



Shape Your City 2024

Casey City Council

Broad Engagement Summary Report
August 2024

Prepared by

Conversation Co.

Conversation Co and City of Casey proudly acknowledge the Traditional Owners, Casey's Aboriginal communities and their rich culture and pay 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.

1. Executive Summary

1.1 Project overview

The City of Casey is engaging with its community to review the Community Vision and develop the Council and Wellbeing Plan, including a review of the Financial Plan, Revenue and Rating Plan and Asset Plan. Under the Local Government Act 2020 (the Act), Council is required to develop these long-term strategic plans with significant input from its community.

This project has three stages. Phase 1 was used to understand broad community sentiment and priorities for the Plans. Feedback from the broader engagement will support deeper discussions in Phase 2, via deliberative engagement with the Community Panel. Phase 3 comprises the review of the draft Plans for community comment. This engagement summary report presents the findings from Phase 1 of the engagement.

1.2 Engagement methodology

Phase 1 of the community engagement was conducted from 27 May to 7 July 2024. Engagement activities consisted of an online and hardcopy survey (via the Casey Conversations website and ten community ‘pop-up’ intercepts), 13 DIY focus groups (supported via an electronic ‘Toolkit’), an online ‘Fund it’ engagement tool (via Casey Conversations), hard copy postcards, a children’s activity (via the pop-ups), an externally facilitated community focus group, and feedback via email.

1.3 Participation

The engagement activities involved a total of 4,648 participants. The breakdown of participation by engagement activity is summarised in Table 1.

Table 1. Participation by engagement activity

Engagement activity	No. of participants	%
Surveys (including via 385 pop-up participants)	3,798	81.7%
DIY focus groups (x 13)	400	8.6%
Online ‘Fund it’ tool	209	4.5%
Hard copy postcards	200	4.3%
Children’s activity	28	0.6%
Community focus group	7	0.2%
Email feedback	6	0.1%
TOTAL	4,648	100%

Participant demographics¹

- Women were overrepresented in this engagement (54%) and men were underrepresented (42%) compared to their proportion of the Casey community.
- The highest level of engagement by age group were those over 55 years old, who were overrepresented compared to their proportion of the Casey population. Participants aged 26 to 35 years and 36 to 45 years were also overrepresented, whilst the young age groups 25 and under were under-represented.
- Most participants either live (74%) or work (17%) in the City of Casey and have lived in the area for over 10 years (54%).
- While participants come from at least 150 different suburbs, the vast majority (93%) reside in suburbs in or near the City of Casey. With the largest participation from Berwick and Narre Warren/Narre Warren South/Narre Warren North.

1.4 Key findings

Vision statement/goals

Engagement participants were reminded that the overall focus of the City of Casey Long-Term Community Vision 2031 was to: “Become a more connected, bold and resilient community”. Feedback was then sought to determine whether each of the three goals within this vision statement are still considered important/relevant and whether any changes should be made to better reflect current community priorities and experience.

Importance/relevance of vision statement goals

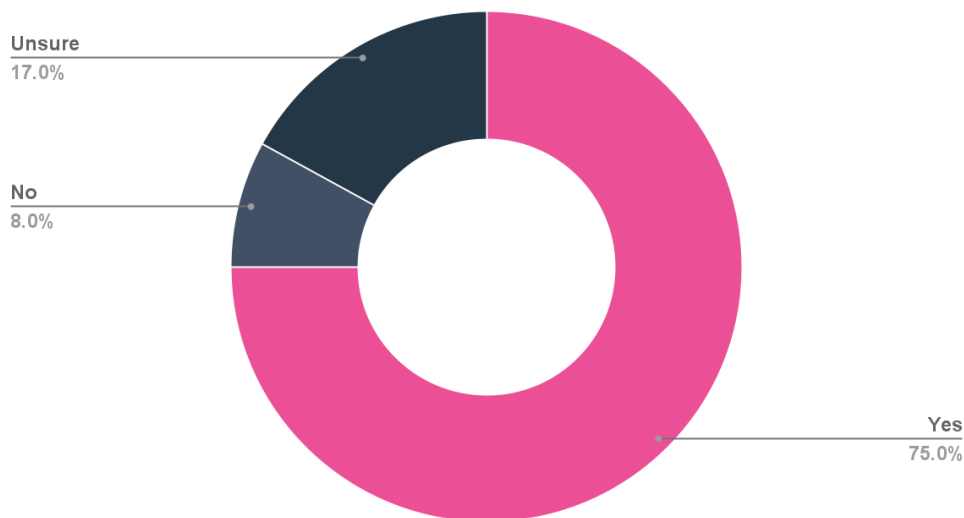
As illustrated in Figure 1, overall, the majority (75%) of survey and focus group participants indicated they consider the vision statement goals to be still important for Casey’s long-term future, with 17% being unsure and 8% disagreeing. Similarly, most (77%, n²=127) postcard participants indicated that the overall vision statement still reflects their current priorities and experience, with 19% (n=31) being unsure and 4% (n=7) disagreeing.

¹ No demographic data was collected via the children’s activity or community focus group. The DIY focus groups only collected suburbs, and the postcard only collected age, gender and suburb. Percentages shown here are inclusive of all responses received (excludes participants who were not asked or did not provide data).

² Throughout this report, the abbreviation “n=” is used to indicate the number of participants or responses. Percentages may be subject to rounding errors.

Figure 1: Overall importance of vision statement goals

Is this still an important goal for Casey's long-term future?

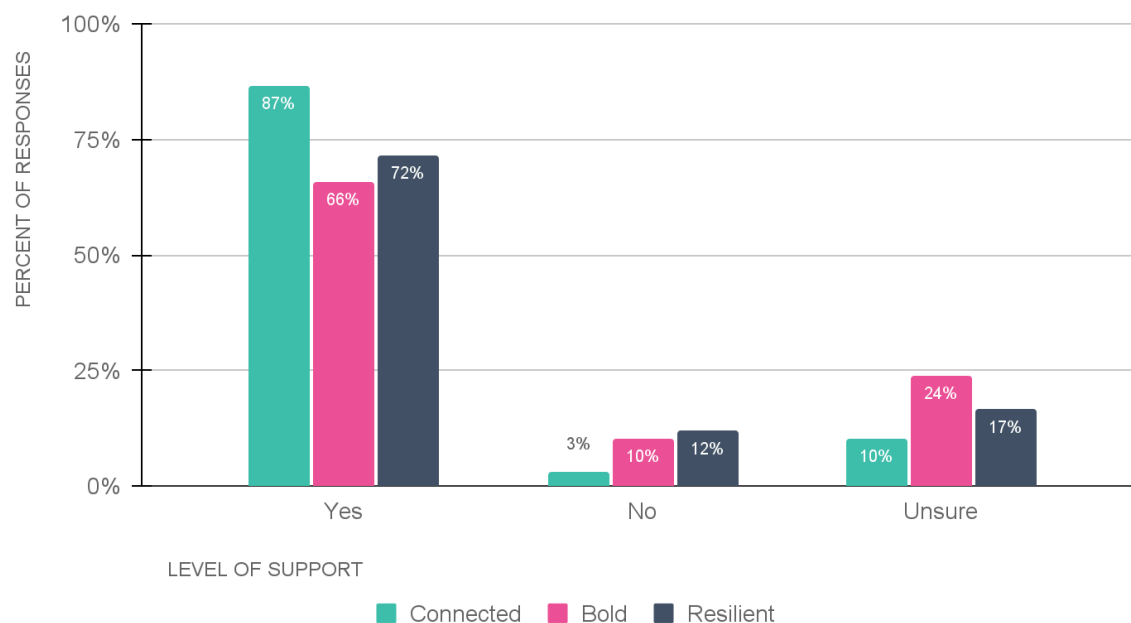


Data sources: Survey and focus groups.

As illustrated in Figure 2, the goal most frequently deemed by the community to be still important was Connected (87%), followed by Resilient (72%) and Bold (66%). Participants were most unsure about the Bold (24%) followed by the Resilient goal (17%).

Figure 2: Importance of individual vision statement goals

Is this still an important goal for Casey's long-term future?



Data sources: Survey and focus groups.

Suggested changes to vision statement goals

When asked what should be added to (or changed about) each vision statement goal, to better reflect the needs of the Casey community, community members provided the most suggestions for changes about: the Connected goal (n=1400), followed by Bold goal (n=835) and Resilient goal (n=531). The common themes that emerged from these findings are summarised in Table 2.

Table 2: Suggested changes to vision statement goals

Key themes		
Vision statement goal 1: Connected (n=1400 participants)	Vision statement goal 2: Bold (n=835 participants)	Vision statement goal 3: Resilient (n=531 participants)
Physical connection - roads, public transport, pedestrian paths, bike paths (954 mentions)	Becoming more innovative with technology (394 mentions)	Supporting the community to bounce back from external events like a bushfire, flood or extreme weather event (151 mentions)
Social connection - opportunities for people to meet and connect (237 mentions)	Being willing to embrace change and build a sense of community pride (197 mentions)	Building a resilient community ready for the post-pandemic opportunities (107 mentions)
Opportunities for the vision to demonstrate more connection (261 mentions)	Finding ways for the community to make change (102 mentions)	Using evidence and research to design the future (28 mentions)

Data sources: Survey and focus groups

Based on participants' responses, we believe participants see the vision as something that Council is focused on and delivering. Comments received are structured from a lens of what they would like Council to deliver. Not what they see themselves as delivering. This is in part due to the complexity of what we are testing, and the elements contained within the vision goals. For example, Bold as a goal for community would be framed differently if it were to matter to the community *finding ways for the community to make change*. It also makes sense that Council can have the most impact in delivering on the communities needs and aspirations through what it directly provides, who it partners with and the level of advocacy across the variety of issues. Again, for example, the community can have minimal impact on improving physical connections (roads, public transport included).

Outcomes

Participants were asked about the perceived relevance of, and additional feedback regarding the various components of five outcomes Council is working towards over the next four years: Strong Communities, Liveable Cities, Sustainable Environment, Thriving Local Economy, High Performing Organisation.

Perceived relevance of outcomes

Overall, the outcome deemed most relevant by the community for the City of Casey was a High Performing Organisation (n=3236, 89.3%), followed by Liveable Cities (n=3222, 89%) and Thriving Local Economy (n=3037, 83.7%). Findings are in Table 3.

Responses to open ended questions summarised in Table 4 and 5 reiterate the relevance of these outcome areas. Council being under Administrators serves as a reminder for the community that Councillors were not acting with integrity or being transparent. Therefore, the Council is not a *High Performing Organisation*. While having administrators keeps the organisation running, some feel they are making decisions for the community without knowing the community. When Councillors are reinstated, the community wants to get to know them, their actions to be monitored and their term supported by Council Officers to ensure they are making decisions for the greater community need. Likewise, movement in and around the City of Casey impacts on many community members commuting for work, or accessing community services - traffic management, road works and traffic congestion caused the most stress under *Liveable*. Community feedback overlaid with what we know and understand about the Casey community aligns with community feedback about a *Thriving Economy* having local employment opportunities and more opportunities to work across a variety of industries that are convenient.

Table 3: Perceived relevance of outcomes

Outcome 1: Strong Communities					
Component	Response				
	Not at all relevant	Slightly relevant	Somewhat relevant	Very relevant	Extremely relevant
Improving people's personal wellbeing	93 (2.6%)	122 (3.4%)	413 (11.4%)	1,166 (32.1%)	1,834 (50.6%)
Improving people's sense of safety	25 (0.7%)	54 (1.5%)	154 (4.2%)	704 (19.4%)	2,691 (74.2%)
Improving people's connections to others	85 (2.3%)	169 (4.7%)	866 (23.9%)	1,270 (35%)	1,238 (34.1%)
Outcome 2: Liveable Cities					
Component	Response				
	Not at all relevant	Slightly relevant	Somewhat relevant	Very relevant	Extremely relevant
Improving how people travel through and around Casey	33 (0.9%)	66 (1.8%)	299 (8.3%)	995 (27.5%)	2,227 (61.5%)
Improving people's access to the facilities and spaces they require	24 (0.7%)	74 (2.0%)	302 (8.3%)	1,119 (30.9%)	2,101 (58%)

Outcome 3: Sustainable Environment					
Component	Response				
	Not at all relevant	Slightly relevant	Somewhat relevant	Very relevant	Extremely relevant
Reducing greenhouse gas emissions in Casey	328 (9.1%)	326 (9%)	796 (22%)	942 (26%)	1227 (33.9%)
Reducing the negative impacts of climate (extreme weather)	n=348 (9.6%)	n=323 (8.9%)	n=735 (20.3%)	n=925 (25.6%)	n=1,288 (35.6%)
Increasing people's participation in protecting their local environment	n=129 (3.6%)	n=252 (7%)	n=709 (19.6%)	n=1,180 (32.6%)	n=1,349 (37.3%)
Improving the health of our natural resources (e.g. local waterways, native habitats)	n=66 (1.8%)	n=102 (2.8%)	n=424 (11.7%)	n=1,073 (29.6%)	n=1,954 (54%)

Outcome 4: Thriving Local Economy					
Component	Response				
	Not at all relevant	Slightly relevant	Somewhat relevant	Very relevant	Extremely relevant
A strong local economy with the right number of, and mix, of local jobs?	n=57 (2%)	n=440 (12%)	n=93 (3%)	n=1210 (22%)	n=1827 (50%)

Outcome 5: High Performing Organisation					
Component	Response				
	Not at all relevant	Slightly relevant	Somewhat relevant	Very relevant	Extremely relevant
Improving the trust people have in the City of Casey Council?	n=39 (1.1%)	n=59 (1.6%)	n=291 (8%)	n=925 (25.5%)	n=2,311 (63.8%)
Providing value for its ratepayers and customers?	n=27 (0.7%)	n=37 (1%)	n=137 (3.8%)	n=652 (18%)	n=2,772 (76.5%)

Data source: Survey

Additional feedback about outcomes

Participants were asked to suggest additions to improve the components of each outcome and other factors considered crucial to ensure each outcome is achieved. Table 4 summarises key themes identified among these findings.

Table 4: Suggested Council factor to improve outcomes

Key themes

Outcome 1: Strong Communities	Outcome 2: Liveable Cities	Outcome 3: Sustainable Environment	Outcome 4: Thriving Local Economy	Outcome 5: High Performing Organisation
Crime prevention, perceptions of safety (1234 mentions)	Improving infrastructure and roads (1800 mentions)	Better waste management (726 mentions)	Create a variety of local job opportunities (554 mentions)	Transparency around Councils operations (816 mentions)
Creating community connections (970 mentions)	Improving public transport (1036 mentions)	Education, enforcement and incentives (670 mentions)	Support local businesses (479 mentions)	Community engagement/ involvement (604 mentions)
Funding for community programs and community groups (895 mentions)	Urban planning to increase movement (751 mentions)	Planting and protection of green space/ habitat/ wildlife (531 mentions)	Attract businesses and employment in sustainable industry (372 mentions)	Communication of Council services and programs (604 mentions)

Data source: Survey and DIY focus groups

Table 5: Other factors considered crucial to achieve outcomes

Key themes				
Outcome 1: Strong Communities	Outcome 2: Liveable Cities	Outcome 3: Sustainable Environment	Outcome 4: Thriving Local Economy	Outcome 5: High Performing Organisation
Enhanced Council and community connections (559 mentions)	Creating attractive and welcoming places (729 mentions)	Sustainable development and protection of the green wedge (356 mentions)	Support to take advantage of flexible work options (83 mentions)	Support for elected Councillors (377 mentions)
Community connections through community spaces and outdoor places (138 mentions)	Creating facilities that are fit for purpose (711 mentions)	Advocate and work with industry and stakeholders (138 mentions)	Investment to attract community service businesses (26 mentions)	Digitalisation of online services (81 mentions)

Data source: Survey

Council services, funding and assets

To inform development of a new Council Plan, participants were asked to identify services considered essential for Council to provide to support progress towards the Community Vision 2031. Consistent with the feedback provided under the five Outcomes and the 'More Connected' goal of the Vision Statement, the top five essential Council services were:

- Maintaining parks, playgrounds and open spaces (n=3,188, 7.2%).
- Construct and maintain local roads including lighting (n=3,105, 7.0%).
- Rubbish, recycling and hard waste collection (n=2,974, 6.7%).
- Community safety including school crossings, disease prevention, responding to emergencies (n=2,684, 6.1%).
- Managing the physical environment - trees, biodiversity, bushland, water (n=2,674, 6.0%).

A separate engagement activity was also available enabling participants to "fund" Council services using a notional \$100 budget. The funding data using the budgeting tool confirms previous feedback about the preserving and enhancing the natural environment, improving roads and ensuring community connection and personal safety:

- An average spend of \$16.68 on 'Our environment'.
- An average spend of \$16.28 on 'Our transport network and infrastructure'.
- An average spend of \$15.98 on 'My family, community and safety'.

Feedback about Council's broader asset classes was also aligned with feedback about Council service provision. The asset class considered to be the top priority investment was roads (n=3,071 responses, 15.4%). Trees and vegetation were high priority asset classes (n=2,334, 11.7%) again consistent with feedback under several of the Outcomes.

