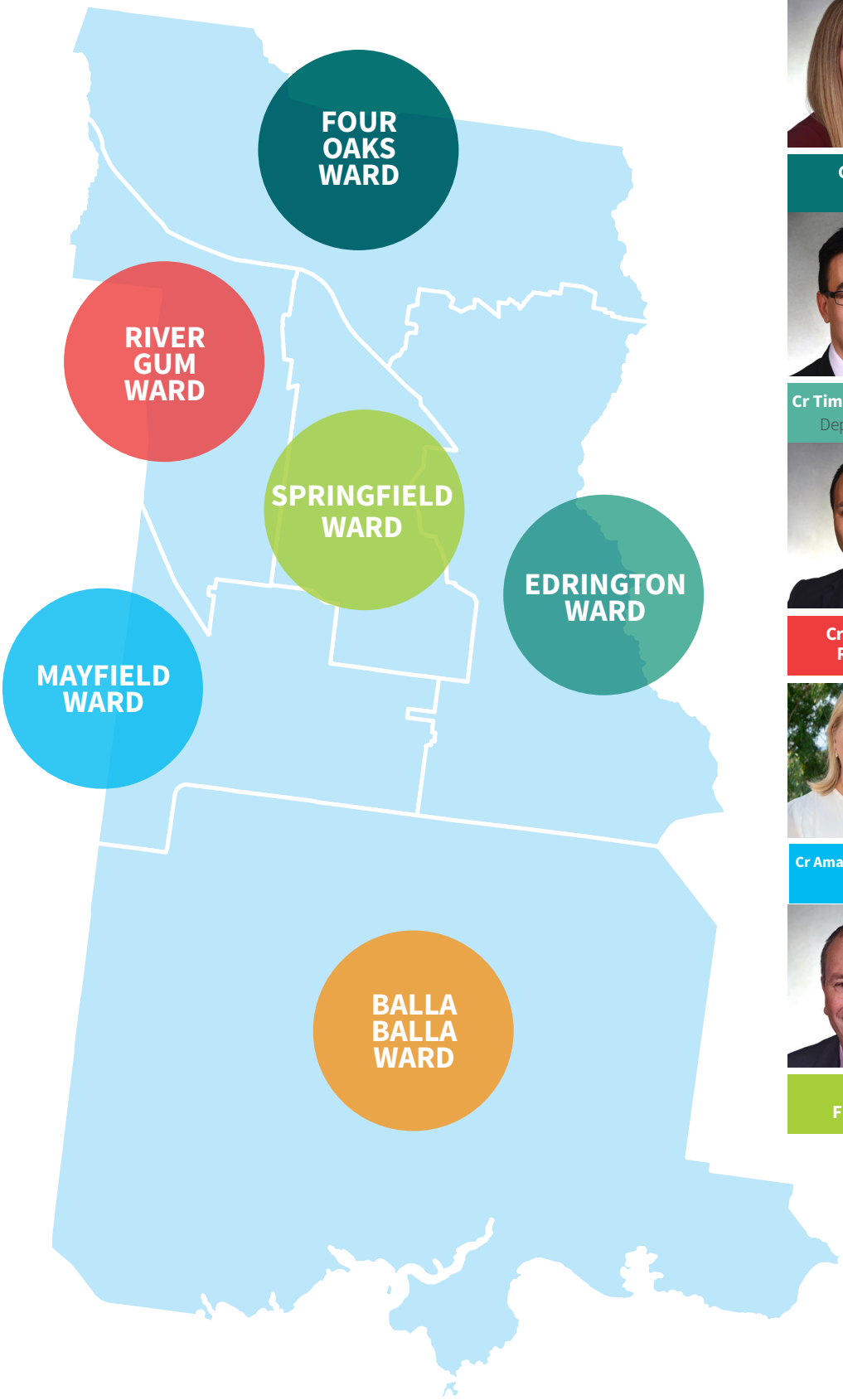
In 2017-18, there were 5,071 births in Casey.

76.5% of Casey residents travel to work by car compared to 65.9% across Victoria

The number of dwellings in Casey is expected to increase from 99,902 in 2016 to to 183,267 dwellings by 2041.

