



City of
Casey

City of Casey

COUNCIL PLAN

2025-29





ACKNOWLEDGEMENT OF 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.

COMMITMENT TO RECONCILIATION

The City of Casey is committed to reconciliation, guided by Casey's Reconciliation Action Plan (RAP) and the Casey Aboriginal Gathering Place. These initiatives support cultural connection, strengthen community capacity, and work towards better outcomes for the Aboriginal and Torres Strait Islander community.

DIVERSITY STATEMENT

The City of Casey is home to a remarkable diversity of cultures, languages, faiths, identities, landscapes, and stories. From our first Australians to our most recent arrivals and every wave between, the City of Casey welcomes and represents all community members and their respective ambitions to live healthy, rewarding, and happy lives.

These intersecting and overlapping community stories form Casey's collective identity and contribute to its evolving, rich history.

We recognise this diversity as our strength and we aim to share, nurture, and celebrate it.

CONTENTS

ACKNOWLEDGEMENT OF COUNTRY	2
DIVERSITY STATEMENT	2
WELCOME	4
MESSAGE FROM THE MAYOR	6
MESSAGE FROM THE CEO	7
ABOUT CASEY	8
OUR COUNCIL AND COUNCILLORS	10
OUR ORGANISATION	12
OUR INTEGRATED STRATEGIC PLANNING FRAMEWORK	14
THE VOICE OF OUR COMMUNITY	16
STATEMENT OF COMMITMENT TO GENDER EQUALITY	18
OUR STRATEGIC DIRECTION, OUTCOMES AND PRIORITIES	20
ADVOCACY - WORKING TOGETHER AS A REGION	30
KEY TERMINOLOGY AND LOCAL GOVERNMENT ACT REQUIREMENTS	32
CONTACT THE CITY OF CASEY	34

WELCOME

Welcome to the City of Casey's Council Plan 2025-29 (Council Plan).

The Council Plan outlines how we support the achievement of the Casey community's *Long-Term Community Vision 2035* (the Vision) that **Casey will be a connected, innovative and resilient community.**

It describes the outcomes Council aims to deliver to the Casey community over its four-year term and the priorities that it will focus on over this period. It also highlights how we will work with our community, key stakeholders, community organisations, surrounding municipalities and other levels of government.

The Council Plan is a requirement under the *Local Government Act 2020* and the key document that describes the commitments a Council makes to its community. The Council Plan must be informed by deliberative community engagement to ensure it meets the needs and aspirations of the local community.

Casey's Council Plan was developed based on the feedback and insights obtained through Council's community engagement program *Shape Your City 2024*. *Shape Your City 2024* provided an opportunity for our community to tell us how we should engage with them, their vision for the future of the municipality and what their specific needs and expectations are of Council.

The Casey community was engaged face-to-face, through online surveys, pop-up events, DIY focus groups, postcards, email and community focus groups. A deliberative panel of community members also came together for four workshops to understand challenges and identify priorities.

The insights and themes from the engagement is directly reflected in this Council Plan and will be used in our planning for the remainder of the Council Plan term. Through engaging with our community, we have ensured that their feedback is a key feature of Council's decision-making.

This Council Plan includes a series of strategic outcomes that describe what Council is working towards and how it will support the Community Vision. The Council Plan also outlines the strategic indicators and steps that will be undertaken to ensure we are working towards our strategic outcomes.

The Council Plan is Council's key strategic plan. It provides direction to the organisation and describes our commitment to the Casey community. Given the importance of the health and wellbeing of our community, Casey's Council Plan also incorporates our Municipal Public Health and Wellbeing Plan. This approach has been taken to ensure that all of the work Council undertakes is focused on improving health and wellbeing.

There are also a number of other plans that align to guide our work. They include plans about how we're going to manage our financial resources (the Budget Report, Long Term Financial Plan and Revenue and Rating Plan), manage and maintain our assets (the Asset Plan) and make sure we have the right staff to deliver our services and initiatives (the Workforce Plan).