Advocacy priorities

Whilst there was no specific engagement question about Council advocacy, participants repeatedly referred to social issues or concerns that are outside the service delivery role of local government. Using a keyword search, the following issues were identified as being of high importance to the Casey community (by virtue of repeated references) and may confirm or amend the current advocacy issues already identified by Council.

The top issues arising from this broad engagement phase were:

- Public transport - more frequent, safe and reliable public transport services; more parking at train stations; train stations for Clyde, Clyde North and Casey Fields; bus shuttle service to train stations during peak periods.
- Safety - Policing and crime - visible police presence and night patrols; address gang violence, anti-social behaviour, vehicle and home robbery; police stations open 24 hours; police station at Clyde.
- Education facilities - post-school pathways; IT and STEM focus; collaboration with community and business sector; more local schools; public secondary school near Botanic Ridge.

- State Government roads (interpretation only) - coordination of major roadworks; removal of 'bottlenecks'; Clyde Road and South Gippsland Highway; construction of major roads before estates are developed.
- Health services - facility for cancer patients and paediatric emergencies; long wait times at Casey Hospital emergency; free parking or public transport access to hospitals; mental health support to improve resilience.

Overview of what matters most to the community

Broad community interests and priorities to shape the City of Casey are shown in Table 6.

Table 6. Overview of engagement evidence

Roads - both local and State Government roads	Community Vision	87% said 'More Connected' was still an important goal for the future. The majority of the verbatim comments referring to physical connection concerned roads, compared to public transport and active transport.
	Community Outcomes	34% said 'Improving people's connections to others' was extremely relevant and 35% said 'Improving people's connections to others' was very relevant. Suggestions to expand the 'Strong Communities' comments under the 'Liveable Cities' outcome concerned improvements to the roads and streets network, and traffic management.
	Council services	Out of 19 Council services, 'Construct and maintain local roads including lighting' was the second highest of services considered 'absolutely essential' for Council to provide (n=3,105, 7.0%). Similarly 'Our transport network and infrastructure' was considered the second highest priority for funding (\$16 out of a notional \$100). In terms of Council asset classes, roads were considered to be the top priority investment (n=3,071 responses, 15.4%). Improvement of State Government roads was one of the top five advocacy issues for Council.
Community safety	Community Vision	(not a major theme but safety was mentioned as an enabler of social connection under 'More Connected')
	Community Outcomes	74% said 'Improving people's sense of safety' was extremely relevant and 19% said 'Improving people's sense of safety' was very relevant. The top theme under the existing 'Strong Communities' outcome concerned crime prevention, perception of safety (and associated community pride). The fourth most common theme was enhancing personal safety.
	Council services	Out of 19 Council services, 'Community safety - school crossings, disease prevention, responding to emergencies' was the fourth

		highest of services considered 'absolutely essential' for Council to provide (n=2,684, 6.1%). The broader category of 'My family, community and safety' was considered the third highest priority for funding (\$16 out of a notional \$100).
Inclusion, diversity and accessibility	Community Vision	87% said 'More Connected' was still an important goal for the future. Suggestions to enhance this Vision goal were to add welcoming diversity of all kinds, to enable greater harmony and connection in the community.
	Community Outcomes	50% said 'Improving people's personal wellbeing' was extremely relevant and 58% said 'Improving people's access to the facilities and spaces' was extremely relevant. While direct feedback related to accessibility and inclusivity was low, participants spoke of experiences and access to services to foster inclusion, diversity and accessibility. The top theme under the existing 'Liveable Cities' outcome within the infrastructure category within the places and spaces category was creating attractive and welcoming public spaces. The second most common theme was buildings that are fit for purpose.
	Council services	Out of 19 Council services, 'Services for children, youth and families' and 'Services for the elderly and disability inclusion' were in the top seven highest of services considered 'absolutely essential' for Council to provide (n=2521/2516, 5.71%). The broader category of 'My family, community and safety' was considered the third highest priority for funding (\$16 out of a notional \$100).
Transparent Council that acts with integrity	Community Vision	Though 68% said 'Bold' was still an important goal for the future. It was more the word did not resonate with the community, free text comments indicated that participants could not see how Council could be 'Bold' while they were under administrators and without a Council. As it demonstrated the need to get the fundamentals right.
	Community Outcomes	76.5% said 'Providing value for its ratepayers and customers' was extremely relevant and 63.8% felt it was extremely relevant to improve the trust people have in Council. The top theme under the existing 'High Performing Organisation' outcome was transparency, better communication between community and Council and community involvement in decision making. Council/community connection was also raised as a key theme within the Strong Community outcome.

	Council services	There were no services within the 19 Council services list related to Council's administration and operation. The broader category of 'My Council ' was considered the lowest priority for funding (\$4.32 out of a notional \$100). Perhaps a demonstration of perceived value or a desire to see Council operating efficiently.
Sustainable development to protect and enhance the environment	Community Vision	72% said "Resilient" was still an important goal for the future. Suggestions to improve this vision goal, indicated finding a term less open to interpretation. While the term 'natural disasters' is not relevant to the whole municipality, environmental sustainability and climate change action through: sustainable design and development, green energy, increasing and protecting vegetation for people and wildlife were.
	Community Outcomes	'Improving the health of our natural resources (e.g. local waterways, native habitats)' was the outcome with the highest relevant rating 54% (extremely relevant). Reiterating that the broader community connects to this goal through the natural environment and landscapes. Better waste management and education, enforcement and incentives to live sustainably were the top two discussed themes.
	Council services	Rubbish, recycling and hard waste collection was the third most important service (n=2,974. 6.7%) and managing the physical environment fifth most important service (n2,674, 6%). 'Our environment' was the top priority for funding (\$16.68 out of a notional \$100).

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2. Introduction

2.1 Project background

Under the Local Government Act 2020 (the Act), City of Casey Council are required to develop a long-term, transparent approach to planning. The process includes engaging with its community to review the Community Vision and develop the Council and Wellbeing Plan, including a review of the Financial Plan, Revenue and Rating Plan and Asset Plan. In accordance with the legislative requirements of the Act, these plans will be developed through community and deliberative engagement and are expected to be reviewed by 31 October 2025.

2.2 Engagement purpose and scope

The engagement is grouped into three phases to seek feedback from community regarding the current Community Vision and the importance and general relevance of key planning objectives:

- Phase 1 will be used to understand community sentiment and priorities for the Community Vision, Council Plan, Financial Plan, Revenue and Rating Plan, and Asset Plan.
- Phase 2 comprises a deliberative engagement process to allow participants a substantial amount of time to deeply understand, consider and debate some of the more difficult decisions the Council is facing. This process will involve a representative Community Panel that is provided information from both Council's internal work and broader community engagement, and asked to provide recommendations in response to a series of remits (engagement questions).
- Phase 3 includes public exhibition of the draft Council Plan, draft Financial Plan and Revenue and Rating Plan, draft Asset Plan, and revised Community Vision.

This engagement summary report provides the findings from the first phase of broad engagement. Feedback from the broad engagement phase will be handed to the deliberative panel - who are tasked with thinking about not just the outcomes they would like to see - but what would reflect the desires of the community.

3. Engagement Methodology

3.1 Engagement objectives

The objectives of this community engagement program were to:

- Identify if/how the community perceives any service or infrastructure gaps and priorities for service provision and delivery.
- ‘Check-in’ with the Guiding Statements and themes of the 2031 Community Vision and refresh elements of the Vision as required.
- Inform the development of the 2025-2029 Council Plan including the establishment of refreshed strategic directions (outcomes)
- Inform the development of a suite of new Outcome Strategies (which align to the refreshed strategic directions in the Council Plan)
- Identify potential Council Plan initiatives (major projects, new infrastructure).
- Strengthen the Asset Plan and intended financial investment across the municipality through the Financial Plan and Revenue and Rating Plan.
- Involve the community in Council’s planning processes encouraging participating residents to have a sense of ownership and trust in Council.

3.2 Methodology

The broad engagement activities were based on the IAP2 Public Participation Spectrum under ‘Consult’ and ‘Collaborate’. The promise to the Casey community is to look to them for advice and innovation, and incorporate their advice and recommendations into the decisions to the maximum extent possible. Community engagement was conducted from 27 May - 7 July 2024.

As summarised in Table 7, engagement activities consisted of an online and hardcopy survey (via the Casey Conversations website), 10 community ‘pop-up’, 13 do-it-yourself focus groups (supported via an electronic ‘Toolkit’), an online ‘Fund it’ engagement tool (via Casey Conversations), hard copy postcards, a children’s activity (via the pop-ups), an externally facilitated community focus group, and feedback via email.

Table 7: Engagement activities

Activity	Description	Dates
Online survey and project information (Casey Conversations)	Provided a convenient opportunity for one-way feedback, for those who prefer digital channels. A hardcopy version was made available for Council to distribute to participants on request.	Casey Conversations page live from 21 May for duration of project
DIY focus groups (x 13)	Face-to-face conversations delivered by community organisations and Council officers to reach a wider cross-section of the community.	6 June to 3 July, 2024

Community pop-ups (10) (includes children's activity)	To prompt/promote involvement in the project with communities that may not have heard of the project online.	8 June to 6 July, 2024
Shape Your City Fund It Tool (Casey Conversations)	Interactive budget tool to collect additional feedback about service priority preferences.	27 May to 7 July, 2024
Hard copy postcards	Provided convenient opportunity for brief, one-way feedback, for those who prefer hardcopy channels.	27 May to 7 July, 2024
Community Focus Group (1)	Workshop with members of the community panel alumni on the broader engagement questions.	1 July, 2024
Email feedback	Provided a convenient opportunity for open, specific feedback by individuals.	27 May to 7 July, 2024

3.3 Strategies to support participation

The *Shape Your City* engagement communication campaign was launched in May 2024 and will continue until the plan is adopted in 2025. The campaign was robust, with many touch points including social media, traditional media, e-newsletters, posters, postcards, and internal communication.

The (organic) social media campaign reached over 13,000 people 150 people commenting, liking or sharing these posts. The posts promoted various angles of the project, from issues or opportunities understood about the community to attract feedback, promotion of engagement activities (pop up/survey) or images from the team in the field. The (paid) social media campaign resulted in 190 link clicks.

A Council media release was published in the Casey Community News in the Star News local news papers, which included a write up and promotion of the engagement activities. This was distributed through Doveton, Berwick and Cranbourne across June and July.

Posters, postcard and feedback collection boxes were positioned in 10 locations across the City of Casey in areas with high foot traffic.

An important part of our practice is to reflect on actions that may have supported, or limited participation. The following points note ways we believe Council and the Conversation Co. team supported participation:

- Online engagement via Casey Conversations, including opportunities to ask questions and provide feedback.
- Contact details for interested community members to ask for further information or provide anonymous feedback.
- Correspondence via email or phone.
- Printed information available, as required.
- In-person pop-ups around the municipality.
- Digital and in-person community workshops.

4. Who Participated?

4.1 Participation by engagement activity

Table 8 shows a summary of participation by engagement activity, which involved a total of 4,648 participants at this stage in the project.

Table 8. Participation by engagement activity

Engagement activity	No.	%
Surveys (including via 385 pop-up participants)	3,798	81.7%
DIY focus groups (n=13)	400	8.6%
Online 'Fund it' tool	209	4.5%
Hard copy postcards	200	4.3%
Children's activity	28	0.6%
Community focus group (n=1)	7	0.2%
Email feedback	6	0.1%
TOTAL	4,648	100%

Throughout this report, the abbreviation “n=” is used to indicate the number of participants or responses. Percentages are rounded to one decimal place and as such may be subject to rounding errors (sum to 99.9% or 100.1%).

4.2 Participation by gender and age

Table 8 provides the gender and age breakdown of survey and postcard participants³. Of the 3,970 (85%) participants that responded to the gender question, 54% identified as female and 42% as male, with 4% providing alternative responses. As with many community engagement projects, females were overrepresented, and males were underrepresented compared to their demographic proportion of the Casey community. However the proportion of male participants was relatively high compared to many other community engagement projects across Victoria, which often only achieved 30-40% representation.

The age profile of the 4,016 (86%) participants that responded to the age question demonstrates the highest level of engagement was from those over 55 years of age (32%), followed by the 36-45 (25%), 46-55 (18%) and 26 to 35 (17%) year old age groups. Four percent of participants were aged 13-25 years and 1% were under 12 years of age.

³ This data was not collected via the other engagement activities.

Participants aged 36 and over were overrepresented compared to their proportion of the Casey population.

Table 9. Participant gender and age

Characteristic	No.	%	2021 Census %
Gender			
Woman	2,148	54.1	50.2
Man	1,674	42.2	49.8
Transgender woman	0	0.0	-
Transgender male	4	0.1	-
Non-binary	11	0.3	-
Prefer not to say	129	3.2	-
Self-describe option	4	0.1	-
TOTAL	3,970	100.0%	
Age group			
12 and under	49	1.2%	19.9
13 to 25	140	3.5%	17.2
26 to 35	664	16.5%	15.6
36 to 45	1,015	25.3%	15.5
46 to 55	731	18.2%	12.2
Over 55	1,285	32.0%	19.6
Prefer not to say	132	3.3%	-
TOTAL	4,016	100.0%	

Data sources: Survey, postcards, 2021 Census data (<https://profile.id.com.au/casey/> and the General Community Profile <https://abs.gov.au/census/find-census-data/community-profiles/2021/LGA21610>)

4.3 Residential location and connection to Casey

Of the 4,648 participants, 3,990 (86%) provided their residential location. As summarised in Table 10, the vast majority (95%, n=3,764) of participants resided in the City of Casey, with comparatively small numbers residing in any other metropolitan or regional councils, or interstate (less than 1-2% in each other area).

Table 10. Participation by Local Government Area

Suburb	No. of participants	%
City of Casey ⁴	3,764	94.6%
Cardinia Shire	69	1.7%
Other Melbourne councils	63	1.6%
City of Greater Dandenong	27	0.7%
Regional Victorian councils	16	0.4%
City of Frankston	16	0.4%
Mornington Peninsula Shire	11	0.3%
City of Kingston	9	0.2%
Interstate visitor	4	0.1%
Prefer not to say	1	0.0%
TOTAL	3,980	100%

Data sources: Survey, DIY focus groups, postcard, Census data (<https://profile.id.com.au/casey/>)

Table 11 details the distribution of participants across the suburbs within Casey. Compared to the proportions counted in the 2021 Census, there was under-representation from participants residing in Beaconsfield, Cranbourne East and North, Doveton, Endeavour Hills, Hallam, Hampton Park, Lynbrook and Lyndhurst.

⁴ Including “and some neighbouring council areas” (n=5) and “Only specific suburbs within Casey” (n=1)

Table 11. Participation from suburbs of Casey

Suburb	No. of participants	%	2024 Forecast %
Beaconsfield	14	0.4	6.1
Berwick	651	17.3	8.2
Botanic Ridge	105	2.8	1.9
Casey Coast (Blind Bight, Cannons Creek, Tooradin, Warneet)	55	1.6	1.1
Clyde	203	5.4	4.4
Clyde North	426	11.3	11.5
Cranbourne	247	6.5	5.7
Cranbourne East	195	5.2	6.6
Cranbourne North	178	4.8	6.2
Cranbourne South	59	1.6	0.4
Cranbourne West	144	3.8	5.9
Deavon Meadows	15	0.4	0.4
Doveton	65	1.7	2.5
Endeavour Hills	218	5.8	6.0
Eumemmerring	16	0.4	0.6
Hallam	68	1.8	2.9
Hampton Park	196	5.2	6.4
Harkaway	10	0.3	0.3
Junction Village	25	0.7	0.5
Live in City of Casey^	5	0.1	-
Lynbrook	56	1.5	2.3
Lyndhurst	59	1.6	2.4
Lysterfield South	12	0.3	0.2
Narre Warren	300	8.0	7.1
Narre Warren North	75	2.0	2.0
Narre Warren South	313	8.3	7.6
Pearcedale	54	1.4	0.9
TOTAL	3764	100%	

Data sources: Survey, DIY focus groups, postcard, Profile Id Forecast 2024

<https://forecast.id.com.au/casey>. ^Participant stated they lived in the City of Casey as the suburb.

Survey participants were also asked to specify their connection to, and length of residence in the City of Casey. As indicated in Tables 12 and 13, the most common connection to the City of Casey among participants was those who lived there (74%), followed by those who worked or owned or operated a business there (17% and 5% respectively). Less than 4% of participants comprised students and visitors.

Table 12: Connection to the City of Casey

Response	No. of participants	%
Live	3,556	73.9%
Work	817	17.0%
Own/operate business	262	5.4%
Visitor	96	2.0%
Student	78	1.6%
TOTAL (multiple responses possible)	4,809⁵	100.0%

Data source: Survey

As indicated in Table 13, most (54%) participants have lived in the Casey area for over 10 years, followed by 1-5yrs (22%) and 6-10yrs (18%). Only 4% of participants have resided in the area for less than a year. and less than 2% provided other responses.