Statistics are sourced from: ID Consulting 2017, *City of Casey Community Profile,* available at http://profile.id.com.au/casey; ID Consulting 2019, *City of Casey Population Forecast*, available at at https://forecast.id.com.au/casey/population; Australian Bureau of Statistics 2017, *2016 Census*, available at https://www.abs.gov.au/websitedbs/censushome.nsf/home/2016

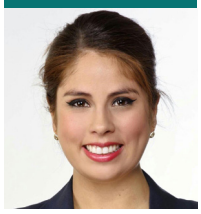
OUR COUNCILLORS



Cr Milla Gilic

Cr Rosalie Crestani
Deputy Mayor

Cr Timothy Jackson
Deputy Mayor



Cr Susan Serey

Cr Damien Rosario

Cr Wayne Smith

Cr Amanda Stapledon
Mayor

Cr Gary Rowe

Cr Rex Flannery

Cr Sam Aziz

Cr Geoff Ablett

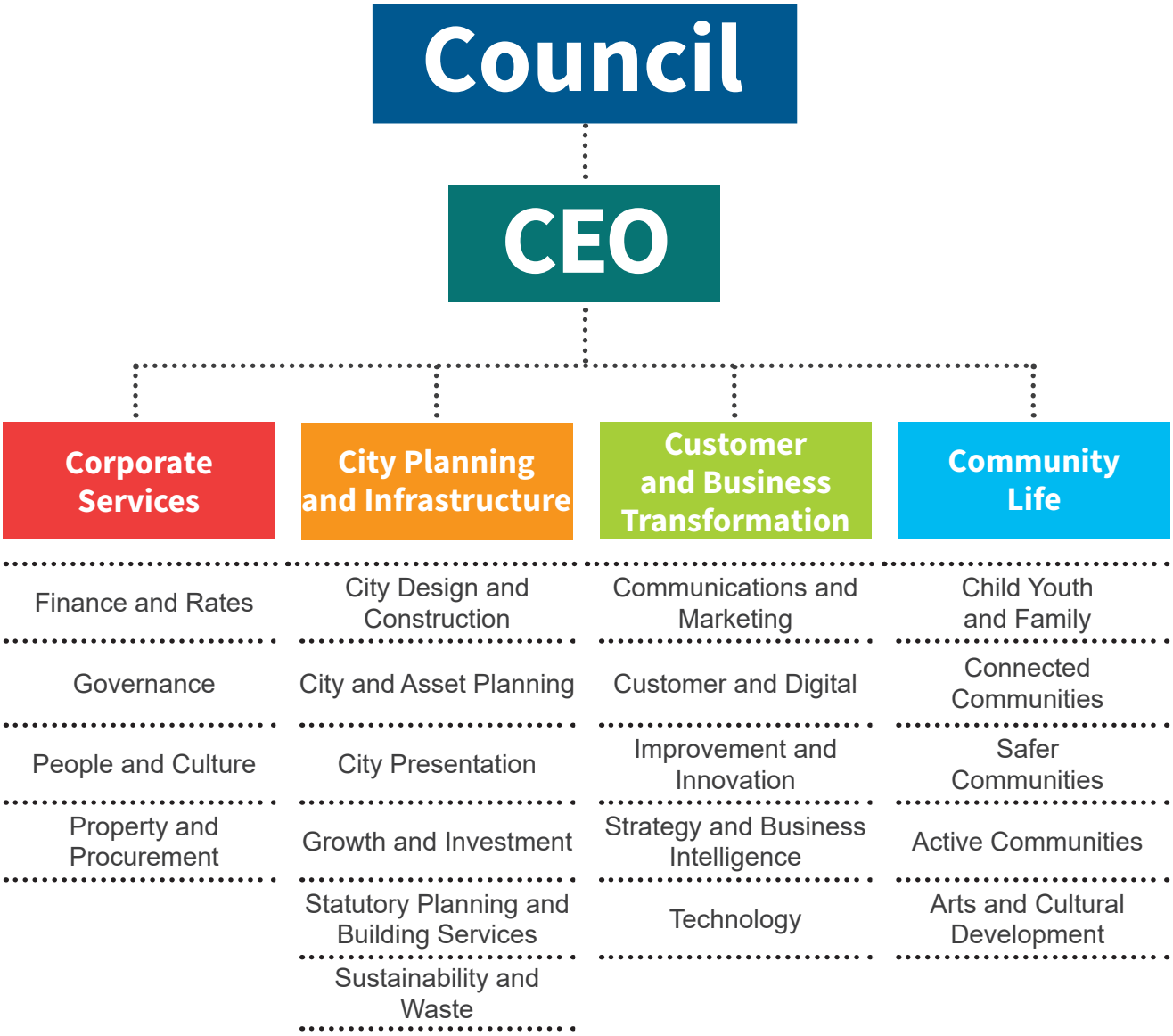
OUR COUNCIL

Our people

The City of Casey has six wards represented by 11 councillors who took office in November 2016. The Council is responsible for setting the strategic and policy agenda for the municipality. The Council develops four-yearly Council Plans along with Annual Council Action Plans which are supported by a Chief Executive Officer (CEO) and Executive Leadership Team to deliver on the Council's Vision.

