

City of Casey

Draft City of Casey

ANNUAL ACTION PLAN

2022-23



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INTRODUCTION

Council Plan 2021-25

The *Annual Action Plan* 2022-23 outlines what the City of Casey plans to achieve during the coming 12 months and how it aligns to our Vision and Council Plan.

Every four years Council develops a Council Plan – a document that sets out the organisation's strategic directions and objectives for the next four years, and outlines strategies that will achieve those goals and contribute to realising Council's Long-Term Community Vision.

The Council Plan is a statement of how we will ensure our *Long-Term Community Vision 2031 (the Vision) to* ***become a more connected, bold and resilient community*** is attained, while also focusing on how we will work with our community, key stakeholders, community organisations, surrounding municipalities and other levels of government to achieve this.

The *Council Plan 2021-25* is structured into seven Strategic Objectives which will assist in achieving this Vision, and are as follows:

Strategic Objectives

1. Deliver sustainable infrastructure and activate places

The City of Casey aims to manage urban growth and deliver future-focussed infrastructure that is innovative and sustainable. We will continue to advocate for and build an accessible, well-connected local transport network. As Casey strives to drive stronger connections, we will endeavour to foster partnerships which ensure we remain a destination for arts, culture, sport and leisure. We will design, build and cultivate places which create a sense of belonging, connection and pride and this includes maintaining safe and clean open spaces and places.

2. Grow Casey's current and emerging sectors

Building and leveraging partnerships that enhance service provision, infrastructure delivery and funding opportunities are important to the City of Casey. We will do this by supporting the creation of new jobs, focusing on developing local businesses, attracting investments, revitalising activity centres and facilitating employment pathways.

3. Foster environmentally sustainable practices and work towards being climate ready

The City of Casey will contribute towards a circular economy through waste management and resource recovery. As we conserve, enhance and restore our natural environment, our intention is to become a climate ready city.

4. Advocate to State and Federal Governments for key service and infrastructure delivery

The City of Casey will build on its current advocacy program by delivering a targeted advocacy campaign in the lead up to the Federal and State Government elections to ensure the municipality is supported in projects that improve transport and infrastructure.

5. Create a resilient, active and connected community

Addressing key health and wellbeing needs by connecting people to community and services is vital for the City of Casey. Integrating data and research will ensure our services, facilities and Council decision making reflect the needs and priorities of our municipality.

6. Ensure good governance and transparent decision making

The City of Casey will grow the capacity of community leadership through dedicated leadership programs and pathways. This will also include identifying opportunities to improve Council decision making through governance practices and community engagement. Overall, this will develop platforms for community empowerment.

7. Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit

As a future-ready organisation, we will identify and implement a sustainable operating model. Council will enhance its services with a focus on innovation and partnerships. Through service reviews and considering stakeholder impacts we will ensure positive outcomes are delivered to the community. By building Council's ability to pursue innovative partnerships we will ensure greater community outcomes.

ANNUAL ACTION PLAN 2022-23

Every year, Council develops an Action Plan that lists the key actions which will help us to achieve our vision to '***become a more connected, bold and resilient community***.'

An integral part of developing our strategic documents was to engage with our community members, giving them the opportunity to tell us their vision for the future of the municipality and what their specific needs and expectations of Council are.

Our *Shape Your City* engagement program ran between September 2020 and March 2021, giving the community an opportunity to share their views on the future of Casey. This resulted in 6,654 members of the community participating and contributing feedback through online surveys, telephone surveys, online conversations hosted by community members or ambassadors, moderated online forums, deliberative sessions, workshops, and live discussion boards.

Through this program, community members could have their say on topics such as community infrastructure, service delivery in the City, parks and playgrounds, the arts, local road projects and more.

The following key themes emerged from this engagement:

- The aspiration to live in a truly safe place with an emphasis on socially connected communities, supporting appreciation of cultural diversity and utilising local skills and assets.
- The desire for greater social connection by proactively planning in response to continued rapid population growth, which encompasses building infrastructure, fostering social connections, and welcoming new residents with support and information.
- Clean and green public spaces with open spaces and community facilities tidy, well-lit, well-maintained and litter-free.
- The need to improve the transport infrastructure by continuing to deliver or work with key partners to advocate for improved public transport, active transport and to address traffic congestion issues.
- Re-thinking urban growth by keeping the peaceful and small country character of the City, while allowing for better planning and management of urban expansion which prevents overcrowding, heavy traffic and the development of new estates in flood prone areas.
- Helping to build a thriving and resilient local economy that drives and supports local business and innovation, to create more local employment opportunities and reduce the need to commute to other activity centres outside the City.
- Building a sustainable and resilient municipality with a focus on environmental sustainability and natural resource management, as well as a serious position on climate change.
- Better and more transparent governance to reflect more accountability, including visibility on Council's decisions and the way rates are spent.