Table 13: Length of residence in the Casey area

Response	No. of participants	%
Less than a year	151	4.2%
1 to 5 years	805	22.2%
6 to 10 years	639	17.6%
10 years plus	1,947	53.7%
Not applicable	70	1.9%
Other	17	0.5%
TOTAL	3,629	100.0%

Data source: Survey

⁵ Participants were able to select all responses that apply (from 5 multiple-response options).

5. Key Findings

The broad engagement program aimed to gather feedback about the Community Vision statement and the future directions for the new Council Plan. Engagement questions testing the Community Vision focussed on the importance and appropriateness of the three goals within the Vision statement for the City of Casey to be: “More connected, bold and resilient”. Engagement questions testing the relevance and priority of Council services tested the relevance of five outcome areas to the wider community: Strong Communities, Liveable Cities, Sustainable Environment, Thriving Local Economy, and High Performing Organisation. Along with the feedback on a list of 19 services and 12 asset classes and the relative priority for investment from participants.

The following sections present the findings from all engagement activities. Findings are presented in the following sections:

- [Section 5.1](#) presents community feedback on the Community Vision Statement and goals.
- [Section 5.2](#) presents community feedback on the five Outcomes that Council is working towards over the next four years.
- [Section 5.3](#) presents community feedback on Council services and funding.
- [Section 5.4](#) presents community feedback on Council assets.
- [Section 5.5](#) presents community feedback on issues for Council advocacy.

5.1 Community vision statement and goals

Engagement participants were reminded that the overall focus of the City of Casey Long-Term Community Vision 2031 was to: “Become a more connected, bold and resilient community”. Participants were presented with the three key elements of the Vision statement: ‘Connected’, ‘Bold’ and ‘Resilient’, and asked the following questions to determine whether each of the goals within this Vision Statement still reflects their current priorities and experience:

- Is this still an important goal for Casey’s long-term future?
- What should be added (or changed) to better reflect the needs of the Casey community? (open-ended)

Responses to the open-ended questions attracted a wide range of responses. There was a tendency among participants to respond to the broad vision concepts by raising short-term concerns or explaining their desired methods of achieving the vision, rather than their desired vision or preferred terms, for example: ‘more access to technology across the suburbs’. These responses have been treated as feedback relevant to the Council Plan outcomes and have been analysed and reported in section 5.2 of the report.

As illustrated in Table 14, each of the Vision Statement goals remain important to participants, with ‘More connected’ continuing to have the most importance.

Table 14. Importance of Vision Statement goals*

Vision element	Yes	No	Unsure
More connected	86.5%	3.3%	10.2%
Bold	65.8%	10.2%	24%
Resilient	71.5%	11.9%	16.6%

*Is this still an important goal for Casey’s long-term future?

The following sections present the findings for each element of the Vision Statement, including responses that explicitly mentioned the vision terms, were focused on long term goals and/or the specific wording of the Vision Statement.

5.1.1. Vision Statement goal 1: “More connected”

This goal was about:

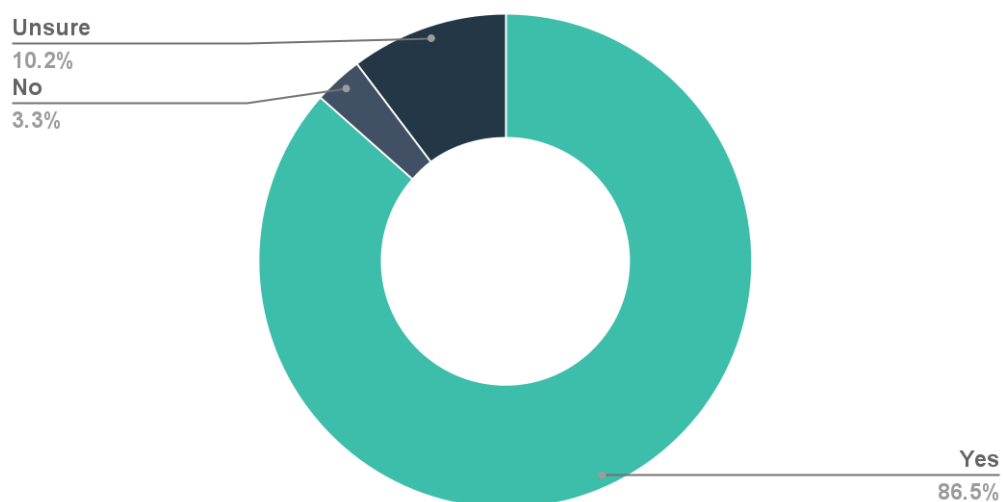
- Physical connection, with better roads, public transport, pedestrian, and bike paths.
- Welcoming environments that encourage social and cultural connection.
- Strengthened culture of collaboration, partnerships, and community-led networks.

Perceived importance

When asked whether this goal is still important for Casey’s long-term future, as indicated in Figure 3, the majority said yes.

Figure 3. Perceived importance of “More connected” goal.

Is 'More connected' still an important goal for Casey’s long-term future?



Data sources: Survey and focus groups

Suggested additions or changes

When asked what should be added to (or changed about) this goal, to better reflect the needs of the Casey community, while there were over 3,000 responses to this question, only

1,400 were coded as being relevant to this particular Vision Statement goal. That is, as summarised in Table 15, they either directly referenced the ‘connected’ component of the vision, or the two major themes identified within this, including physical and social connection. Note, many participant comments mentioned more than one theme and these mentions have been counted accordingly.

Table 15: Suggested additions/changes to ‘More connected’ Vision Statement goal

Theme	Mentions
Physical connection - roads, public transport, pedestrian paths, bike paths	954
Social connection - opportunities for people to meet and connect	237
Direct reference to ‘more connected’ Vision Statement goal	261

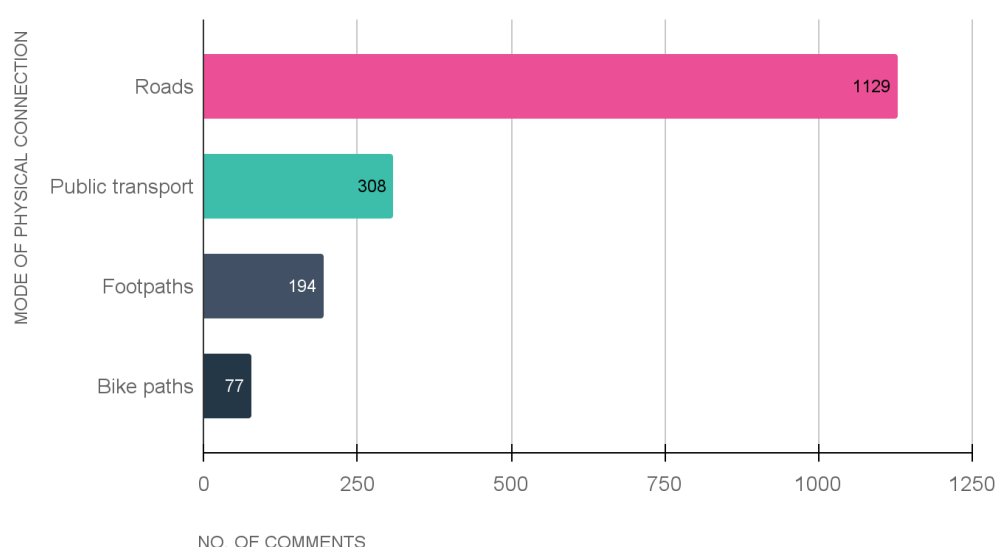
Data sources: Survey and focus groups

Theme 1 - Physical connection (via roads, public transport, pedestrian paths, bike paths)

Of the three themes under the ‘More connected’ goal of the vision, participants identified most strongly with the importance of physical connection - via roads, public transport, pedestrian and bike paths, and ease of movement. One of the survey participants identified it as, “ensuring that road connections keep up with community growth (especially congested roads can impact quality of life for residents).”

In particular, the ease of using their preferred mode of transport, which for the majority of participants was the status of roads, with over 1,000 mentions about roads, as illustrated in Figure 4.

Figure 4. Important elements of physical connection



Data sources: Survey and focus groups

Common sub themes with road feedback included a perceived need for safer, more connected, less congested and better maintained roads, with improved traffic flow, for example by:

- Developing/upgrading road infrastructure before housing development, to keep up with population growth.
- Minimising overdevelopment/overpopulation (leading to overcrowded roads).
- Minimising disruptive roadworks - Complete faster, afterhours, avoid multiple roadworks and road closures at the same time.
- Increasing, widening and improving merging of lanes (e.g. from two lanes to one).
- Fixing potholes and road surfaces (including maintaining dirt roads),
- Decreasing or improving major roundabouts (e.g. replace with traffic lights to reduce 'bottlenecks').
- Improving traffic lights/signalling.
- Increasing street lighting, CCTV and police presence, and educating drivers (about road rules/safe driving).
- Removing rubbish, maintaining and beautifying verges.
- Improving/enforcing street parking rules.

Within feedback about public transport, participants called for more train stations and bus services with improved connectivity, frequency, punctuality and speed of both, as well as improved parking and toilet facilities at train stations. Similarly, participants called for better connected and better maintained/beautified bike and footpaths, that are accessible for people with disabilities, have more seating, toilets, drinking fountains, include safe road crossings, better illumination, and are monitored for safety (e.g. police presence).

Theme 2 - Social connection (opportunities for people to meet and connect)

This theme of responses focused on the importance of providing both physical spaces and activities for people to socially connect. There was a call for adequate promotion of various opportunities to connect, both virtually and in person, and for opportunities to be affordable, available at diverse times and inclusive and celebrative of all ages, abilities, cultural backgrounds and minority groups within the community. Opportunities to connect and engage with Council were also raised (e.g. via open forums and advisory groups).

Suggestions regarding physical spaces for people to socially connect includes:

- Clean, welcoming, well maintained and safe meeting spaces/environments for families, with adequate facilities.
- Community centres, hubs, neighbourhood houses, help desks, libraries, art galleries/spaces, town halls, exhibition centres.
- Shopping centres and small, independent stores, residential cafes and corner stores, restaurants, cinemas, outdoor movies, pubs, bars and live music/entertainment venues.
- Facilities and safe nightlife spaces for young people.

Feedback regarding social/activity-based opportunities to connect includes a need to provide financial and skills-based support to assist community groups to connect, and specific suggestions below:

- Community/family-based activities, events, festivals, markets, fetes, celebrations, business led events.
- Friendship, social and neighbourhood groups/connections/meetings and interest-based classes/workshops/programs (e.g. craft, dance).
- Local clubs and sporting opportunities.
- Youth services and opportunities for community engagement and entrepreneurial mentorship for young people.
- Community concerts.
- Art projects and classes.
- Building of small, local communities, with representative community members.
- More community outreach and engagement.
- Progress towards making people more connected - *"I think that the vision was reasonable, and it described the purpose and anticipated results but unfortunately in my view there has been very little or no change to the connected community feeling."*

Theme 3 - Direct reference to 'More connected' vision goal

Alongside the participants that agreed with the level of importance placed on physical connections and social connection (in Themes 1 and 2), there were a smaller number of participants (n=46) that suggested variations to the vision statement and the inclusion of specific phrases or words:

- Connected to services, support and environment.
- United and inclusive for all.
- Community connections, supporting your neighbour to reduce crime.
- Safety/safe environment - *"People need to feel safe or they will not connect with others."*
- Clean, healthy, welcoming, well maintained.
- Harmonious, collaborated [sic], sense of belonging.
- Sustainable - *"Casey's size is getting in the way of connection. Trying to generate connection with such a huge area to cover is undermining efforts."*
- Community/strong community - *"Build a strong community by making strong connections."*

Specific emphasis/focus:

- Celebration of diversity - *"The most important factors are inclusivity and connection for all... ages, genders/sexual identities, neurotypes, abilities, cultural backgrounds. Celebrating what makes us unique, while creating a connection with our community."*
- Inclusive - of all people and diverse geographical areas and needs of the City of Casey.
- Intergenerational/whole of life focus - supporting and connecting the various age groups so that Casey has a continuity of vision.

- Connecting with and respecting our land, habitat and natural environment - *“Ecological connectivity is also important.”*

5.1.2 Vision Statement goal 2: “Bold”

This goal was about:

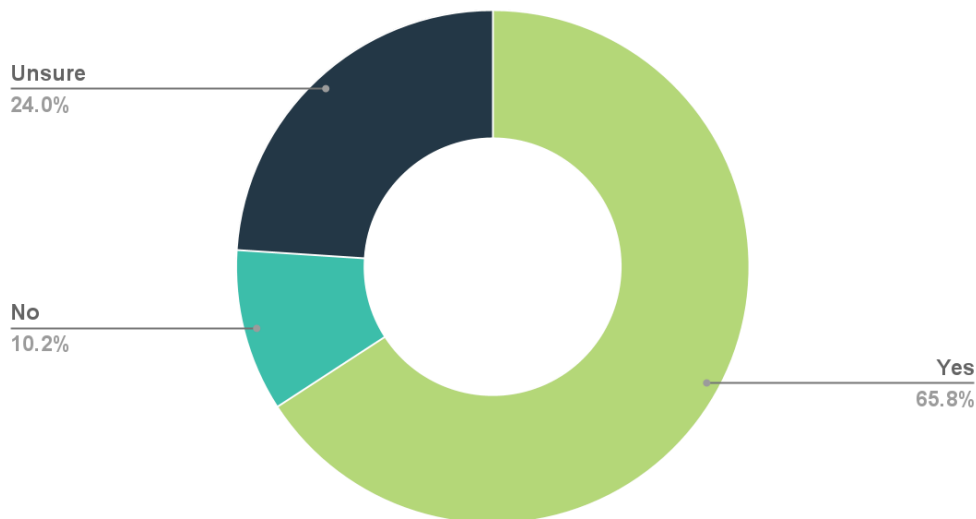
- Desire to become more innovative with technology.
- A willingness to embrace change and build a sense of community pride.
- Design more ways where community are able to contribute to the shaping of initiatives, they wish to see take place across the municipality.

Perceived importance

When asked whether this goal is still important for Casey’s long-term future, as indicated in Figure 5 the majority said yes.

Figure 5: Perceived importance of “Bold” goal.

Is 'Bold' still an important goal for Casey’s long-term future?



Data sources: Survey and focus groups

Suggested additions or changes

There were 275 mentions specifically about the use of the term ‘bold’ in the vision statement. The majority of the comments, however, related to actions or examples of where bold hadn’t been achieved. These have been coded in Table 16.

Some participants felt ‘bold’ was too ambitious when there are existing issues in the City of Casey with safety, lack of infrastructure as well as residents experiencing the continual economic impacts of the cost-of-living crisis - *“Bold is irrelevant if you are failing at the basics.”* There was also some sentiment that the use of this term was not appropriate considering the presence of Administrators rather than Councillors who have been elected

by the public. 'Getting the basics right first' or 'returning to fundamentals' was generally the suggestion instead of the goals and associations of the word 'bold' in the vision statement.

While there was strong agreement for its relevance, some did not connect with the word bold, saying it was 'unclear' and gave the appearance of a 'buzzword' suggesting a wording or language adjustments is needed. There were also participants who wanted more tangible actions outlined instead of the vision goals which they felt were too vague - *"These bullet points under bold are ambiguous and don't at all reflect 'bold'. What is Casey doing that no other regions are doing? We are growing but barely keeping up. Bold needs a refresh focused on innovation and growth."*

Some participants suggested alternative words and phrases to bold that they felt better reflected the future of Casey. The most popular alternative was 'innovative,' which was in line with the goal 'innovation with technology' and also speaks to ideas of progress and change. Other suggested words and phrases included: courageous, love, harmony, ethical, efficient, sustainable, safe, brave, caring, plan, embrace the future, creativity, honest and welcoming, pride, consistency, communications, unifying, pride in our community, common sense, assimilation of cultures, progressive, vibrant, alive and adaptive.

There were also participants who felt that this part of the vision statement should be left as it is with no alterations and affirmed its continuing relevance to Casey residents. Some expanded on why it was still relevant, saying how it can mean confidence for people in the community and for Council to go ahead with strategies - *"Yes! we need confidence in employment, business, community services, education, infrastructure."* Some participants felt it meant having a voice for issues that matter and advocacy for those who cannot advocate for themselves, while others felt it resonated with thinking outside the box and embracing change.

Table 16: Suggested additions/changes to 'Bold' Vision Statement goal

Theme	Mentions
Becoming more innovative with technology	394
Being willing to embrace change and build a sense of community pride	197
Finding ways for the community to make change	102

Data sources: Survey and focus groups

Theme 1 - Becoming more innovative with technology

The most frequent issue that participants raised in relation to the vision goal was the current lack of internet and phone reception in parts of the City of Casey, especially Clyde/Clyde North. There was an overall sentiment that these services need to be improved in order to keep up with the needs of the municipality as it expands in size in terms of both development and population. Alongside the use of technology people need to be educated

in correct use to ensure continued access and reduction in online related crime - *“embracing technology requires education and help against scams, fraud, and identity theft, particularly for disadvantaged people.”*

Theme 2 - Being willing to embrace change and build a sense of community pride

Participants interpreted pride in a number of ways - inclusive, diverse, older people, multiculturalism, LGBTQIA+ community. Celebrating Boonwurrung history and culture with more activities and events was suggested as a way to promote a sense of community, and celebrate the area's diversity and, in turn, making it more welcoming to diverse communities.