Organisational structure

The City of Casey's operations and services are managed by the Executive Leadership Team. This team is headed by the CEO, and comprises four directors who in turn lead their respective areas of responsibility.



OUR CHALLENGES AND OPPORTUNITIES

Council's aim is to make Casey the most liveable city in Australia. What this means is a safe, accessible and thriving community, with a clean and green environment.

As one of the fastest growing municipalities in Victoria, Casey has the significant challenge of matching a growing population with supporting services and infrastructure. It also presents an opportunity for Casey to create a dynamic and thriving city.

The *Council Plan 2017-21* has been designed to address challenges that were described by community members through the Casey Next engagement program, as well as those identified by Councillors. The key challenges identified were:

Efficient transport

One of the top issues for Casey residents is creating a well-connected city where you can get from place-to-place in a timely and affordable manner. This includes transport via private cars, trains, buses, bicycles and walking. Council's role is to ensure the City of Casey remains a priority for the delivery of transport infrastructure to support its growing community.

Safety

Every person who lives, works in and visits Casey deserves to feel safe. Council will work towards ensuring that Casey is a family-friendly city where everyone feels safe in their homes, neighbourhoods, public spaces and on all modes of transport.

Inclusivity

Casey is home to diverse communities from more than 150 different cultural backgrounds. Our challenge is to work together to welcome new residents, workers and visitors to Casey, and to build our community on the foundations of respect, inclusion and collaboration.

Protecting our environment

The Casey community values having open and green spaces within the city. It is a challenge to protect and enhance Casey's 'city living, country feel' as the population and demand for services grows.

Local services

It is a challenge to deliver services and infrastructure to meet the growth in population. Every person should be able to access the services and facilities they require within the City of Casey without having to leave the local area.

Attracting businesses and creating local jobs

Approximately 70% of the municipality leave Casey every day to access employment. It is Council's priority to reduce this number in any way possible. The City of Casey is an attractive hub for new businesses and local job creation. Council is excited to continue to encourage investment in Casey, support local businesses and explore opportunities in new and emerging industries.

OUR ROLE

What we do

Local Government is one of the three levels of government that actively works within and for the community. Council's main responsibilities are to set the overall directions and goals for the municipality and then monitor their implementation and success. The Local Government sector in Victoria is administered under the *Local Government Act 1989.*

Council provides many services to approximately 356,600 residents and 20,100 businesses every day of the year. The services Council delivers or supports include:

- Economic Development
- Building and Planning
- Roads and Footpaths
- Drainage and Stormwater
- Waste Management
- Environment and Conservation
- Health and Safety
- Arts
- Sports and Leisure
- Parks and Open Space
- Child, Youth and Family
- Aged and Disability
- Community Facilities and Participation

Council does not have direct control over many of the key challenges facing the Casey community. For example, the State and Federal Government plans and funds major transport infrastructure. However, Council can have influence and facilitate service and infrastructure provision in other ways, detailed in the table below.

Provide	Council directly funds and delivers services or infrastructure. Council provides 66 services and hundreds of infrastructure projects every year.
Advocate	Council staff and Councillors advocate on behalf of the Casey community for funding and delivery of services or infrastructure. Council commonly advocates to State and Federal Governments to fund infrastructure in the Casey area.
Facilitate	Council can facilitate outcomes for its community through building partnerships, changing regulations, promoting opportunities and building the capacity of community members and organisations.

OBJECTIVE 1: PEOPLE DRIVEN

The City of Casey strives to deliver services and infrastructure that meet the needs of its growing community. Creating a well-connected transport network is vital to support the rapid growth in the municipality so that our residents and visitors are able to get around with ease.

We want to create a place where people to feel safe, included within their community and socially connected.

OUR 2021 COMMUNITY OUTCOMES:

STRATEGIES	STRATEGIC INDICATORS
An inclusive, safe and connected community	• Increase in the number of programs delivered by Council services (library, maternal and child health, neighbourhood houses and community centres and sporting clubs) • Proportion of new Council facilities designed to improve community safety outcomes • Number of policies and procedures reviewed for Child Safe Compliance • Proportion of Casey staff that have completed Child Safe Training online modules
A council whose services and facilities are driven by community needs	• Community satisfaction results for community engagement and consultation • Satisfaction rate of the Community Taskforce with monitoring of the delivery of the Council Plan and vision • Community satisfaction with Council facilities and services • Increase in the number of bookings at Council managed facilities
A City with an accessible and well-connected transport network	• The level of State/Federal commitments toward transport infrastructure and services that aligns with Council's advocacy on transport improvement • The level of access in residential estates to a shared path and trail network that provides links to the broader Casey area • Casualty accident rates for local roads in Casey compared to Melbourne Meltropolitan area and similar Interface Councils