These themes have been used to inform the key projects and initiatives to be delivered in 2022/23.

OUR ROLE

Local Government is one of the three levels of government that actively works within and for the community. Council's main responsibilities are to set the overall directions and goals for the municipality and then monitor their implementation and success.

Council provides many services to over 350,000 residents and more than 20,000 businesses every day of the year including:

- Ageing and all abilities
- Arts and culture
- Building and planning
- Business support
- Child, youth and family
- Community connection, health and wellbeing
- Community safety
- Economic development and investment
- Land use strategy
- Parking
- Parks and open spaces
- Paths and trails
- Pets and animals
- Roads
- Sports and leisure
- Water
- Sustainability and environment
- Tourism, destinations and events
- Waste

There are many challenges facing the community that Council does not have direct control over. This includes areas that fall under State and Federal Government jurisdiction, such as major transport infrastructure, public transport and arterial roads. However, Council actively works to influence and facilitate service and infrastructure provision in other ways as outlined in the table.

Deliver/ Provide	Council directly funds and delivers services or infrastructure. Council provides 29 strategic services and hundreds of infrastructure projects each year.
Facilitate	Council can facilitate outcomes for its community through building partnerships, changing regulations, promoting opportunities, and building the capacity of community members and organisations.
Advocate	Council advocates to State and Federal Governments on behalf of the Casey community for funding and delivery of services or infrastructure.

STRATEGIC OBJECTIVE 1: Deliver sustainable infrastructure and activate places

OUR 2022/23 ACTIONS	RESPONSIBLE DEPARTMENT
Strategy 1.1: Advocate and build an accessible and well-connected local transport network	
Facilitate the timely delivery of arterial roads and intersections in Council's growth areas through the active management of contributions from developers to address traffic congestion.	Growth and Investment
Advance partnerships with the Victorian and Australian Governments to ensure major rail and road upgrades deliver an integrated and dependable network.	City and Asset Planning
Strategy 1.2: Foster partnerships that ensure Casey remains a destination for arts, culture, sport and leisure	
Develop and deliver a Cultural Equity Action Plan for Bunjil Place which will create opportunities for the community to participate, contribute and create stronger cultural connections.	Arts & Cultural Development
Strategy 1.3: Design, build and cultivate places that create a sense of belonging, connection, and pride	
Deliver three new recreation reserves in Clyde, Cranbourne West and Botanic Ridge to provide residents with increased access to sporting fields and playgrounds for improved physical health.	City Design and Construction
Advocate to the Victorian and Australian Governments for funding to help deliver the Doveton Pool in the Park Masterplan	City and Asset Planning
Strategy 1.4 Manage urban growth and deliver future-focused infrastructure that is innovative, sustainable and adaptable	
Partner with the Victorian Planning Authority to commence the preparation and implementation of precinct structure plans to create vibrant new communities in Croskell, Casey Fields South, Clyde South and Devon Meadows.	Growth and Investment
Increase digital accessibility for community through the provision of more public WiFi access points and by advocating for mobile network access connection across the municipality.	Business Transformation & Innovation
Strategy 1.5 Prioritise investment that revitalises our existing infrastructure and services to meet changing needs	
Advance the master planning of Council owned land within the Fountain Gate-Narre Warren CBD, to outline the vision for the precinct	Growth and Investment
Complete the transition of the Casey Cardinia Libraries Corporation to ensure library services within the City meet community needs.	Active Communities
Strategy 1.6 Create and maintain safe and clean open spaces and places	
Investigate partnership opportunities for the expansion of the Safe around Schools Program, which will enable additional schools across the municipality to access road safety education.	Safer Communities

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

OUR 2022/23 ACTIONS	RESPONSIBLE DEPARTMENT
Strategy 2.1: Support the creation of new jobs, by focusing on developing local businesses, attracting investments, revitalising activity centres and facilitating employment pathways	
Deliver the Casey Jobs Victoria Advocate program through a series of face to face and virtual sessions to help local jobseekers find pathways towards sustainable employment.	Growth and Investment
Commence delivery of initiatives that support an increase in education, awareness and an uptake of circular economy practices among local businesses.	Growth and Investment
Work to remove unnecessary business regulation and simplify the business permit process to foster a thriving local economy and sustained local job growth.	Growth and Investment
Develop an advocacy plan for creative industries in the outer suburbs to support our professional creatives in Casey and continue to grow the industry	Arts & Cultural Development
Strategy 2.2: Build and leverage partnerships that enhance service provision, infrastructure delivery and funding opportunities	
Work with Melbourne City Football Club to introduce the first year of the Club's Community Initiatives program, which will offer the community a chance to participate in local programs and events, while enhancing the partnership.	Active Communities

