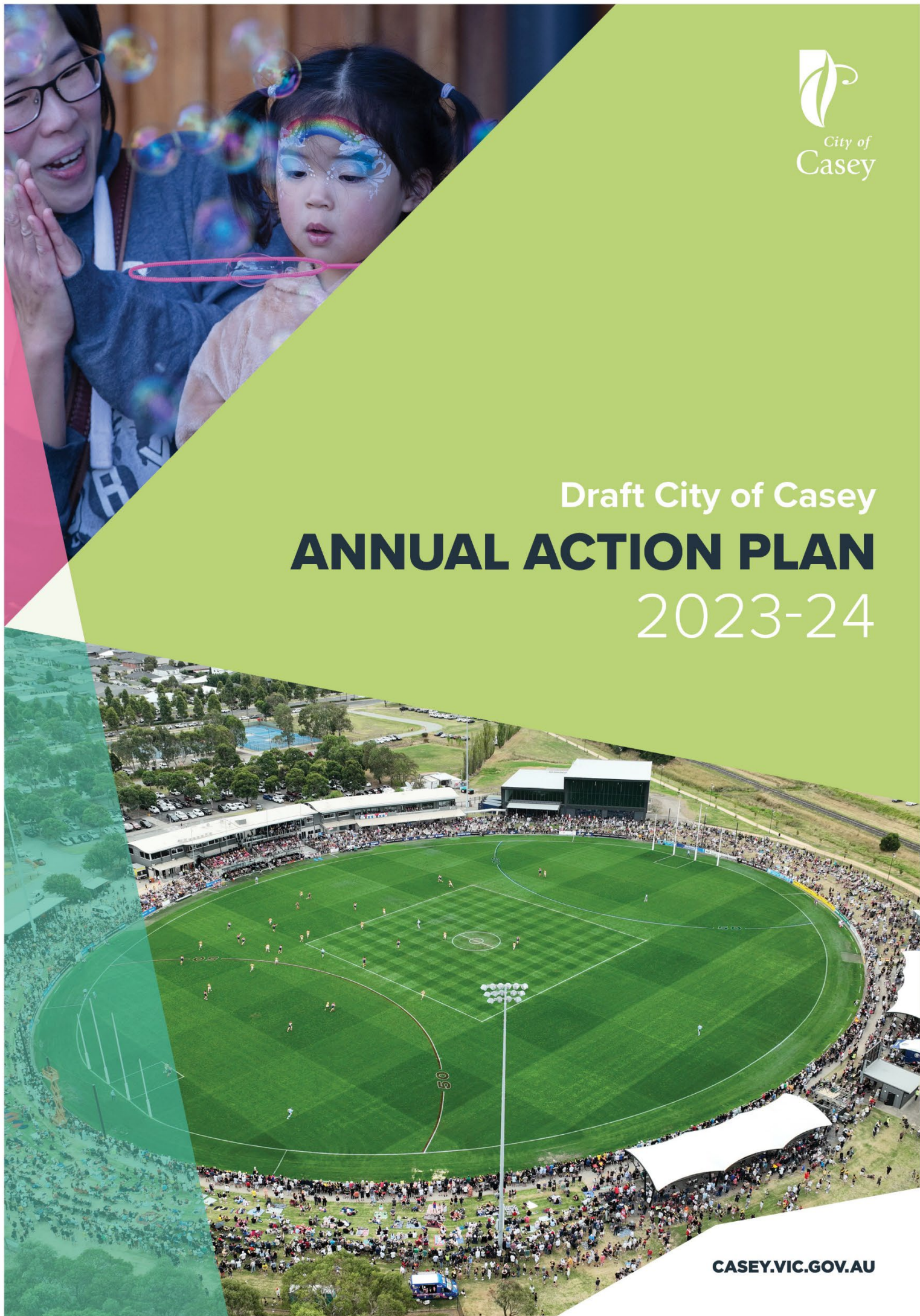


Draft City of Casey
ANNUAL ACTION PLAN
2023-24



ACKNOWLEDGEMENT TO COUNTRY

The City of Casey proudly acknowledges the traditional owners, Casey's Aboriginal communities and their rich culture and pays respect to their Elders past, present and future. We acknowledge Aboriginal people as Australia's first peoples and as the traditional owners and custodians of the land on which we work and live.