Some participants applied the concept of pride to taking care of the physical environment in the community. Removal of graffiti etc as well as changing negative perception of Casey from the wider Melbourne community to something more positive.

Participants interpreted change as either Council making change, adapting with the times (progressive) for both Council; or residents learning new technologies and trades, improving digital literacy, learning a new skill or English. Some of the more tangible suggestions included a focus on upskilling residents, a change of Administrators to elected Council, Council delivering services in a manner to suit the diverse needs of the community and finding new ways to include public voice in decisions (change of process, feedback boxes, management and Councillors visiting areas. Others felt that 'bold' refers to Council, more than to residents themselves. Not all residents want to be 'bold'. Many would just like to live safe, comfortable and happy lives. Perhaps change 'bold' to 'strong.'"

Theme 3 - Finding ways for the community to make change

Participants noted some of the challenges with change, in particular exclusion, and that change often means digitalisation, which can leave older or vulnerable residents unable to access community services, events or programs. One participant stated - *“change should not exclude community by limiting means of access to services, such as solely digital services.”*

Alongside Council implementing change, Council and other community organisations needed to support the broader community to embrace change. Particularly changes that helped to protect the environment, reduce the cost of living or increased a sense of belonging and connection to the area.

Responses to this goal indicated a tone of racism towards some members of the community, suggesting more work is needed to support understanding. One example is the following statement, *“the community is mostly Muslim. Many of them have no knowledge of expectations when living in a community.”* Another wrote, *“programs to better integrate new arrivals. Such as, public etiquette, respecting public property, (e.g. Not spitting on roads). Not Speaking loudly in public places and putting their phones on speakers on public transport. Basic training needed.”*

5.1.3 Vision Statement goal 3: “Resilient”

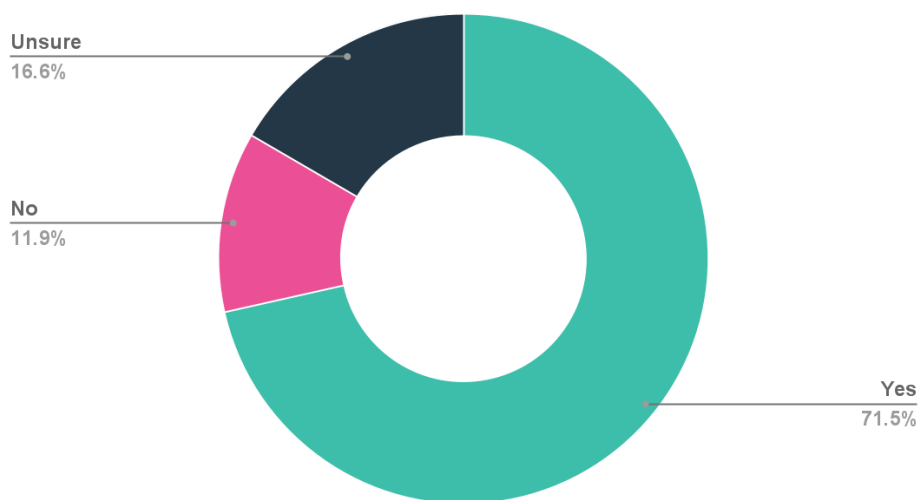
This goal was about:

- Create an environment that can respond to and bounce back from external impacts such as COVID-19 or bushfires.
- Use data and research to design the future.
- Help build a resilient community ready for the post-pandemic opportunities.

Perceived importance

When asked whether this goal is still important for Casey’s long-term future, as indicated in Figure 6 the majority said yes.

Figure 6: Perceived importance of “Resilient” goal.



Data sources: Survey and focus groups

Suggested additions or changes

There were 344 participants who responded with specific feedback related to the use of the term ‘resilient’ in the Community Vision. These have been coded in Table 17. Some participants gave general feedback identifying the need for resilience in the community and supported its inclusion in the Vision. Others shared the general sentiment that community members are unaware of what Council does to contribute to community resilience or were unsure of how resilience is or can be measured in the Casey community. Others suggested words and phrases included: adaptive, flexible, community strength, prepared, recovery, planning. *“Resilience is great but I think flexibility and adaptability is the key in the multicultural Casey”* stated one participant. These findings suggest that resilience is a suitable term for the Vision however the focus of supporting goals could be updated. The bulk of participant comments used the words ‘resilient’ but highlighted this is open to interpretation and the focus areas of our resilience can change.

Table 17: Suggested additions/changes to ‘Resilient’ Vision Statement goal

Theme	Mentions
Supporting the community to 'bounce back' from external events like a bushfire, flood or extreme weather event	151
Building a resilient community ready for the post-pandemic opportunities	107
Using evidence and research to design the future	28

Data sources: Survey and focus groups

Theme 1 - Supporting the community to 'bounce back' from external events like a bushfire, flood or extreme weather event

Use of the term 'natural disasters' is not relevant to the whole municipality. Participants suggested the approach to resilience in terms of the natural environment should be broader than preventing or responding to natural disaster as most areas in the municipality are unlikely to confront bushfire, flooding or other natural disaster related impacts. Participants suggested a holistic focus on environmental sustainability and climate change action to promote resilience through: sustainable design, green energy, ensuring food security and environmental responsibility.

A major theme that arose was the link between 'more connected communities' and resilience. Participants understood community connectedness as the principal factor for developing a strong and resilient community - *"The pandemic separated families and community so we should focus on more community friendly activities and programs to bring us back together. We can do this by finding areas of need and developing support programs the community can run themselves."* Participants commonly raised community building, social connection activities and social cohesion as central to disaster risk reduction and preparedness. Participants highlighted the importance of having support networks, neighbourhood networks and community resources/facilities as a source of social capital when faced with economic insecurity, cost of living challenges, poor physical and mental health and domestic violence. Participants suggested embedding a social connection element into the Vision goals.

Theme 2 - Building a resilient community ready for the post-pandemic opportunities

The majority of participants shared the view that the current impacts of Covid-19 were no longer the most pressing need for communities. Participants suggested removal of 'post pandemic' from the vision goals to broaden the scope of resilience projects and thinking. It is worth noting that a number of participants still spoke of the enduring impacts of Covid-19 particularly those with health issues.

People understood cost of living pressures and the need for financial support and supporting vulnerable communities as what should be the focus of resilience - *"focus on supporting people through economic hardship/increased cost of living pressures and lack of housing."* Affordability and accessibility to services and supports was commonly raised alongside access to secure housing and food systems. Participants supported the removal

of ‘post pandemic’ from the Vision goal and replacing this with ‘financially resilient communities’.

Theme 3 - Using evidence and research to design the future

Participants in this group highlighted the importance of measuring resilience project outcomes and sought more clarification on the type of evidence used to design for the future. Participants noted that the terms ‘evidence’ and ‘research’ were vague and needed examples such as: health data, climate change data, evaluation of prior disaster response, infrastructure usage data and benchmarking to learn from other municipalities. Participants also highlighted the desire for transparency and access to the evidence used for strategic planning and sought balanced and educated assessment of research. Lastly, participants sought more opportunities for community engagement and feedback to contribute to developing an evidence base and evaluating the outcomes of initiatives and strategies.

5.2 Community Outcomes and Priorities

5.2.1 Casey’s Outcomes Model

Engagement questions were structured to align with the Council’s Outcomes Model (Figure 7). In this Model, five community priorities have been identified based on previous research and engagement. The five Outcomes are:

- Thriving Local Economy (*Economic Development Strategy*).
- Sustainable Environment (*Environment Strategy*).
- Strong Communities (*Health and Wellbeing Strategy*).
- Liveable City (*Infrastructure Strategy*).
- High Performing Organisation (*Transformation Strategy*).

Each Outcome has been linked to a key Council strategy or plan and has measures to assess its progress.

Figure 7: Outcomes Model - community priorities

Outcome	Community Outcome	Community Priorities	Measure
Strong Communities	Casey communities are resilient, healthy and flourishing	Wellbeing	Self-assessed wellbeing status Self-assessed levels of psychological distress
		Safety	Total crime incidents per 100,000 Proportion of residents who feel safe (walking alone) in their neighbourhood
		Connectedness	Proportion of residents who feel welcome and part of their local community Proportion who feel they can freely express their culture
Liveable City	Established and new neighbourhoods are accessible and liveable	Movement	Commuting score
		Access to infrastructure	Staying local score

Sustainable Environment	Our Environment and climate are sustainably managed for current and future generations	Climate action	Greenhouse gas emissions in Casey
		Climate impact	Heat vulnerability index
		Natural environment	Community participation in the protection and enhancement of biodiversity
		Natural resources	Waterway health
Thriving Local Economy	A prosperous local economy with the right mix of industry, jobs and education opportunities	Local employment	Number of jobs in Casey
High Performing Organisation	Council is trusted, customer focused and delivering value	Community trust	Community decisions score
		Value for money	Value for money score

Source: City of Casey Council

Participants were asked about the perceived relevance of the five outcomes Council is working towards over the next four years. Participants were also able to provide any additional feedback regarding the outcomes. Overall, the outcome deemed most relevant by the community for the City of Casey was a High Performing Organisation (n=3236, 89.3%), followed by Liveable Cities (n=3222, 89%) and Thriving Local Economy (n=3037, 83.7%). The following sections present further detail about these findings, by outcome.

5.2.2 Outcome 1: Strong Communities

The intent of this outcome is to improve people's sense of wellbeing, their safety and their connection to others.

In relation to Strong Communities participants were asked:

- How relevant is improving people's personal wellbeing?
- How relevant is improving people's sense of safety?
- How relevant is improving their sense of connection?
- Are there any other factors you feel are crucial, to ensure a Strong Community?
- What can Council do to improve people's sense of wellbeing, their safety and their connection to others?

Responses related to perceived relevance are presented in Table 18. The sub theme considered the most relevant (very and extremely relevant) to today's Casey community is improving people's sense of safety (n=3395, 93.6%).

Table 18: Perceived relevance of Strong Communities Outcome

Question: How relevant is....	Response				
	Not at all relevant	Slightly relevant	Somewhat relevant	Very relevant	Extremely relevant
Improving people's personal wellbeing?	93 (2.6%)	122 (3.4%)	413 (11.4%)	1,166 (32.1%)	1,834 (50.6%)
Improving people's sense of safety?	25 (0.7%)	54 (1.5%)	154 (4.2%)	704 (19.4%)	2,691 (74.2%)
Improving people's connections to others?	85 (2.3%)	169 (4.7%)	866 (23.9%)	1,270 (35%)	1,238 (34.1%)

Data source: Survey

When asked if they would like to provide any additional feedback about the Strong Communities outcome there were a total of 3212 open-ended responses. Responses have been analysed using a coding framework to capture common themes displayed in Table 18a and b. Participant comments often mentioned more than one theme and these mentions have been counted accordingly. Table 19a presents some new factors that emerged from participant feedback, not included in the existing Outcomes Model (DATE). New factors demonstrate opportunities for expanding the Outcomes Model to cater to emerging community needs.

Table 19a: New factors to support the Strong Communities Outcome

Theme	Community examples
Council & Community Connection (559 mentions)	- Council accommodating needs of groups of people who are older and culturally diverse. - Local leadership and representation, visibility and approachability of decision makers in communities. - Opportunities for engagement, co-design and feedback. - Community distrust in Council, need to repair relationships. - Communication and promotion of available services and programs. - Council partnership with and promotion of community groups and organisations: pathways to support/involvement, service navigation, support uptake. - Organisation and coordination support for various community groups: integrate disparate services and groups, foster collaboration, advocate for or provide services that fill gaps. For example, find a partner to provide community transport to community events. - Facilitate connection between disparate groups to plan strategically for the long term to provide consistency and effectiveness in approach. - Streamline booking systems, response times, paperwork and other requirements to hold events/programs in Council owned buildings for local groups. - Sentiment that there is geographic or cultural bias in Council decision making. - Transparency: Council to demonstrate good work and impact in simple English and community languages. - Provide support and advice for community groups to self-advocate to

Theme	Community examples
	other levels of government. - Council to prioritise Aboriginal and Torres Strait Islander recognition and connection with Indigenous communities. - Integration of settlement services and newly arrived community organisation with Council services. - Communicate residents rights and responsibilities to encourage civic engagement. - <i>"Coffee with a Cop has worked well for the police. Something similar relating to the council would be good. We need a sense of belonging to, not just paying, council."</i>
Community/ Outdoor spaces (138 mentions)	- Opportunities for Bunjil Place to become more of a community centre/hub. - Dog parks to encourage socialising with neighbours. - More community gardens, BBQ/picnic facilities, playgrounds for all ages and abilities, parks and halls, park gyms, outdoor climbing walls to develop problem solving skills in the younger generation. - Libraries in new housing estates. - Maintenance of community spaces by Council. - <i>"Where is the community? No cafes, restaurants worth visiting, Main Street is half empty and ugly. No community spirit if residents are embarrassed by their surroundings. Create spaces for people to enjoy and protect. No one has community pride in a shopping centre. Parks, greenery, cafes."</i>
Arts & Culture (110 mentions)	- Intercultural events & programs, opportunities for people to share their culture. - Food festivals, cooking fairs. - Dance. - Exhibitions, creative arts, support local artists, craft market. - More programming for Bunjil Place. - Carnivals, festivals. - Educational programming: workshops, short courses. - Aboriginal cultural events, truth telling, Aboriginal history. - Spiritual events. - Free and affordable events. - Safety events; opportunities to connect with police, SES and first responders. - Arts and entertainment programming across the municipality: not just Bunjil Place.
Housing/ Housing Affordability (64 mentions)	- Advocate for less housing developments in the City of Casey. - Provide assistance to people who are unhoused. - Better access to services for vulnerable and unhoused people. - Suitable housing that caters to all ages and stages. - More support for charities who work with unhoused people and hardship cases. - Support and assistance for struggling families and disadvantaged individuals. - Address decline in housing affordability through encouraging diverse housing options and advocating to the State Government. - More social housing to help unhoused and disadvantaged people.
Promotion	- Sharing information, promotion and communications of available

Theme	Community examples
(44 mentions)	services, programs and events. - Service navigation information, 'how to' information to support sign up and engagement with services. - Google analytics to support targeted promotion. - Up to date information about changes to services and Council projects. - Multimedia communication: social media, print media, video, signage.

Table 19b presents the common themes that emerged relevant to the existing Outcomes Model.

Table 19b: Other factors connected to wellbeing, sense of safety and community connection

Theme	Community examples
Crime Prevention/ Perception of Safety/ Pride (1234 mentions)	- Overall perception of a high crime rate across the City of Casey: home invasions, gangs, thefts, reckless driving and drug related offences. - Lighting, CCTV, red lights, speed bumps, speeding cameras, removal of graffiti/vandalism and litter to improve perceptions of safety across Casey. - Activation/renovation of derelict areas. - More security at community events, shopping malls, bars, nightlife areas. - Advocate for Increased and visible police presence and enforcement. - Discourage crimes such as theft, illegal dumping and reckless driving ('hoons'). - Undercover police cars patrolling streets at night. - 'Tougher' enforcement of law regarding crime, alcohol abuse, gambling. - Neighbourhood watch and community safety. - Domestic violence prevention and support services. - Addressing racism and discrimination in the community and law enforcement. - Prevention of youth crime and violence through activities and engagement programs. - Communicate any changes in laws to the community. - Activities for all ages to get involved in to foster a sense of pride in community. - More efficient crime reporting system and emergency response. Extended service hours: 24hr police station. - <i>"Crime is increasing and it's becoming more unsafe in our homes. More break ins and theft of cars from our homes."</i>
Community Connection (970 mentions)	- Paper based communications with older residents, people from non-English speaking backgrounds and people with different abilities. - Codesign with communities based on the unique and varied needs of residents. - Increased resources and local opportunities for the

Theme	Community examples
	community to connect, eg. community notice boards, social media, community message trees, community outreach, skill shares, seminars, community 'drop in' centres, volunteer opportunities, leisure groups. - Understanding needs of the ageing population in Casey. - Connection to Country and truth-telling - Opportunities for cross-cultural connections to be made through initiatives like neighbourhood or estate BBQs, sharing food and traditions. - Finding networks with local leaders who have an understanding of community needs and can advocate accordingly. - Perception among some participants that the needs of some or all minorities were being prioritised over white Australians. - Sense of community is reflective of the surrounding space - there needs to be spaces, events that are safe and accessible in order to foster a sense of belonging. - Infrastructure like roads, paths and telecommunications is also important in building strong community connections. - Maintenance of public assets. - <i>"Education and exposure to create understanding Optional activities like getting to know people on your street or neighbourhood to help people connect with others. Especially those that live alone or the elderly for safety and emergency situations."</i>
Community Programs/Community Group Funding (895 mentions)	- Council's website could be used to connect people through friendship groups, cafes and offering programs that promote connection and wellbeing: yoga and walking. - Culturally sensitive spaces and programs: women's only exercise groups. - Regular multicultural, multi-faith events that bring awareness and celebrate the diversity of the community. - Supporting NFPs and community organisations such as sporting clubs, U3A, retirees, Men's Shed, activities and groups for kids. - Street festivals, LGBTQIA+ parades, incentivise initiatives such as 'Clean Up Australia Day'. - More easily accessible Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) meetings and programs. - Youth outreach programs, free or subsidised events for youth - Collaboration and partnership building, particularly between community groups and services, more community engagement. - Support inclusion and diversity training for existing community groups to expand their use: CWA, Anglican groups, senior citizens groups. - Support groups providing crisis support services: food relief, housing, financial aid, family violence. - Community programs to support vulnerable communities and assist with the cost of living.