We will monitor and report back to you on the progress of our plans through different mechanisms such as the Quarterly Community Report and Annual Report, ensuring we remain open, transparent and accountable.



MESSAGE FROM THE MAYOR



As your new Mayor, I'm proud to present the Council Plan for 2025-29. This plan outlines our vision and priorities for the next four years, providing a framework to address our city's key challenges and opportunities.

Our updated Plan reflects the voices of over 4,600 community members who generously shared their insights through focus groups, surveys, emails, postcards, children's activities, and in-person sessions with 55 representative residents as part of the *Shape Your City* engagement program.

By listening to our community, we have a clear, compelling plan that reflects what matters most, and will guide everything we do. From planning new infrastructure, to delivering health and wellbeing services, and designing public spaces our community can enjoy.

The Council Plan 2025-29 sets out how we will make the Community Vision, *Casey will be a connected, innovative and resilient community*, a reality with practical actions and measurable outcomes across all areas of our community.

Casey is one of Victoria's fastest-growing municipalities. As we develop new areas and grow existing neighbourhoods, we're committed to ensuring our roads, public spaces, infrastructure, and essential services keep pace with growth in a financially responsible way.

We're focused on improving traffic flow, road connections, and advocating for better public transport options to enhance accessibility and movement around Casey. We want our residents to spend quality time with family and friends, not stuck in traffic.

Community safety is a key priority. For the first time, we've embedded the Municipal Public Health and Wellbeing Plan (MPHWP) in this plan, coordinating with key partners for better outcomes.

Health and wellbeing are embedded across all aspects of the plan, focusing on prevention and equity, to ensure everyone is supported across all stages of life.

Over the next four years, we'll be building, renovating, upgrading, and expanding Council-owned assets. This is so our community can enjoy state-of-the-art facilities, connected roads, purposeful parks, open spaces, and rejuvenated streetscapes.

Looking ahead, we envision Casey as a destination rich with local attractions and events, and a wide-range of services and programs to support growing businesses. A strong, sustainable local economy with plentiful job opportunities is vital to our community's wellbeing. By attracting new businesses and supporting existing ones, we aim to create more local jobs, reducing the need to travel outside Casey for work.

To turn these priorities into action, we've backed them with a significant investment of \$664.2 million in the Budget 2025/26. This includes a major investment of \$124.0 million in Capital Works projects. This means upgraded parks, high-quality leisure and recreation facilities, community hubs, and new opportunities for residents to meet and connect.

We commit to being your voice, ensuring transparency, integrity, and fairness through active community engagement, performance monitoring, and accountability mechanisms like the quarterly Community Report and Annual Report.

Thank you to all Casey residents who shared their thoughts and aspirations with us during the *Shape Your City 2024* engagement program.

Cr Stefan Koomen
Mayor
City of Casey

MESSAGE FROM THE CEO



It's a pleasure to share Year One of the Council Plan 2025-29 with you.

This plan aligns with the return of elected Councillors to the City of Casey. Each representing one of Casey's newly established wards for a four-year term. This marks an important and exciting new chapter for our community and organisation.

We're grateful to our new Mayor and Councillors for their valuable insights, which have been an important guide in the creation of this plan. We look forward to working together closely throughout their term.

Our Council Plan is built around five strategic outcomes – strong communities, liveable city, sustainable environment, thriving local economy and high performing organisation. These outcomes have been developed to reflect our community's priorities and guide our efforts for the next four years.

To realise these ambitions and deliver on these plans for our city, we are working hard to ensure that we are adaptable, accountable, efficient, and future-ready. Importantly, we aim to engage with and respond to community needs through sustainable and innovative service delivery.

Alongside vital services, we're investing in crucial infrastructure. We are allocating almost \$61 million to renewing, upgrading, and expanding existing assets. A further \$63 million will be allocated to create new assets, balancing the needs of our expanding communities. From parks and recreational facilities to essential public services, these investments will improve the quality of life for all residents.

As one of Australia's fastest-growing cities, it's crucial that we plan to meet the needs of our growing population, now and into the future.