RELATED STRATEGIC PLANS

- Municipal Public Health and Wellbeing Plan 2017-2021
- Casey's Future - A Plan for Children, Youth and Families 2017-2021
- Inclusive Casey Strategic Framework 2018-21
- Community Engagement Strategy
- Paths and Trails Strategy
- Integrated Transport Strategy
- Aboriginal Strategic Framework 2018-2021
- Accessibility Framework for Action 2018-2021
- Family Violence Prevention Strategy
- Community Emergency Resilience Plan 2017-2021

EASTBOU
AUTOMOTIVE SER

OBJECTIVE 2: A PLACE TO PROSPER

The City of Casey aims to be a place in which our residents and visitors can thrive, with a local economy that fosters innovation and supports local jobs. Casey aspires to be a leading local authority, that leverages the strength of the region in advocacy, regional planning and investment.

We want to enhance our natural environment and provide access to cultural experiences and events that celebrate the diversity of our community and foster connection and wellbeing.

OUR 2021 COMMUNITY OUTCOMES:

STRATEGIES	STRATEGIC INDICATORS
The destination for arts, culture, sport and leisure that attracts visitors and brings communities together	• Attraction of sporting events of regional, state and national significance • Attraction of events of regional, state, national and international significance held in Casey • The facilities and programs which we provide deliver opportunities for community participation in arts, cultural events, sport and leisure
A thriving economy with local jobs, investment and new industries	• Increase in the number of participants involved in business development programs • Satisfaction of participants of the business development programs • Attraction of international investors to drive new and existing industries • Increase in the number of local jobs • Increase in the number of businesses in Casey • Increase in membership on Casey Cardinia Jobs Portal • Number of programs delivered that are designed to educate and promote access and inclusion in employment
A city that sustainably plans and manages growth while protecting its diverse landscape	• Use of the Employment Land Capacity statement to inform planning decisions • An increase in the diversity, health and resilience in Casey's urban forest • Residents have access to high quality nature reserves • Level of local community participation in biodiversity and sustainability services and programs

RELATED STRATEGIC PLANS

- Casey Cardinia Activation Strategy
- Housing Strategy
- Events Policy
- Casey Cardinia Visitation Strategy 2017-2020
- Arts and Cultural Development Strategy 2018-2022
- Sustainability Plan
- Open Space Strategy
- Leisure Facilities Development Plan
- Integrated Water Management Plan
- Waste Management Strategy
- Contaminated Land Management Framework
- Biodiversity Strategy
- Municipal Public Health and Wellbeing Plan

BUNJIL
PLACE
Staff
City of
Casey

OBJECTIVE 3: A HIGH PERFORMING ORGANISATION

The City of Casey strives to be an efficient and effective organisation. Council is focussed on innovation and continuous improvement to transform the way we deliver services to our community.

We aim to optimise the use of technology and digital solutions, and will focus on our customers to create a seamless customer experience.

OUR 2021 COMMUNITY OUTCOMES

STRATEGIES	STRATEGIC INDICATORS
A leader in applying technology and innovation	• Data analytics and visualisations used across critical services • Use of open standards and common platforms • Increase in Council transactions available through digital channels
An efficient and effective customer focussed Council with sufficient resources to meet priorities	• The technology that is delivered supports our staff to deliver efficient and effective services • Ease of customer interaction with council measured through the Net Easy Score • Community Satisfaction Survey results for Customer Service • Improved staff Culture and Engagement scores • Expenses per head of municipal population • Employees are empowered to initiate and contribute ideas and are supported by leaders to deliver on community outcomes • Employees are change agile and committed to living our values • Employees are treated fairly, have equal access to opportunities and resources and can contribute fully to the City of Casey's success

RELATED STRATEGIC PLANS

- Digital Strategy
- Community Engagement Strategy
- Property Strategy
- Communications Strategy
- Customer Experience Strategy
- Smart Cities Strategy and Roadmap

Contact

For more information,

contact the City of Casey.

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National Relay Service

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Translating Interpreting Service

131 450

Speak and Listen (speech-to-speech) users phone NRS on 1300 555 727 then ask for 9705 5200.

Internet Relay users connect to NRS on relayservice.com.au then ask for 9705 5200.

Last reviewed 18 June 2019

City of Casey