Theme	Community examples
	- Ageing programs: home maintenance, meals on wheels, - Support for new parents, educational programs, school holiday programs. - Evaluation and assessment of community programs; follow up with participants. - <i>“Ensuring there’s enough support systems in place for people experiencing housing issues, and economic hardship Ensure that the agencies that provide very necessary help continue to receive vital funding in conjunction with services provided by council Need to reflect the diverse community now residing in Casey.”</i>
Personal Safety (770 mentions)	- Support community organisations that improve people’s sense of safety in the community, dealing with DV proactively. - Initiatives that teach people how to deal with scammers. - Culturally safe initiatives and spaces that don’t assume people are from a Western/Christian background. - Cultural awareness programs and other forms of education to challenge racism, sexism and islamophobia. - CCTV, lighting, police presence, better roads, internet and reception to enhance a sense of personal safety. - Perceptions that crime is high in Casey and many participants fear walking around at night, leaving the house. - Voluntary training for interested community members: mental health support for people in distress, fire readiness, checking smoke and CO2 alarms regularly, making a fire plan. - Establishing key values in the community to support safety: empathy, respect, understanding, tolerance - Information sessions on personal safety, stranger danger and self-defence. - Managing environmental risks like open tip sites that can compromise personal safety. - Issues surrounding maintenance of parks, roads, trees and increasing the amount of facilities for young people all would all contribute to improving personal safety.
Community Events (648 mentions)	- More community events that focus on celebrating diversity and different cultures and faiths: cooking fairs. - Family/kid friendly events: Casey Kids Carnival, movie nights. - LGBTQIA+ events. - Events that help Council and community connect better that are funded or subsidised by Council. - Events that are open and welcoming to all community members: fairs, markets, carols, sporting events. - Smaller scale, more frequent events so people can get to know their neighbours better: neighbourhood BBQs or street parties. - Better promotion/advertising of events, ‘whats on’ information. - Events after work hours and on weekends.

Theme	Community examples
	- Regular events that create opportunities to meet other people within estates or neighbourhoods.
Physical and Mental Health Services (395 mentions)	- The need for local hospitals to cater to the growing population. - Shift focus from pandemic to general health and wellbeing. - Desire for increased health services and accessible healthcare: local GPs, medical centers, MCH, emergency services, pharmacies, allied health, children's health. - Health planning for an ageing population. - After hours services, online services. - Co-located health services with community centres and other amenities to support community connection, allow for support people to attend medical appointments. - NDIS and disability services, personal care. - Ageing and aged care services, personal care. - Health outreach, improve linkages, referral and service navigation. - Equipment in community spaces: defibrillators, first aid equipment. - Free/affordable mental health services: drop in centres, counselling, psychology, crisis support. - Local facilities for mental health and wellbeing: AOD, detox clinics. - Community-based mental health: support groups, AA. - Wellbeing programs: mindfulness. - Paper-based communications of local health services and emergency contacts.
Wellbeing (338 mentions)	- More open spaces and parks with fruit trees and exercise stations for adults. Focus on creating and maintaining infrastructure as well as the natural environment to help improve people's sense of wellbeing. - Better cycling and footpath connectivity. - Provide and promote wellbeing activities: painting, craft, book reading clubs, arranging speakers to talk about parenting, cultural activities, multicultural groups. - Council doing what they can, and advocating to the State Gov, to help residents with the burden of the increasing cost of living - meals, housing, bills, entertainment. - Easily accessible mindfulness programs and mental health services. - Prioritise care for older people not covered by Federal Government funding. - Designated natural disaster crisis centres within the community. - <i>"Offer wellness programs, workshops, and recreational activities. Support Mental Health: Provide counselling services and mental health awareness campaigns. Access to Healthy Food: Support farmers' markets and community gardens."</i>
Diversity Celebration	- More accessible Council website for CALD people.

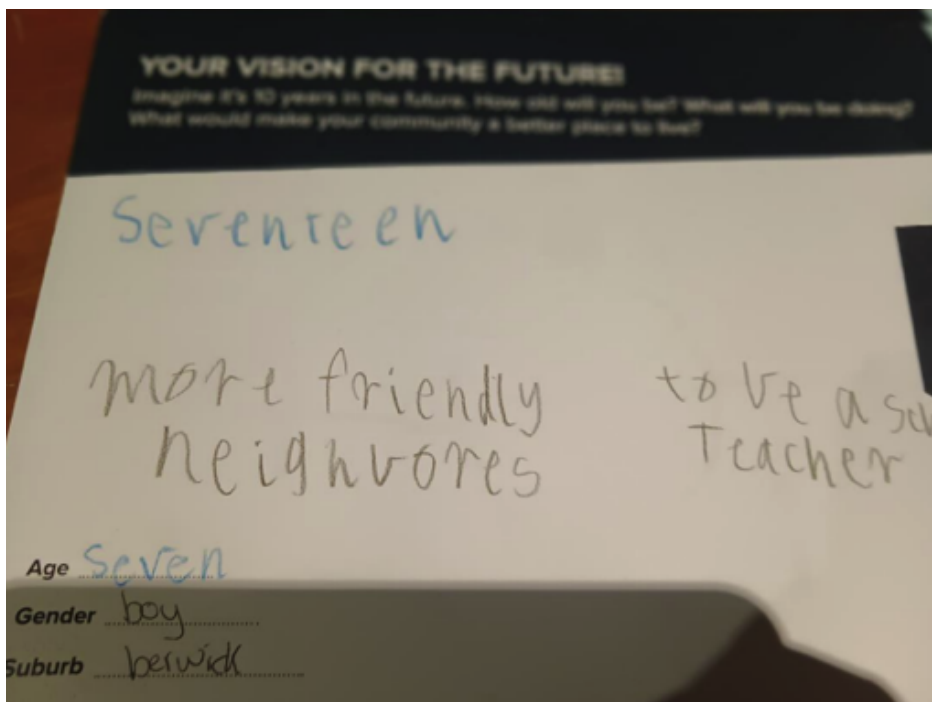
Theme	Community examples
(303 mentions)	- Continue to meet the diverse needs of the community - CALD and LGBTQIA+ communities in Casey. - Availability of spaces and groups that accommodate the diverse needs of the community: language, dietary requirements and religious views. - Different language options/translators at Council engagement and events to make the information more accessible. - Initiatives that help promote understanding between different cultures within the community: events and celebrations, educational resources. - Connection and celebration of Boonwurrung culture and other Aboriginal cultures through events, educational programs where people are given opportunities to learn about their beliefs and traditions in a culturally sensitive way. - Education to combat racism, sexism and homophobia.
Accessibility/ Inclusivity (109 mentions)	- Making sure community spaces are updated and accessible to everyone. - Modify or tailor community activities to support the disability community. - Transport links to safely access events, programs. - Affordable programs, concession prices, after hours programs. - Programs and activities for all ages, intergenerational activities. - Support for newly arrived migrants to access programs, reduce social isolation, encourage intercultural opportunities - Increased settlement services: English classes, driving lessons, exercise classes, citizenship classes. - Youth inclusion: youth community engagement, involvement in program design, promotion and communication. - Designs by First Nations artists used by Council - LGBTQIA+ flag to show solidarity and allyship. - Cater to neurodivergence and different learning or social connection styles. - Accessible communications: community languages, digital support for older people, outreach. - The sentiment that certain migrant cultures are 'taking over' the area, desire to uphold 'Australian values', 'Christian values.'

Data source: Survey

Children's activity

Children were asked to draw their visions and aspirations for the future and some responses related to the Strong Communities outcome. When asked what would make our community a better place, children wanted more community activities and safety. Image 1 below presents some interpretations of drawings and verbatim responses.

Image 1: Children's feedback for strong communities



5.2.3 Outcome 2: Liveable Cities

The intent of this outcome was to improve how people travel through and around Casey and improve access to facilities and spaces across the municipality.

In relation to Liveable Cities, participants were asked:

- How relevant is improving how people travel through and around Casey?
- How relevant is improving people's access to the facilities and spaces they require?
- Are there any other factors you feel are crucial, to ensure a liveable city?
- What can Council do to improve how people travel through and around Casey, and their access to the facilities and spaces they require?

Responses related to perceived relevance are presented in Table 20. While additional feedback is analysed and presented in Table 20a and b. The sub theme considered the most relevant (very and extremely relevant) to today's community is improving how people travel through and around Casey (n= 3222, 89%).

Table 20: Perceived relevance of Liveable Cities Outcome

	Response				
Question: How relevant is....	Not at all relevant	Slightly relevant	Somewhat relevant	Very relevant	Extremely relevant
Improving how people travel through and around Casey?	33 (0.9%)	66 (1.8%)	299 (8.3%)	995 (27.5%)	2,227 (61.5%)
Improving people's access to the facilities and spaces they require?	24 (0.6%)	74 (2.0%)	302 (8.3%)	1, 119 (30.9%)	2, 101 (58.0%)

Data source: Survey

When asked if they would like to provide any additional feedback about the Liveable Cities there were a total of 4174 open-ended responses. Responses have been analysed using a coding framework to capture common themes. Participant comments often mentioned more than one theme and these mentions have been counted accordingly. The majority of the feedback is consistent with ease of movement: accessible and liveable neighbourhoods, including ease of movement/commuting and access to local infrastructure.

Table 21a. Factors to improve people's travel through and around Casey

Theme	Community examples
Infrastructure & Roads (1800 mentions)	- Improvement to roads overall in City of Casey, especially in areas such as Clyde/Clyde North. - Maintenance of roads including fixing potholes, getting rid of roundabouts and completing road works more efficiently to decrease traffic congestion. - Complete construction of footpaths to increase accessibility and connectivity. - Adding lanes to increase width of roads and make traffic flow more efficient. - Cycling lanes and more active transport options. - Better drainage infrastructure. - Telecommunications - better phone reception throughout the City of Casey. - More playgrounds and inclusive sports facilities. - <i>"Infrastructure is not coping up with the population, everyone is suffering. have more facilities when they are built, to cater for growing population rather than expand at a later stage because that stage comes when it's already too late. better roads, wider roads, getting rid of roundabouts - avoid them in the first place."</i>
Public Transport (1036 mentions)	- More frequent public transport options that run from earlier to later in the day, especially bus services. - Extend the train line to connect the outer suburbs of City of Casey - Clyde North and Cranbourne. - More accessible public transport services. - Better public transport so residents are less dependent on cars as their primary form of transport. - Transport for older residents/people with a disability. - More bus shelters. - <i>"Public transport to be more accessible, especially in the newer estates."</i>
Urban Planning (751 mentions)	- Planning amenities and infrastructure to support the needs of residents in housing developments and further population growth. No development without these factors being in place first. - More parking and shopping centres in the City of Casey. - Better planning for new developments so housing density doesn't have to increase too much and lot sizes can remain the same. - Creating more of a 'hub' or CBD in Casey with office spaces, nightlife and better transport connections. - Long-term rather than short-term thinking in planning for the future. - <i>"Casey is scattered, we need better public transport and more vibrant venues where people can go and enjoy themselves without having to drive everywhere. Create precincts and invest in promoting diverse types of venues. improve public transport. More youth hubs around Berwick, improve parks and playgrounds."</i>
Traffic Management	- Traffic congestion is a problem across Casey.

Theme	Community examples
(626 mentions)	- Warnings of roadworks and well planned and communicated detours could help ease traffic congestion. - Other suggested solutions: adding more lanes, traffic lights and more public and active transport options. - Stagger roadworks rather than doing all at the same time and complete more efficiently. - Roads and infrastructure appropriate to needs of housing estates as a factor in traffic congestion prevention. - Advocate for safer roads to the state government.

Data source: Survey

Table 21b summarises the factors to improve people's access to the facilities and spaces. A clear theme was creating spaces that are welcoming and attractive, helping to improve perceptions of safety and encourage use. Another key factor was designing spaces that are fit for purpose, that is they are designed to support a variety of uses, while providing ease of access to those with mobility issues, provide cultural safety and support the intended activities. A minor, though important factor was considering accessibility and inclusivity, in particular those with sensory requirements, intellectual or mobility needs.

Table 21b: Factors to improve people's access to facilities and spaces

Theme	Community examples
Creating attractive and welcoming public spaces (729 mentions)	- Design of public spaces that bring together the public, private and commercial. - Planting trees on the side of roads for beautification. - More parks and green spaces for recreational activities. - Improved maintenance of public spaces, including cleaning up the wetlands. - Improved perceptions of safety through street lighting, removal of graffiti and litter and beautification of space. - Increasing walkability through maintenance and development of footpaths. - Better amenities such as bins, water fountains and public toilets. - <i>"More paths and pedestrian trails. More walkable facilities in residential areas. More smaller commercial zones, rather than one large central zone. More community green space. More walkable gyms, cafes and walking/running tracks in endeavour hills."</i>
Fit for purpose community facilities (711 mentions)	- More and upgraded playgrounds and sport and recreational facilities for kids and youth. - Culturally sensitive swimming pools and gyms (female only). - Community hall for religious activities. - More heated swimming pools. - Community gardens and libraries. - Inclusive design for access to community facilities and exercise equipment in parks/reserves.

Theme	Community examples
	- Leisure facilities, libraries and community centres offering a variety of activities. - <i>"More trees, religious centres, a tram network. A tram network would be ideal. More religious centres located in Clyde and Clyde North. Mosques, churches and temples. The train line extended to Clyde and more parking spaces at train stations."</i>
Maintenance of public spaces (694 mentions)	- Address the issue of rubbish dumping in public spaces. - Maintenance of current open spaces and community facilities is important for perceptions of safety and to meet needs of the public. - Graffiti removal on streets and infrastructure. - More frequent grass mowing and litter removal in open spaces and streets. - Better landscape services in public spaces. - Removal of weeds on the sides of the roads and median strips, prune overhanging trees and clean up leaves. - Initiatives that involve residents helping to clean and maintain public spaces. - Initiatives to assist with / reduce water logging in public reserves. - <i>"Grass is not in good shape. Supermarket trolleys left in the car park. Need to bring in strict rules so people may not leave trolleys behind their car for others. Big complaints regarding cleanliness in areas and roads."</i>
Access to education facilities (96 mentions)	- Advocate to the Department of Education for better public schools in Casey. - Better access to schools - walking tracks and buses. - More primary schools and kinders.
Internet connectivity and availability (89 mentions)	- More community spaces with free internet where students can study outside of school. - More 5G towers in expanding suburbs to keep up with the needs of residents. - Better telecommunications services across the City of Casey.
Public Space Activation (55 mentions)	- Colocation of community uses: skate parks, community gardens, park and playground. - More outdoor dining. - Walking paths with appropriate lighting, canopy and seating.
Accessibility and inclusivity (8 mentions)	- Inclusive design for public spaces that considers the different needs of people with disabilities. - Inclusive design for neurodivergent people and people living with disabilities. - Signage, information and infrastructure are accessible and make moving around the space easy for people of all ages and abilities. - Adding sound assistance, creating more ramps and automatic door access to buildings.

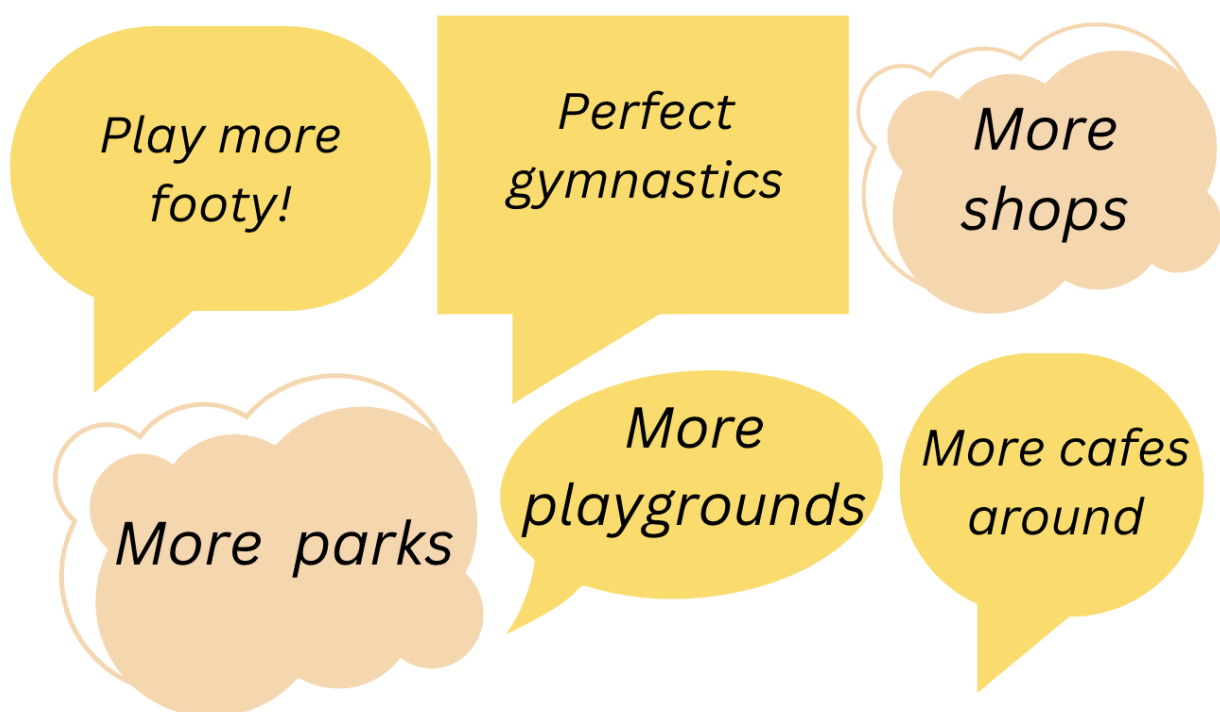
Theme	Community examples
	- Digital maps for moving around at different events in the City of Casey.