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INTRODUCTION

Council Plan 2021-25

The *Annual Action Plan 2023/24* outlines what the City of Casey plans to achieve during the coming 12 months and how it aligns to our *Long-Term Community Vision 2031* and *Council Plan 2021-25*.

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 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 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.

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ANNUAL ACTION PLAN 2023/24

Every year, Council develops an Action Plan that lists the key actions which will move us closer to achieving 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.

As we approached the mid-way point of our Council Plan, we also checked in with the community again in 2022 to understand what services are of priority through an online survey and interactive budgeting tool. We received over 3,800 responses during the check in exercise, through online surveys, community pop ups, workshops, kindergarten children and youth consultations and more.

Some of the strong themes identified during the 2022 check-in engagement were:

- **Open spaces and recreation:** People expressed the need for improved infrastructure to engage themselves in sport and leisure activities with family and whole of the community.
- **Our environment:** The community have expressed commitment to contributing back to the environment, however, need support and information from Council on some of the practices that the community can adopt to support this work together.
- **Transport and infrastructure:** This theme has been consistent to that of Shape Your City findings two years ago. However, in addition to improving road conditions and network and public transport infrastructure, the community also expressed particular concerns around the safety in public transport and accessibility to transport options.

The themes from the initial *Shape Your City* engagement, as well as the check-in engagement have been used to inform the key projects and initiatives to be delivered in 2023/24.

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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 390,000 residents and more than 25,000 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
- Partnerships and procurement
- Paths and trails
- Pets and animals
- Roads
- Sports and leisure
- Sustainability and environment
- Tourism, destinations and events
- Waste
- Water

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 OBJECTIVES

Strategic Objective 1

Deliver sustainable infrastructure and activate places

Our 2023/24 actions	Responsible department
Strategy 1.1 Advocate and build an accessible and well-connected local transport network	
Influence State and Federal Government priorities for infrastructure investment, grants and partnerships to improve and deliver infrastructure for the growing Casey community.	City and Asset Planning
Strategy 1.2 Foster partnerships that ensure Casey remains a destination for arts, culture, sport and leisure	
Leverage sporting partnerships and events of significance to provide residents opportunities to watch, and pathways to participate in higher levels of sporting competition within the City of Casey.	Active Communities
Strategy 1.3 Design, build and cultivate places that create a sense of belonging, connection, and pride	
Finalise the detailed design for a new Cranbourne Community Hub where the community can access services, connect and learn.	City and Asset Planning
Finalise the construction of major infrastructure projects including Casey Fields Soccer Stage 2, Max Pawsey Stormwater harvesting and wetland, Pearcedale Recreation Reserve Pavilion, Robert Booth Recreation Reserve Pavilion and Clyde Township Family and Community Centre.	City Design and Construction
Build strong relationships and deliver gender equality initiatives that are inclusive and reject violence against women in Casey communities.	Connected Communities

Strategy 1.4 Manage urban growth and deliver future-focused infrastructure that is innovative, sustainable and adaptable

Undertake a strategic review of Council's property portfolio to ensure Council's landholdings are appropriate for current or future service need.

Finance and Property Services

Continue to work with the Victorian Planning Authority to finalise and implement precinct structure plans to create vibrant new communities in Casey's growth areas around Clyde and Cranbourne.

Growth and Investment

Strategy 1.5 Prioritise investment that revitalises our existing infrastructure and services to meet changing needs

Implement a contemporary library service model that meets the needs of the community with Casey's library partner.

Arts and Cultural Development

Strategy 1.6 Create and maintain safe and clean open spaces and places

Work with local agencies to reduce anti-social behaviour and prevent crime so that all residents and visitors can work, travel, live and play in a safe and secure environment.

Connected Communities

Renew playgrounds and parks to ensure the community is provided with safe and fit for purpose public open spaces.