STRATEGIC OBJECTIVE 3: Foster environmentally sustainable practices and work towards being climate ready

OUR 2022/23 ACTIONS	RESPONSIBLE DEPARTMENT
Strategy 3.1: Conserve, enhance and restore the natural environment	
Identify Casey's flora, fauna and ecological communities at greatest risk of decline, including the driving factors, to help prioritise management strategies to ensure that we can conserve and restore our natural biodiversity.	Sustainability and Waste
Strategy 3.2: Contribute towards a circular economy through waste management and resource recovery	
Implement the next phase of the Victorian Government Waste Kerbside Reform Program, including community engagement, to ensure consistency across Victoria and enable the increased recovery of recyclable materials.	Sustainability and Waste
Strategy 3.3: Support a climate-ready city through climate change mitigation and adaptation	
Actively encourage the community to learn more about climate change, waste management and the natural environment to empower them to undertake environmentally sustainable practices.	Sustainability and Waste

STRATEGIC OBJECTIVE 4: Advocate to State and Federal Governments for key service and infrastructure delivery

OUR 2022/23 ACTIONS	**RESPONSIBLE DEPARTMENT**
Strategy 4.1: Secure funding through Council's advocacy campaign, Connecting Casey, to provide transport, infrastructure and community services	
Actively contribute to the Greater South East Melbourne group of Councils strategic work with a focus on advocating for priority projects, developing the Creative Industries and Cultural Tourism Regional Strategy, and driving investment into growing and emerging markets.	Growth and Investment
Advocate, with the Casey Community, for priority projects in the lead up to the 2022 Australian Government election and Victorian State Election, and subsequent State and Federal Government budget submission processes to secure funding for priority transport, infrastructure and community services in the City of Casey.	Communications and Marketing

STRATEGIC OBJECTIVE 5: Create a resilient, active and connected community

OUR 2022/23 ACTIONS	RESPONSIBLE DEPARTMENT
Strategy 5.1: Address key health and wellbeing needs within the community, by connecting people to community and services	
Work in partnership with the community to support the activation of a new Family and Community Centre in Clyde North to increase opportunities for families to access key services and feel a sense of belonging at a local level.	Active Communities
Continue to support the community through challenges associated with of the COVID-19 pandemic and implement initiatives to support community resilience in future emergencies.	Connected Communities
Strategy 5.2: Improve Council-decision-making to reflect community needs and priorities	
Implement community-led initiatives within the Gender Equality and Prevention of Violence Against Women Strategy to promote a safe and equal Casey.	Safer Communities
Implement Council's Reconciliation Action Plan to enable Council to build a culturally safe organisation with strong relationships with Aboriginal and Torres Strait Islander communities through learning, collaborating and sharing knowledge, skills and expertise.	Connected Communities

STRATEGIC OBJECTIVE 6: Ensure good governance and transparent decision making

OUR 2022/23 ACTIONS	RESPONSIBLE DEPARTMENT
Strategy 6.1: Grow the capacity of community leadership through dedicated leadership programs and pathways	
Deliver year two of the Community Leadership Program to increase leadership skills in the community, build capacity and enhance reputation and trust in civic democracy and Council.	Active Communities
Strategy 6.2: Continue to identify opportunities to improve better Council decision making through governance practices and community engagement	
Respond to recommendations provided through the Independent Broad-based Anti-corruption Commission (IBAC) Operation Sandon investigation to address their report findings.	Corporate Governance
Expand upon the good governance education program for Council officers to further enhance understanding, builds capability and support compliance with good governance, ethical decision making, safety and risk.	Corporate Governance

STRATEGIC OBJECTIVE 7: Create an adaptable, innovative and financially sustainable organisation that delivers maximum community benefit

OUR 2022/23 ACTIONS	RESPONSIBLE DEPARTMENT
Strategy 7.1: Enhance our services with a focus on innovation and partnerships, to ensure positive outcomes are delivered to the community	
Deliver the 2022/23 Strategic Service Planning program to ensure Casey's services are innovative, partnership driven and deliver maximum value to the community.	Business Transformation & Innovation
Strategy 7.2: Identify and implement a sustainable operating model which enhances Casey's future-readiness	
Implement year one of Council's Transformation Strategy to ensure Casey is an adaptable, capable and sustainable into the future.	Business Transformation & Innovation
Create and enhance customer contact channels to best suit the customers' needs, with a focus on first contact resolution and increasing the speed of delivery and customer experience and satisfaction.	Customer and Digital
Strategy 7.3: Build Council's ability to pursue innovative partnerships for greater community outcomes	
Investigate opportunities for a shared service with other Councils for the management and operation of immunisation services, to improve health outcomes for the community.	Safer Communities

Note: The actions listed above in the respective Strategic Objectives are all expected to be completed by 30 June 2022.