Data source: Survey

Children's activity

Children were asked to draw their visions and aspirations for the future and some responses related to the Liveable Cities outcome. When asked what would make our community a better place, children wanted more community activities and safety. Image 2 below presents some interpretations of drawings and verbatim responses.

Image 2: Children's feedback for liveable cities



YOUR VISION FOR THE FUTURE!
Imagine it's 50 years in the future. How old will you be? What will you be doing?
What would make your community a better place to live?

more cafes



Age 6
Gender girl

5.2.4 Outcome 3: Sustainable Environment

The intent of this outcome is to improve the health of the natural resources, while increasing people's participation their protection to reduce the negative impacts of climate and greenhouse gas emissions.

In relation to Sustainable Environment, participants were asked:

- How relevant is improving the health of our natural resources (e.g. local waterways, native habitats)?
- How relevant is this increasing people's participation in protecting their local environment?
- How relevant is reducing the negative impacts of climate (extreme weather)?
- How relevant is reducing greenhouse gas emissions in Casey?
- Are there any other factors you feel are crucial, to ensure a Sustainable Environment?
- What can Council do to sustainably manage the local environment and climate?

Responses related to perceived relevance are presented in Table 22. The sub theme considered the most relevant (very and extremely relevant) to today's Casey community is Improving the health of our natural resources (e.g. local waterways, native habitats) (n=3027, 83.6%).

Table 22: Perceived relevance of Sustainable Environment Outcome

Question:	Response				
How relevant is....	Not at all relevant	Slightly relevant	Somewhat relevant	Very relevant	Extremely relevant
Improving the health of our natural resources (e.g. local waterways, native habitats)?	66 (1.8%)	102 (2.8%)	424 (11.7%)	1,073 (29.6%)	1,954 (54.0%)
Increasing people's participation in protecting their local environment?	129 (3.6%)	252 (7.0%)	709 (19.6%)	1,180 (32.6%)	1,349 (37.3%)
Reducing the negative impacts of climate (extreme weather)?	348 (9.6%)	323 (8.9%)	735 (20.3%)	925 (25.6%)	1,288 (35.6%)
Reducing greenhouse gas emissions in Casey?	328 (9.1%)	326 (9.0%)	796 (22%)	942 (26.0%)	1,227 (33.9%)

Data source: Survey

When asked if they would like to provide any additional feedback about the Sustainable Environment there were a total of 2,460 open-ended responses. Responses have been analysed using a coding framework to capture common themes. Participant comments often mentioned more than one theme and these mentions have been counted accordingly.

As summarised in Table 23, feedback encompasses the four previously identified community priorities of: climate action, climate impact, natural environment and natural resources. However, the considerable breadth and depth of responses suggests a call for broadening the scope of the Sustainable Environment outcome to incorporate a sustainable lens into core Council functions (e.g. better waste management, sustainable development, maintenance and management of parks, sustainable/active transport infrastructure and enforcement of local laws).

Responses also highlight the potential to add additional, specific areas of focus (e.g. planting and protection of green space, renewable energy incentives and infrastructure, circular economy and food sustainability) and specific strategies to help achieve these (e.g. advocate and work with industry and stakeholders). Better waste management was the most frequently mentioned theme (19%), followed by education, enforcement and incentives (17.6%), (planting and) protection of green space/habitat/wildlife (13.9%) and sustainable development (9.4%). A small proportion (2.4%) of participants also expressed scepticism about climate change.

Table 23: Suggested factors/Council actions to achieve the Sustainable Environment Outcome

Theme	Community examples
Better waste management (726 mentions)	- Reduce bin sizes. - Significant measures to reduce community/retail use of plastic and polythene/single use packaging. - Improve the rubbish collection and recycling facilities (e.g. weekly green and recycling waste collection; extra green bins for large properties, more frequent removal of household toxic chemicals, kitchen compost bins with the ability to use composting bin bags). - More specialised waste collections and resources (e.g. glass, soft plastics and commingled recycling) free roadside hard and organic waste collection, collection for renovation materials. - Monitor business waste. - More frequent emptying of public bins and greater availability of recycling bins. - Monitor and enforce litter laws to reduce illegal dumping (e.g. erecting parking barriers on parklands, increasing fines for industrial rubbish dumpers, encouraging a litter collection initiative with gift cards at a value per kilo, or for offenders, informing the public of the impact of litter on rates). - Incentivize use of correct rubbish removal (e.g. tip vouchers/reduced fees for people to take rubbish to the tip rather than dumping it, refund residents for recycling). - Remove harmful waste transfer stations and tips from the centre of housing estates (e.g. no waste disposal permits within 500 metres of residential housing). - Resolve smell and health issues related to the landfill (e.g. SBI landfill). - <i>"I think there are better recycling options. And knowing that if we do recycle properly it will not get into landfill. Transparency. Plant more avenues."</i>

Theme	Community examples
Education, enforcement and incentives (670 mentions)	- Education about sustainability awareness/living practices and consequences of unsustainable living. - More education and more support for households to reduce fossil fuels, emissions, and carbon footprint. - Regular information to residents about waste reduction and rubbish disposal (including hard waste). - Free information sessions and access to reputable insulation companies. - Education about how to maintain and look after green spaces, wetlands, rivers and wildlife and the importance of retaining native vegetation, natural environments and trees. - Education about natural disaster preparedness, climate change and resilience. - Feedback to the community about recycling processes, achievements and challenges. - Education regarding natural medicine and low maintenance, native gardens. - Workshops on permaculture, food forests and preserving food. - Environmental protection and sustainability education in schools and preschools. - Promote climate action, provide education about climate change. - More events to help care for the environment (e.g. clean up days, front garden competition). - <i>"We have solar roof tops but they are wasted due to the high cost of solar batteries. Council should lobby for state and federal government subsidies to avail of affordable solar batteries. Plant more trees in vacant areas to prepare for the impact of climate change - extreme weather conditions and stability of utilities - power, water, communication/internet."</i>
Planting and protection of green space/habitat/wildlife (531 mentions)	- Rate the health of waterways/parks/habitats and set improvement goals. - More larger patches of well planned and maintained land reserved for native flora and fauna and better wildlife corridors connecting the patches together. - Ensure adequate land is devoted to natural habitat/parkland in new developments. - Replant new trees in areas that have been developed. - More trees, park canopies, plants, flowers, parks, parklands, bushland, reserves, green/natural spaces/belts/laneways, conservation areas, waterways, larger parks - for people and native animals. - Assess tree planting for shade impact on solar panels, bush fire and damage risk (to reduce need for removal). - (conflicting opinions more native and non-eucalyptus trees (more fire and damage resistant). - Consult with traditional owners of the land - Better maintain and support the conservation, cleanliness and restoration of the existing environment, vegetation, coastal habitats, nature strips, wildlife and natural habitats. - Invite residents to assist with maintaining natural habitat, parklands and waterways. - Approve more practices that assist local flora and fauna (e.g. next boxes for roosting). - Harsher regulations and penalties for illegal tree cutting, habitat removal and environmental damage.

Theme	Community examples
	- Protect wildlife corridors, redirect traffic flow and parking away from rural areas to protect wildlife, prompt removal of dead kangaroos from roadside. - Enhance fencing and barriers around reserves to prevent dirt bike access. - Install cameras and implement speed-controls to protect wildlife. - More assistance for local wildlife rescue and conservation groups - Support with pest control (e.g. control foxes, eradicate rabbits and feral animals, encourage sterilisation of cats, mandatory chipping of pets). - <i>"Planting bio-links. Increase indigenous planting."</i>
Sustainable development (preserve green wedge) (356 mentions)	- Reduce overdevelopment; cap the population, new housing estates, high density builds and non-residential builds (including factories, warehouses and temples). - Stop cutting down trees and approving developments in environmentally sensitive areas; environmental protection instead of developmental expansion everywhere. - Preserve vacant land, open space, green wedges and (rural) nature of the area. Stricter control on builds in the green wedge - Stop development on fertile market garden space, preserve farmland. - Sustainable, collaborative urban planning, parks, playgrounds, recreation reserves, infrastructure, agriculture, roads and housing projects/new builds (better quality; meet relevant standards, more energy efficient, wind barriers to prevent tree damage). - Climate and environment assessments of all new developments and proposed commercial permits. - Increase land size, decrease house size (to allow for more trees). - Stop approving estates with no off street parking - More green/environmentally friendly planning, engineering and buildings (e.g. green pockets in new housing developments, buildings with vertical gardens/green walls, light coloured roofs, zero carbon footprints/high sustainability/energy ratings, recycled water/rain tanks). - Retrofit all old dwellings with high grade insulation. - Ban heat producing synthetic lawns. - <i>"New suburbs need trees, it's unsustainable to have aircon on 24/7 Ensure trees are lining all streets, new houses need high sustainability rating and houses have light roofs."</i>
Renewable energy/living incentives and carbon credits/storage (285 mentions)	- Build local ability to participate in the energy transition and improve environmental sustainability. - Net zero impact target for Council and residents. - Efficient use of energy and resources, mandate higher energy conservation. - Promote, invest in and incentivise the use of renewable energy sources and materials, eco-friendly products (e.g. EVs) and resource integrity. - Install more renewable power sources to current properties and new council buildings. - Support household conversions from gas to electricity. - Mandatory/encouraged/discounted solar panels on buildings. - Cheaper solar energy, grants or rates rebates for solar panels and batteries. - Accept solar additions for buildings more easily. - Build solar farms and install public solar lights. - Consider a low effort carbon credit program, like Redd+ (boggy swamp areas near Tooradin store carbon better than new planting).

Theme	Community examples
	- No nuclear sites. - <i>"Community garden, micro Solar battery tax on 4x4 (big local polluter), land tax discount for sustainable house."</i>
Water conservation/management (217 mentions)	- Install water tanks, water storage cubes. - Improve water conservation and quality; more water bodies, better, cleaner waterways, protection of waterways and runoffs - Planning for water draining/flood management. - Stop allowing so much subdivision of blocks which puts pressure on the waterways and sewerage system - Auto shut off of sprinklers to sports grounds when it rains. - Put fish in dams and allow children to fish there. - Take responsibility for waterways and stop forcing ratepayers to be part of a body corporate and pay for it themselves. - Place rubbish catchment bags at the end of large drains. - <i>"Actually, there are connections people can use to get to parks and waterways. Where I live, if it rains, the whole path is flooded."</i>
Maintenance and management of parks (fire risk, weed risk, mowing, rubbish removal) (209 mentions)	- Ensure the parks, gardens and green spaces we already have are accessible, well maintained, updated and useful/safe for the public (by fixing, landscaping, mowing, pruning, backburning and removing rubbish, debris, graffiti and weeds). - Hire rangers to monitor and maintain the public parks, and involve community groups. - Rubbish removal from local creeks, lakes, waterways and wetlands. - Better facilities in parks (e.g. bins, toilets, seating), more family and dog friendly parks, more skateparks, more playgrounds.
Advocate and work with industry and stakeholders (138 mentions)	- Engage with local businesses, industry, manufacturers, gardeners, utility providers, non-profits, schools, VicRoads, state government, the EPA, experts, First Nations and other stakeholders to promote and implement sustainability initiatives. - Work closely with developers and local businesses/organisations to ensure sustainability and environmental impact are considered in the management of all projects. - Establish a climate-aware building standards authority.
Sustainable transport, public/community transport, walking, cycling (110 mentions)	- Reduce traffic and number of cars. - Improve walkability and active transport; maintain, improve and expand footpaths, bike paths and bike lanes. - Improve, encourage and incentivise public transport use; make it accessible, affordable, safe, sustainable (e.g. electric buses) and more frequent. - Increase housing density near public transport networks.
Extreme weather events prevention, management and response (108 mentions)	- More resources for educating the community about and addressing natural disasters. - Community fire and emergency disaster plans that we all know about. - Quicker response to debris left after severe weather conditions, mow grass. - Stop allowing new buildings/development in flood zones/low lying land/below water line. - Waterfront flood prevention for coastal villages areas. - More up to date flood maps, better flood prevention, fire prevention. - More investment in SES and CFA, encourage volunteers. - Plant native plants after bushfires. - <i>"Climate change is not just extreme weather events and disasters, what about the negative health outcomes linked to the impacts of climate change, how unlivable housing is in terms of being able to</i>

Theme	Community examples
	<i>adapt to changing conditions, and the cost of living. Deep, rapid and sustainable mitigation and adaptation. Plan ahead, don't bandaid. Educate and empower. do not ignore the gap between rich and poor, it's only going to worsen. Ensuring the community is resilient to the worsening impacts of climate change. not just disaster, but everyday impacts."</i>
EV incentives and infrastructure (97 mentions)	- Promote increased uptake of electric vehicles (EVs), have more EV meetings, provide EV/hybrid incentives - Advocate for/provide more public, free, fast EV charging stations (and public renewable energy charging facilities for phones), e.g. at all shopping centres and public parks - Rebate on home charging stations for EVs
Climate change skepticism (93 mentions)	- Stop wasting residents money on a problem that doesn't exist - There is no such thing as global warming or climate change and scientists are speaking out with proof about this rubbish that is being sprouted. - Man made climate change is a lie/hoax; just another way to tax people.
Circular Economy (80 mentions)	- Easier, more comprehensive and efficient recycling and composting programs. (E.g. better education and resources, weekly green waste collection). - Reduced fees to purchase back recycled mulch. - Encourage people to reuse items, teach people how to repurpose waste. - More meet and swap events. - Ecosystem services, paperless offices. - Council to prioritise the environment, sustainable resources, renewable energy and biodiversity across all services, policies and decisions. (E.g. in relation to procurement, capital works, infrastructure design, and council vehicles and maintenance equipment). - Free coffee for use of reusable mugs. - Better market stewardship and responsibility for consumables (e.g. mattress recovery, paint recovery).
Pollution/air quality (71 mentions)	- Improve air quality, implement policies for reducing carbon emissions. - Improve traffic flow/congestion to benefit the environment/reduce emissions (e.g. via improved traffic light coordination and better roads). - Increase use of EVs, hydrogen vehicles, decrease/penalise multiple cars per household. - Limit commercial vehicle travel in residential areas, ban diesel trucks. - Stop companies building polluting businesses, reduce and regulate companies' (and Council's) emissions, industry zone restrictions. - 4G/5G tower restrictions in residential zones. - Reduce investment in businesses that invest in coal, or other areas that negatively affect the environment. - Locate industry with adverse amenity and health impacts far from homes. - Encourage carpooling, park and ride schemes. - Ban synthetic chemical use in our skies, food/land and drinking water. - Discourage smoking in public spaces - more no smoking signs, encourage people to quit smoking.
Local laws (pets/cats/cars/use of log fires)	- Monitor stray/domestic cats; cat curfew, trappings/free cages and fines.

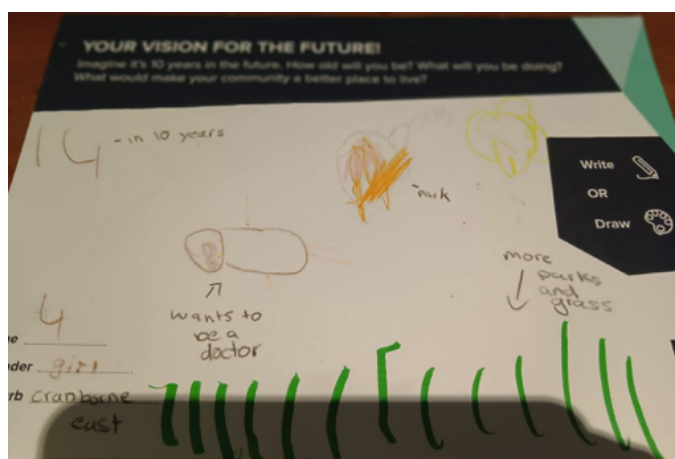
Theme	Community examples
(61 mentions)	- Enforce pet registration, reduce registration fees for cats that are kept inside. - Dogs on leads, enforce/fines for not picking up after dogs. - Ban fishing and duck shooting. - Better response to notification of breaches of environmental issues. - Discourage/ban wood fires and incinerators. - Limit parking and large vehicle parking on streets (trucks, caravans, boats), enforce street parking restrictions.
Food sustainability (52 mentions)	- Promote/support community and residential fruit and vegetable gardens, hobby farms, local greenhouses. - Planting of fruit trees/edible plants on nature strips and in parks - encourage residents to maintain. - More farmers markets and access to affordable local produce. - Discount farm to door services. - Fruit and vegetable/plant/seed swaps, vegie library. - Better information on seasonal foods/recipes. - Bee keeper programs. - Workshops on permaculture, food forests, preserving food.