City Presentation

Strategic Objective 2

Grow Casey's current and emerging sectors

Our 2023/24 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	
Review and amend Council's regulatory process for local businesses to make it easier to do business in Casey and increase economic activity.	Growth and Investment
Deliver a targeted investment and attraction campaign aimed at priority industry sectors to bring in new business and create jobs.	Growth and Investment
Strategy 2.2 Build and leverage partnerships that enhance service provision, infrastructure delivery and funding opportunities	
Progress the revitalisation of Council owned land in the Bunjil Place Precinct and Narre Warren Village to create opportunities for new civic, community and commercial outcomes.	Growth and Investment

Strategic Objective 3

Foster environmentally sustainable practices and work towards being climate ready

Our 2023/24 actions	Responsible department
Strategy 3.1 Conserve, enhance and restore the natural environment	
Implement initiatives that will increase biodiversity and tree canopy cover to work towards achieving climate resilience.	City Presentation
Strategy 3.2 Contribute towards a circular economy through waste management and resource recovery	
Progress the procurement of an Advanced Waste Processing solution to replace landfill as the preferred method of residual waste disposal and secure the long-term waste needs of South East Melbourne.	Sustainability and Waste
Continue rollout of the first stages of the Victorian Government Waste Kerbside Reform Program 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	
Support and empower the community to reduce their energy usage by providing access to climate mitigation information.	Sustainability and Waste
Implement emission reduction initiatives with a focus on sourcing green energy, improving building efficiencies and expanding roof top solar on council facilities.	Sustainability and Waste

Strategic Objective 4

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

Our 2023/24 actions	Responsible department
Strategy 4.1 Secure funding through Council's advocacy campaign, Connecting Casey, to provide transport, infrastructure and community services	
Identify and progress City of Casey and Greater South East Melbourne region industry development and investment opportunities to support economic growth.	Growth and Investment
Deliver campaigns for priority advocacy projects, including Thompsons Road extension and Casey Fields Soccer Stage 3.	Communications and Marketing

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Strategic Objective 5

Create a resilient, active and connected community

Our 2023/24 actions	Responsible department
Strategy 5.1 Address key health and wellbeing needs within the community, by connecting people to community and services	
Strengthen age friendly planning, support ageing in place and positively influence Council's services and programs for older people through the delivery of the Living and Ageing Well Action Plan.	Connected Communities
Advocate and partner to enable greater access to safe, affordable and appropriate housing options into the future.	Connected Communities
Strategy 5.2 Improve Council decision-making to reflect community needs and priorities	
Integrate principles of access and inclusion into Council policy and programs, partners and community organisations through the development and implementation of the Reconciliation Action Plan and LGBTIQA+ Action Plan.	Connected Communities

Strategic Objective 6

Ensure good governance and transparent decision making

Our 2023/24 actions	Responsible department
Strategy 6.1 Grow the capacity of community leadership through dedicated leadership programs and pathways	
Deliver year three of the Community Leadership Program to increase leadership skills in the community, build capacity, and enhance reputation and trust in civic democracy in Casey.	Active Communities
Strategy 6.2 Continue to identify opportunities to improve better Council decision making through governance practices and community engagement	
Prepare the organisation and community for the return to elected Councillors in October 2024, enhancing good governance and ethical decision making.	Corporate Governance
Respond to recommendations provided through the Independent Broad-based Anti-corruption Commission (IBAC) Operation Sandon investigation to address their report findings.	Corporate Governance
Respond and advocate to the Local Government Electoral Representation Review to ensure the electoral structure reflects the diversity of Casey's communities and is compliant with the legislative requirements.	Corporate Governance
Deliver candidate information sessions to inform the 2024 Election cycle to ensure there is clear understanding of the role and responsibilities of being a councillor.	Corporate Governance

Strategic Objective 7

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

Our 2023/24 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	
Develop strategic plans for key services to ensure they are innovative, partnership driven and deliver maximum value to the community.	Strategy, Innovation and Transformation
Implement a range of automated and digital solutions to make it easier and faster for customers to make requests online.	Customer and Digital
Strategy 7.2 Identify and implement a sustainable operating model which enhances Casey's future-readiness	
Implement new prioritisation and performance measurement for the organisation that focuses on community outcomes and ensures Casey is adaptable and sustainable into the future.	Strategy, Innovation and Transformation
Implement the first stage of technology upgrades across Council's systems to support the future readiness of community service delivery.	Information Technology
Strategy 7.3 Build Council's ability to pursue innovative partnerships for greater community outcomes	
Implement key Smart Casey Launchpad projects to improve the uptake of technology, innovation and data to create a connected, sustainable, inclusive and innovative future for our growing City.	Strategy, Innovation and Transformation
Commence a targeted program to attract new community service organisations that will fill service gaps and enhance the health, wellbeing and safety of residents.	Active Communities

Note: The actions listed above in the respective Strategic Objectives are all expected to be completed by 30 June 2024.