Data source: Survey and DIY focus groups

Children's activity

Children were asked to draw their visions and aspirations for the future and some responses related to the Sustainable Environment outcome. When asked what would make our community a better place, children wanted to protect plants and animals and spend time in natural places. Image 3 below presents some interpretations of drawings and verbatim responses.

Image 3: Children's feedback for sustainable environment



5.2.5 Outcome 4: Thriving Local Economy

The intent of this outcome is to increase the number and variety of local jobs in the municipality.

Participants were asked the following questions:

- How relevant is increasing the number and mix of local jobs?
- Are there any other factors you feel are crucial, to ensure a thriving local economy?
- How can Council increase the strength of the local economy and number and mix of local jobs in Casey?

Responses related to perceived relevance are presented in Table 24. Overall, the majority of participants found the goal to be either 'extremely relevant' (50%) or 'relevant' (22%).

Table 24: Perceived relevance of Thriving Local Economy Outcome

Question: How relevant is....	Response				
	Not at all relevant	Slightly relevant	Somewhat relevant	Very relevant	Extremely relevant
A strong local economy with the right number of, and mix, of local jobs?	n=57 (2%)	n=440 (12%)	n=93 (3%)	n=1210 (22%)	n=1827 (50%)

Data source: Survey

When asked if they would like to provide any additional feedback about the Thriving Economy outcome there were a total of 4,095 open-ended responses. Responses have been analysed using a coding framework to capture common themes. Participant comments often mentioned more than one theme and these mentions have been counted accordingly. The majority of the feedback is consistent with creating local job opportunities, employing locals for existing jobs and diversifying the local jobs and business offering.

Table 25a presents innovative or new ideas in addition to existing outcomes highlighted in the current Council Plan and Table 23b presents the common themes that emerged overall.

Table 25a: New factors to support the Thriving Local Economy Outcomes

Theme	Community examples
Support and take advantage of flexible work (83 mentions)	- Provide spaces for people with flexible work, to encourage new business and support existing workforce (coworking spaces, training hubs, office space, meeting rooms, access to technology and connectivity). - Navigation and support for home-based businesses (home catering, free lance work, flexible work). - Opportunities to showcase home-based businesses (small producers, artists, artisans, catering). - Better facility, connectivity and amenity to attract flexible workplaces to Casey. - More job share opportunities and part-time work. - <i>"Providing more job opportunities for people with disabilities Providing</i>

Theme	Community examples
	<i>jobs with flexible working hours, provide more day care centres, some at larger work places."</i>
Target investment attraction to servicing community needs (26 mentions)	- Support and attract private business and organisations that work in services for the community: healthcare, NDIS, aged care, childcare, education and community development work. - Provide community centred jobs for the municipality as a training pathway for jobseekers: animal management, maintenance. - Create more jobs managing local needs: safety officers, enforcement, gardeners, maintenance customer service, community centres, sports and leisure programs. - <i>"Support and guide required to sustainable goal small business who Community care and support NDIS provides and establish new child care and aged care facilities."</i>
Invest in sustainable businesses (22 mentions)	- Sentiment that Casey should be a sustainability capital of Victoria. - Renewable energy production. - Opportunities for reuse, circular economy projects and manufacturing of recycled materials. - Sustainable agriculture.
Support alternative business models (17 mentions)	- More support and less regulation for food trucks, pop up shops, temporary businesses. - Markets for showcasing local artisan, entrepreneurs and micro-business, home catering and other in-home businesses.

Data source: Survey

Table 25b: Council actions to improve the strength of the local economy and increase diverse local jobs

Theme	Community examples
Job opportunities (554 mentions)	- Diverse local job opportunities. - More local jobs to support population growth. - Support local employers to hire local residents, to reduce the need to travel, prevent brain drain and support those who cannot travel. - Diversity and inclusion in local businesses hiring: disability, newly arrived communities, older residents, new parents. - Youth employment pathways. - Marketing and promotion of local job opportunities, centralised and localised job search platforms or agencies. - Incentivise businesses to hire larger staff teams: overcome short staffing, better working conditions, more jobs. - More flexible working opportunities. - <i>"Encourage local businesses to employ local people (preference) Create more jobs, incentives for hiring local workers."</i>
Support local business (479 mentions)	- Local business grants, incentives, financial support. - Business development support and guidance: share market information, community feedback, HR support, platform for business information, support to provide safe workplaces. - Mentorship and training opportunities: women in business, migrant business, start-ups, young entrepreneurs.

Theme	Community examples
	- Support diverse local business, multicultural business. - Council as a convenor of small business networks. - Support local small/medium businesses to balance out attraction of large companies. - Support for artisans, microbusiness. - Support businesses affected by construction/roadworks. - Small business hubs. - More engagement with business owners. - Preference for small business over chain stores . - Award tenders and contracts to local businesses. - Facilitate partnerships, networking. - Support local agriculture/primary producers. - <i>"Connection between businesses and customers Help local businesses know their local customer base and pass on community feedback on what is needed. Promote events showcasing local businesses like market stalls, food truck festivals and open days. Offer vouchers or discounts to residents for new businesses."</i>
Planning to attract sustainable business & work (372 mentions)	- Provide sufficient infrastructure to attract new business (internet, sustainable energy, roads, footpaths, lighting). - Manage congestion, roads and public transport connections to make Casey an attractive place to work or start a business. - Create walkable neighbourhoods with local high streets. - Improve zoning to allow for a mix of commercial, industrial and residential. - Increase retail, commercial in residential developments. - Provide more parking to attract visitors to businesses. - Affordable housing, public amenity, beautification to provide for attracting workforces. - <i>"Markets, new working buildings to also include green areas and meeting points. Making the area a more desirable area to live and work."</i>
Industry attraction (341 mentions)	- Incentives for new businesses (tax, lower rates, rent capping). - Provide spaces to attract industry: industrial areas, improved facilities. - Provide incentives for start-ups. - Focus on attracting businesses to support the residential development. - Attract manufacturing, technology, IT, corporate, community and health based jobs, the arts, call centres and communications industries. - <i>"Develop targeted strategies to attract new businesses and industries to the area. Create a business-friendly environment with competitive tax rates, incentives, and streamlined permitting processes. Develop a strong brand identity for Casey and promote it as a desirable location for businesses and residents."</i>
Financial support (293 mentions)	- Rate and rent capping, subsidised rates and rents to support local businesses to stay open. - Economic support for consumers with the cost of living, programs to encourage local spend. - Advocate to other levels of government for small business financial support, crisis support.
Expand retail offering (279 mentions)	- Create access to small local businesses in new developments. - Access to local shopping precincts and high streets equitably across the municipality.

Theme	Community examples
	- Increase diversity of retail and hospitality offerings. - Invest in entertainment precincts: nightlife, restaurants, live music, art spaces, events. - Shops that reflect the cultural diversity of the area. - Pop up shops. - Diversity of cost: boutique- cost saver shops. - Specific areas mentioned for expanded retail offering: Clyde, Clyde Nth, Endeavour Hills, Cranbourne, Hallam, Berwick
Education and employment pathways (242 mentions)	- Focus on youth engagement, training, upskilling and work-ready programs. - Support for older residents to acquire volunteering, education or part-time work. - Support for parents to find flexible employment, retain skills and re-enter work. - Invest in education (early childhood-tertiary). - Support local network of mentorship and employment opportunities. - More programs to support newly arrived communities and multicultural communities in education, job readiness and securing work.
Commercial hub creation (240 mentions)	- Create localised retail hubs, main streets, local shops equitably across the municipality. - More larger shopping centres that require many staff: Costco, ALDI. - Maintenance and upgrade of existing commercial areas; fix up shop fronts, beautification, fill empty shops. - Create business parks. - Create mixed use commercial and office spaces (near transport hubs).
Promote local businesses (198 mentions)	- Marketing, promotion, newsletters to encourage community to shop local - Trade shows, fairs, pop up shops, markets, events. - Encourage local business partnership (e.g hire local catering for a corporate event). - Promoting local arts: shows, nightlife, live music. - Provide communications and marketing support for business. - Support local businesses to advertise vacancies locally.
Branding and advertising of Casey (161 mentions)	- Increase destination branding of the City of Casey to encourage businesses and visitors. - Hold events, markets and festivals to attract visitors. - Advertise the Casey lifestyle and liveability of the area to attract workers.
Red tape reduction (105 mentions)	- Less rigid planning processes for prospective and existing businesses. - Support small local businesses by streamlining application processes and permits. - Support understanding planning laws and completing applications. - Better application requirements for commercial renters and support with rules around running business from home. - Lower barriers to starting a new business. - Advocate to other levels of government to reduce regulation.

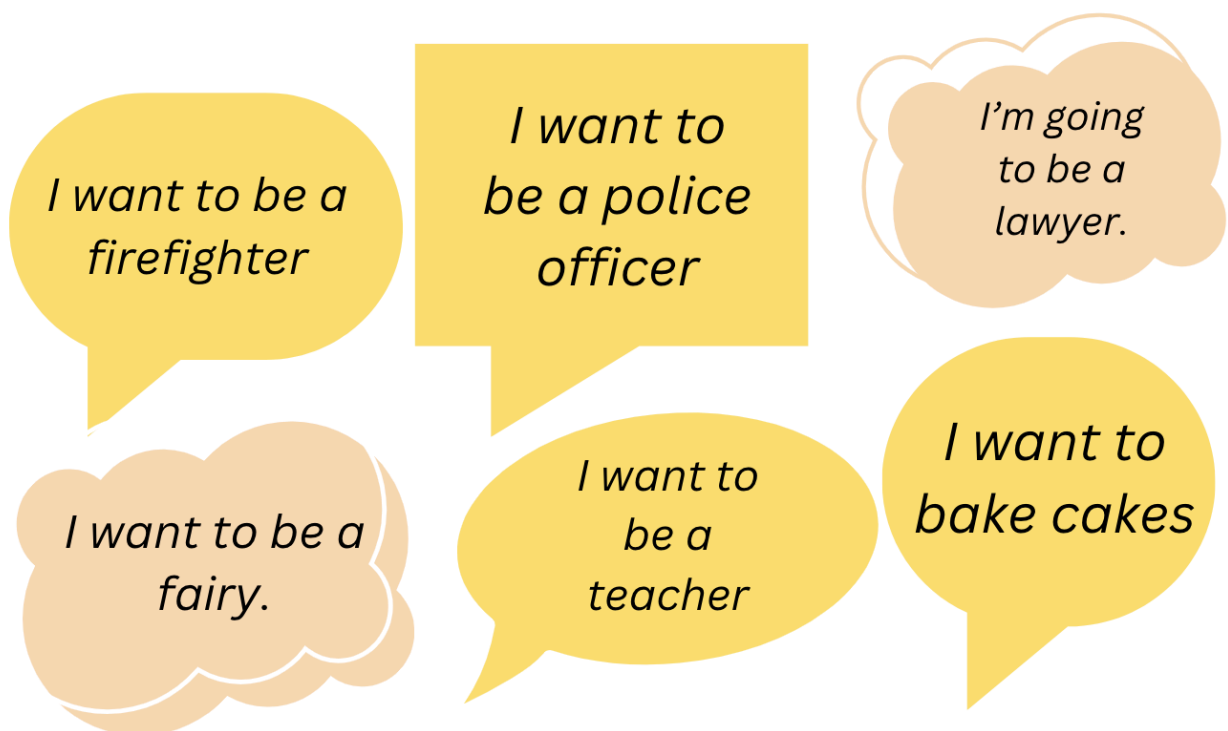
Data source: Survey, Children's activity and DIY focus groups

The majority of participants understood strengthening the local economy through supporting local business and investment or industry attraction. Participants sought to achieve these goals by creating a better environment for new and existing businesses through planning and development of infrastructure including roads, internet connection and public transport links, access to amenity and public spaces. Participants sought to create hubs for businesses and increase the spread of business activity by developing high streets, shopping malls, office and industrial spaces equitably across the municipality. Participants felt these actions, alongside strengthening employment pathways, education and advertisement of local businesses and local positions was necessary to create or support local jobs.

Children's activity

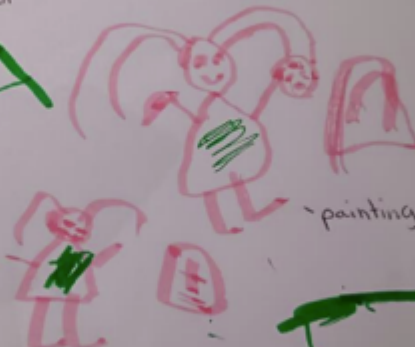
Children were asked to draw their visions and aspirations for the future, some responses related to the Thriving Economy. When asked what they would like to be when they grew up many children wanted to be teachers, firefighters, doctors and police officers. Others took an interest in art and sport. Image 4 below presents some interpretations of drawings and verbatim responses.

Image 4: Children's feedback for thriving economy



YOUR VISION FOR THE FUTURE!

Imagine it's 10 years in the future. How old will you be? What will you be doing?
What would make your community a better place to live?



teacher



Age 5

Gender girl

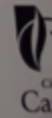
Suburb Cranborne east

Write



OR

Draw



5.2.6 Outcome 5: High Performing Organisation

The intent of this outcome is to provide value for its ratepayers and customers and improve community trust in Council.

Participants were asked the following questions:

- How relevant is providing value for its ratepayers and customers?
- How relevant is improving the trust people have in the Casey Council?
- Are there any other factors you feel are crucial, to ensure a high performing organisation?
- What can Council do to improve the trust people have in the Casey Council, and provide value for its ratepayers and customers?

Responses related to perceived relevance are presented in Table 26. Both goals were very relevant to participants with providing value being of utmost importance with 94.5% of respondents deeming it 'very relevant' (18%) or 'extremely relevant' (76.5%).

Table 26: Perceived relevance of High Performing Organisation Outcome

	Response				
Question: How relevant is....	Not at all relevant	Slightly relevant	Somewhat relevant	Very relevant	Extremel y relevant
Providing value for its ratepayers and customers?	n=27 (0.7%)	n=37 (1.0%)	n=137 (3.8%)	n=652 (18%)	n=2,772 (76.5%)
Improving the trust people have in the Casey Council?	n=39 (1.1%)	n=59 (1.6%)	n=291 (8.0%)	n=925 (25.5%)	n=2,311 (63.8%)

Data source: Survey

When asked to provide additional feedback, there were a total of 4,067 open-ended responses. The majority of the feedback is consistent with building community trust, customer focus, and value for money. There were no significantly different or new factors or proposed actions to achieve the High Performing Organisation Outcome outside of the goals provided, but a sentiment that Council needs to act on the existing outcomes. Common themes that emerged are presented in Table 27.

Table 27: Suggested factors/Council actions to achieve the High Performing Organisation Outcome

Theme	Community examples
Transparency (816 mentions)	- Eradicate, independently monitor, prevent and penalise bribery and corruption among councillors; zero tolerance. - Stop allowing councillors to get kickbacks from developers. - Honest, ethical, unbiased, independent councillors. - Transparency regarding conflicts of interest, planning, decision making, changes and allocation and spending of funds (by service and suburb). - Inform the community about councillor and council staff vetting and election/recruitment policies and processes. - <i>"A lot of work is required here. Trust is developed over time through local council showing they care for ratepayers, listening to them and working hard for them."</i> - <i>"Have well informed, accountable, transparent & ethical councilors - well supported by operational staff Have Council meetings run at more accessible times - currently at 4pm (most people either at work, picking up kids, etc.)."</i>
Community Engagement (744 mentions)	- Be present and visible in the community. - Opportunities to formally and informally meet and speak with councillors and contribute to decisions and change (e.g. community committees and celebrations, cafe meetings). - Connect with the community. - Approachable, genuine, supportive, helpful, caring, understanding and genial staff. - Consult with and listen to all parts of the community. - Involve community in decision making. - Accessible council meetings. - <i>"I think residents have lost faith in our council because we don't know who they are. We never see them or hear their names. They are faceless and even though some good things are happening there is no way this is going to work unless the council unites with the community. Be transparent, get to know us, work with us."</i>
Communication (604 mentions)	- Communication about community events and services. - Communication about council initiatives. - Hard copy and online information. - Translated information. - Enable written communication with councillors. - <i>"Investing more in direct mail and letter box delivered information Publish Council Community Satisfaction Survey results for Casey individually, showing how community trust/sentiment changes year to year."</i>
Leadership and Accountability (576 mentions)	- Having clear procedures and processes for Councillors to abide by, e.g. for engagement, budgeting for capital works. - Complete promised projects.. - Report progress against projects and outcomes.

Theme	Community examples
	- Actively listen, respond and act on residents' concerns. - Representative, accessible, fair, competent, motivated, dedicated and well informed and qualified staff and councillors - Plan for the current and the future. - Good governance, decision making and adequate training. - Whistleblower protection. - Sustainable, needs based projects. - Auditing of councillors and council department performance against spending. - Stop outsourcing.
Efficient Administration (572 mentions)	- Responsive. - Direct contact numbers for council departments. - Timely commencement and completion of projects and permit approval. - Decrease council staff and involvement, increase voluntary involvement. - <i>"Prompt action for requests, appoint more customer service personnel so that people making phone enquiries do not have to hold for a long time."</i>
Appropriate Spending (514 mentions)	- Stick to core services and local, community issues. - Bipartisan. - Town planning/development based on the whole community needs. - Cost efficiency, value for money. - Less spending on non-essential items. - Tangible service improvements and actions. - Decreased remuneration/benefits for council staff. - <i>"Make more visible what you've done that matters to the community. Showing pictures of councillors having social events implies you having fun at our expense whilst we struggle and inconvenienced."</i>
Rate Reduction (499 mentions)	- Reduce rates, make them more affordable. - Refrain from increasing rates. - Enable staggered payments and discounts on rates/fees.
Elected Councillors (377 mentions)	- Remove the administrators; they don't care (versus keep them - minority view). - Democratically elect the council, and a mayor, set term limits. - Encourage community leaders to run for council. - No links to former, corrupt council/bribes. - Young, local, diverse, future, action oriented council - Intelligent councillors who genuinely care, prioritise and advocate for community issues (versus monetary, power, personal, vocational, religious or political agendas). - Councillors are well supported and informed by operational staff. - <i>"We have paid rates the last 4 years with no representation. Do the job! Ratepayers pay for jobs not being performed. How can you say community pride with no councillors in place - it's embarrassing."</i>
Online Services (81 mentions)	- Provide Council updates and information about facilities, assets,

Theme	Community examples
	services, projects, planning, development, events and job opportunities (e.g. via an App, website, emails, social media). - Digital rates notice, information and notifications, with online access. - Online, user friendly portal for community feedback, input, survey results, complaints and requests. - Improve responsiveness to Snap Send Solve and email requests. - Personalised email responses, instead of generic or AI chat bot. - Simplified online payment systems. - Centralised online service to hire facilities. - Internet connectivity and access to free internet. - Online as well as face to face interaction with the community.

Data source: Survey, focus groups and postcards

Participants prioritised transparency regarding council planning, services and spending and highlighted that community trust in Council remains critical, albeit low. For example, participants frequently mentioned the importance of eliminating corruption and ensuring honest, ethical conduct among councillors. Participants desired more opportunities for meaningful Community Engagement expressing the importance of Council being approachable, supportive, present and connected with the community. Another key factor highlighted was communication of initiatives, services and events. Participants expressed a strong desire for Council to be well governed and competent, to act on and be accountable for achieving their intentions, and to efficiently and fairly represent and service the community. The importance of electing the Council to achieve this was also frequently noted.

5.3 Council services - provision and funding

To provide further evidence for the development of a new Council Plan, participants were asked to identify services considered essential for Council to provide to support the progress towards the Long-Term Community Vision 2031. A separate engagement activity was also available enabling participants to “fund” Council services using a notional \$100 budget.

5.3.1 Essential Council services

Participants were asked to specify from a list of 19 services, which ones are considered ‘absolutely essential’ for Council to provide, to support the long-term Community Vision 2031. Participants were able to select multiple Council services. There were a total of 44,211 selections from 3,790 participants (average of 12 services selected by each participant).

Consistent with the feedback provided under the five Outcomes and the ‘More Connected’ goal of the Vision Statement, the top three essential Council services were:

- Maintaining parks, playgrounds and open spaces (n=3,188, 7.2%).
- Construct and maintain local roads including lighting (n=3,105, 7.0%).
- Rubbish, recycling and hard waste collection (n=2,974, 6.7%).

Table 28 shows the priorities for services categories. It should be noted that community responses to this type of engagement question typically follow a hierarchy of needs, with core local government service provision recognised as being more important, compared to discretionary services such as tourism or arts and culture. Whilst Victorian Councils have a legislative requirement to register domestic animals, community members often identify it as low priority as it involves user-pay fees.

Table 28: Services considered essential for Council to provide

Service	No.	%
Maintaining parks, playgrounds and open spaces	3,188	7.2
Construct and maintain local roads (including lighting)	3,105	7.0
Rubbish, recycling and hard waste collection	2,974	6.7
Community safety (school crossings, disease prevention, responding to emergencies)	2,684	6.1
Managing the physical environment (trees, biodiversity, bushland, water)	2,674	6.0
Walking and cycling paths and trails	2,594	5.9
Services for children, youth and families (kindergarten, child health)	2,521	5.7
Services for the elderly and disability inclusion	2,516	5.7
Providing parking on local roads and in car parks	2,397	5.4
Providing sportsgrounds and leisure facilities	2,350	5.3
Supporting businesses and industry to set up and grow in Casey	2,349	5.3
Libraries and community hubs	2,240	5.1
Local area planning (e.g. where development goes, height controls)	2,166	4.9
Health and wellbeing programs and social policy	2,152	4.9
Maintain Council-owned land and buildings	2,139	4.8
Planning and building permits for individual buildings	1,619	3.7
Arts performance spaces, galleries, cultural events	1,605	3.6
Maintain and promote tourism destinations (e.g. Myuna Farm)	1,552	3.5
Pet management and registration	1,386	3.1
TOTAL responses	44,211	100

Data sources: Survey and DIY focus groups

5.3.2 Funding of Council services

On the Casey Conversations project page, a separate engagement activity was available enabling participants to 'fund' nine broad Council services categories using a notional \$100 budget, made up of \$20 increments. Image 5 shows how the engagement question was presented to participants. Overall, 209 people participated in the activity. The nine service categories:

- Our property and planning.
- Our arts and culture.
- Our transport network and infrastructure.
- My family, community and safety.
- My pets and animals.
- Our sport and recreation.
- Our environment.
- My business and employment.
- My Council.

Image 5. 'Fund It' budgeting tool for broad Council service categories

What services are most important to fund?

Closed

We would like to understand which Council services are important to you. Please read each service area and indicate which services you would like to fund using the Budgeting Tool. This will allow us to better assess the community's preferences and priorities.

Your remaining budget:

\$ 100

MINIMUM SPEND \$20

Sort by ▾



Our sport & recreation

[Read More](#)

Cost: \$20

Fund this



My pets & animals

[Read More](#)

Cost: \$20

Fund this

67

Of the 209 participants, ten of these only allocated \$20 or \$40 in total of their notional \$100 budget. It has been assumed that these participants either dropped out of the activity without completing it or were unsure of what to do. Accordingly, these ten participants were excluded from the following analysis. A further 28 participants did not allocate their full \$100 budget but were still included in Table 27 below (allocated only \$60 or \$80 of the total \$100). The funding data in Table 29 confirms previous feedback about the preserving and enhancing the natural environment, improving roads and ensuring community connection and personal safety.

Table 29: Broad service categories for funding

Service category	Total spend \$	Average spend \$
Our environment	3,320	16.68
Our transport network and infrastructure	3,240	16.28
My family, community and safety	3,180	15.98
Our sport and recreation	2,460	12.36
Our property and planning	1,800	9.05
Our arts and culture	1,600	8.04
My business and employment	1,480	7.44
My pets and animals	1,060	5.33
My Council	860	4.32
TOTAL	\$19,000	\$95

Data source: 'Fund It' budgeting tool. Note: Total spend doesn't add up to \$100, as 38 (18%) of the 209 participants in this engagement activity didn't allocate the full \$100 across their preferred services.

5.4 Council assets

As noted in the [Introduction](#), the Local Government Act 2020 (the Act) requires councils to review their Asset Plan by 31 October 2025. In addition to the high volume of feedback received about Council services, facilities and programs, one of the broad engagement questions focused on asset classes, which are broad groupings of physical assets. Some of these assets (e.g. drainage or park and sportsground lighting) are crucial for the wellbeing of a community but are often 'unseen' until the asset fails or is not provided.

Prioritisation of Council asset classes

Participants were asked to specify, from a list of 12 assets, which ones they consider to be 'priority investments' for them and their household's needs. They were able to select multiple asset classes. There were 19,970 responses from 3,634 participants (average of five asset classes selected by each participant).

Consistent with the [Liveable Cities](#) and the Vision Statement feedback, the asset class considered to be the top priority investment was roads (n=3,071 responses, 15.4%). Trees and vegetation were high priority asset classes (n=2,334, 11.7%) again consistent with feedback under several of the Outcomes. Table 30 shows the priorities for the asset classes. Again, community responses to this type of engagement question typically follow a hierarchy of needs, with basic assets recognised as being more important, compared to minor infrastructure or public art.

Table 30: Prioritisation of Council asset classes

Asset	No.	%
Roads	3,071	15.4
Trees and vegetation	2,334	11.7
Walking and cycling paths	2,234	11.2
Playgrounds and play spaces	1,935	9.7
Stormwater drainage	1,719	8.6
Park and sportsground lighting	1,690	8.5
Sportsgrounds, fields and courts	1,616	8.1
Community buildings (maternal and child health, seniors centres, neighbourhood houses)	1,496	7.5
Other infrastructure (barbecues, bike racks, seats, fences, shade sails)	1,414	7.1
Sports equipment (nets, wickets, goalposts)	974	4.9
Bridges	833	4.2
Public art	654	3.3
TOTAL responses	19,970	100

Data source: Survey

5.5 Issues for Council advocacy

Whilst there was no specific engagement question about Council advocacy, participants repeatedly referred to social issues or concerns that are outside the service delivery role of local government. Using a keyword search, the following issues have been identified as being of high importance to the Casey community (by virtue of repeated references) and may confirm or amend the current advocacy issues already identified by Council.

It should be noted that the number of mentions of these keywords is indicative only as many of these keywords would have been used in the same sentence e.g. *“better public transport like station in Clyde and also better security due to increase in theft cases”*. Also, participants may be requesting services located next to train stations or schools, for example.

Table 31: Top five issues and concerns that are primary responsibilities of other governments or the private sector

Relevant Outcome	Issues or concern (number of mentions)	Community feedback examples
Liveable Cities	Public transport (Bus = 379, Train = 335, Station = 204, Public transport = 802)	• More frequent, safe and reliable public transport services • More parking at train stations • Train stations for Clyde, Clyde North and Casey Fields • Bus shuttle service to train stations during peak periods
Strong Communities	Safety - Policing and crime (Police = 768, Crime = 504, Hoons = 43)	• Visible police presence and night patrols • Address gang violence, anti-social behaviour, vehicle and home robbery • Police stations open 24 hours • Police station at Clyde
Liveable Cities	Education facilities (School = 388, Education = 463, TAFE = 13, Tertiary = 2)	• Post-school pathways • IT and STEM focus • Collaboration with community and business sector • More local schools • Public secondary school near Botanic Ridge
Liveable Cities	State Government roads (interpretation) (Lane = 281, Widen = 71, Freeway = 50, Main road = 49, Highway = 41)	• Coordination of major roadworks • Removal of 'bottlenecks' • Clyde Road, South Gippsland Highway • Construction of major roads before estates developed
Strong Communities	Health services (Hospitals = 101, Health service = 44, Health care = 44, Doctors = 22, GP = 18, Mental health = 127)	• Facility for cancer patients and paediatric emergency • Long wait times at Casey Hospital emergency • Free parking or public transport access to hospitals • Mental health support to improve resilience

The detailed feedback about these issues has been discussed in the section [5.2 Community Outcomes and Priorities](#) of this report.

6. Evaluation

Table 32 lists some measures of success for the broad engagement phase.

Table 32: Measures of success for engagement evaluation

Engagement Measures	Success Criteria	Data Collection Point	Outcome
Participation by a minimum number of 4000 persons (1% of the population) in the broad engagement phase.	Participation in all engagement activities (broad engagement and deliberative).	Numbers of participants across all engagement activities.	A total of 4,648 individuals participated in the broad engagement phase.
Participation from young people and adult residents living across the municipality.	Residents from all areas were informed of the project and invited to participate. Councillors satisfied with geographical representation.	Demographic data from engagement activities.	A children's activity was provided at the community pop-ups and was completed by 28 children. Children, teenagers and young adults were under-represented in the broad engagement phase, which is typical. Adults aged 26-35 years were proportionally represented whilst all other adult age groups were over-represented. Geographically there was good representation for almost all suburbs with the exception of the Cranbourne region, Hampton Park and Doveton.
Feedback received directly addresses the engagement questions.	Community understands the intent and value of this engagement project. Feedback received is 'in scope' with any other feedback diverted through other channels.	Content audit.	Participants were keen to provide feedback on short-term actions for Council, in preference to reflecting on the Vision statements. Regardless there were clear directions in the feedback about the Vision statements.

Project reviews and debrief (formal and informal).	Reviews are conducted at project milestones. Debriefs are conducted following each deliberative engagement activity.	Council records.	A debrief has been scheduled following the broad engagement phase. Conversation Co. will implement its debrief process for each of the deliberative sessions.
Quality of analysis and reporting about engagement.	Council staff present the engagement findings with clarity and provide analysis to inform Councillors. Minimal number of clarification questions from Councillors in Council Briefings and Meetings.	Council report reflects the key findings of the Engagement Summary Report. Engagement Summary Report is published on the Council website.	To be reported following Council Briefings and Council Meeting.
Reliability of data.	Councillors have confidence in the reliability of the feedback, alignment with previous feedback or confirmation of anecdotal views.	Audit of relevant discussion in Council Briefings and Meetings.	To be reported following Council Briefings and Council Meeting.
Outrage management - use of planned channels for all feedback.	Feedback received used the planned channels e.g. via Casey Conversations, attendance at face-to-face	Content audit.	To be assessed by Council.

	activities, use of project email address. No or minimal feedback received outside proposed channels e.g. direct emails to Councillors or CEO, petitions to Council, stakeholder approaches to media or social media campaigns.		
Usefulness of information collected from engagement (Impact).	Engagement provides high quality information for the next stage (writing of Plans).	Assessment by Council Project Team. Use of engagement feedback for grants applications.	To be reported following Council Briefings and Council Meeting.
Adoption of Community Vision and Plans by Council before 31 October 2025 (Impact).	Council adopts the Vision and Plans in accordance with the engagement timeline. Council does not request that engagement be repeated or extended past the engagement timeline.	Council Meeting Minutes.	To be reported following Council Briefings and Council Meeting.

7. Appendices

Appendix 1: Engagement tools

- Online community survey
- Hardcopy version of community survey for completion at pop-ups
- Postcards (shortened version of survey)
- Children's activity sheet (shortened version of survey)
- Handbook and tools to conduct own small group discussion (shortened version of survey)
- Workshop run sheet and tools (shortened version of survey)
- Online budgeting tool (Fund It)
- Council email for individual submissions

Appendix 2: Community Pop-up/intercept locations

Date	Suburb	Location	Duration	Participants	QR Scans
Sat 8 June	Berwick	Berwick Farmers Market	5.5 hrs	86	10
Sun 16 June	Tooradin	Tooradin Farmers Market	2.5 hrs	25	3
Mon 17 June	Endeavour Hills	Endeavour Hills Leisure Centre	2 hrs	28	
Mon 17 June	Narre Warren	Foundation College	1 hrs	4	35 (completed)
Thu 20 June	Cranbourne East	Casey Stadium	2 hrs	19	1
Sat 22 June	Lyndhurst	Park Run Marriott Waters Reserve	3 hrs	35	11
Thu 27 June	Cranbourne	Casey Central SC	2 hrs	78	20
Sat 6 July	Hampton Park	Park Run K M Reedy Reserve	2 hrs	14	
Sat 6 July	Doveton	Myuna Farm	3 hrs	72 (incl. 31 children)	
Sat 6 July	Berwick	Dino Safari Movie Night	1.5 hrs	24	
TOTALS:			24.5	385	80

Target groups: Young people, couples, older people, families, children.

Wards: Akoonah/Dillwynia, Tooradin, Kalora, Casuarina, Quarters, Correa, River Gum/Waratah, Waratah.

Appendix 3: Self-facilitated discussion groups

Group No.	Date	Organisation/group name
Externally facilitated (online)		
1	1/7/2024	Alumni of Community Leadership Panel
DIY (Toolkit)		
2	6/6/2024	Casey Homelessness and Social Inclusion Network
3	7/6/2024	Unspecified
4	14/6/2024	Women's Friendship Cafe - women's empowerment project
5	18/6/2024	Utawayu Oromo Community
6	18/6/2024	Women friendship evening
7	19/6/2024	Women's friendship cafe
8	20/6/2024	
9	24/6/2024	Barton Primary school- Multicultural hub, English Language class for Afghan women
10	24/6/2024	Shine and connect programs
11	25/6/2024	Cranbourne Youth Information Centre
12	25/6/2024	Pride group
13	25/6/2024	Wellsprings for women (Bounce Back group)
14	3/7/2024	Casey Multi-Faith Network