There are challenges facing our community that fall outside Council's direct control. This includes major transport infrastructure and public transport. We will continue to advocate to State and Federal Governments, actively work to build partnerships and promote opportunities on behalf of the Casey community. You can find out more about our current projects and partners on page 30 of this plan.

This year, we're proud to be able to embed the Municipal Public Health and Wellbeing Plan in this plan. It will enable better planning and more efficient service delivery, leading to better outcomes across all six of its focus areas: tobacco, vaping, alcohol and gambling harm, and affordable housing and homelessness. You can find out more about this on page 23 of this Plan.

Thank you to all the community members who shared their insights for our city's future during our Shape Your City consultation. Your voices have truly shaped this plan.

We look forward to the future with optimism and determination, confident that together, we can create a connected, innovative and resilient community.

Glenn Patterson
CEO
City of Casey

ABOUT CASEY

The City of Casey is 410 square kilometres in area and located 35 kilometres southeast of Melbourne's central business district.

The City of Casey is one of the fastest growing Local Government Areas (LGAs) in Australia and is the most populous Council in Victoria.

Well-established urban areas with significant heritage value and a green peri-urban growth front, make Casey a fast changing, vibrant and diverse city in which to live.



OUR COMMUNITY SNAPSHOT

Population



429,383

The estimated population of Casey in 2025 is 429,383 and is the most populous LGA in Victoria.²



45%

The majority of households in Casey were made up of couples with children, 45 per cent compared with 33 per cent in Greater Melbourne.⁴



5,540

There were 5,540 babies born in 2024/5. Greater Melbourne.⁴

Diversity



Casey has the second largest Aboriginal and Torres Strait Islander population in Greater Melbourne. Approximately 2,845 Aboriginal and Torres Strait Islander people call Casey home.⁹



Seven in ten residents have one or more parent overseas or were born overseas themselves.⁶



An estimated 9.4 per cent of Casey's adult population identify as part of LGBTIQ+ communities, representing around 30,000 residents.⁷

Disability



An estimated one in seven residents live with some form of mild to severe disability. One in twenty live with a profound or severe disability where assistance with everyday tasks is required.⁸

Education



One in five resident adults have completed a Bachelor or higher degree.⁶

Footnotes:

² Forecast.id, 2023, Population and household forecasts, 2024 to 2046

⁴ ABS, 2021, Census of Population and Housing 2011 and 2016.

⁵ Maternal and Child Health, Birth Notices, 2023 (recorded as of 15 February 2024). Includes both transfer in and transfer out; excludes still births.

⁶ Profile.id, 2022, Community Profile.

⁷ Victorian Agency for Health Information (2020), The health and wellbeing of the lesbian, gay, bisexual, transgender, intersex and queer population in Victoria: Findings from the Victorian Population Health Survey 2017, State of Victoria, Melbourne.

⁸ Australian Bureau of Statistics (2018), '2018 SDAC LGA modelled estimates' [data set], Survey of Disability, Ageing and Carers (SDAC).

⁹ Australian Bureau of Statistics (2023) Estimates of Aboriginal and Torres Strait Islander Australians, derived from Census 2021.

OUR COUNCIL AND COUNCILLORS

The City of Casey has entered an exciting new chapter with the return of a democratically elected Council.

Twelve elected Councillors, each representing one of Casey's newly established wards, will serve a four-year term until September 2028.

This new ward structure reflects Casey's growing population and promotes fair and equitable representation, supporting good governance across the city. Each ward is tailored to the unique characteristics and priorities of its communities.

OUR COUNCILLORS



Cr Stefan Koomen - Mayor
Waratah Ward



Cr Lynette Pereira
River Gum Ward



Cr Melinda Ambros - Deputy Mayor
Kalora Ward



Cr Dave Perry
Grevillea Ward



Cr Michelle Crowther
Cranbourne Gardens Ward



Cr Kim Ross
Casuarina Ward



Cr Jennifer Dizon
Tooradin Ward



Cr Gary Rowe
Correa Ward



Cr Scott Dowling
Akoonah Ward



Cr Shane Taylor
Kowan Ward

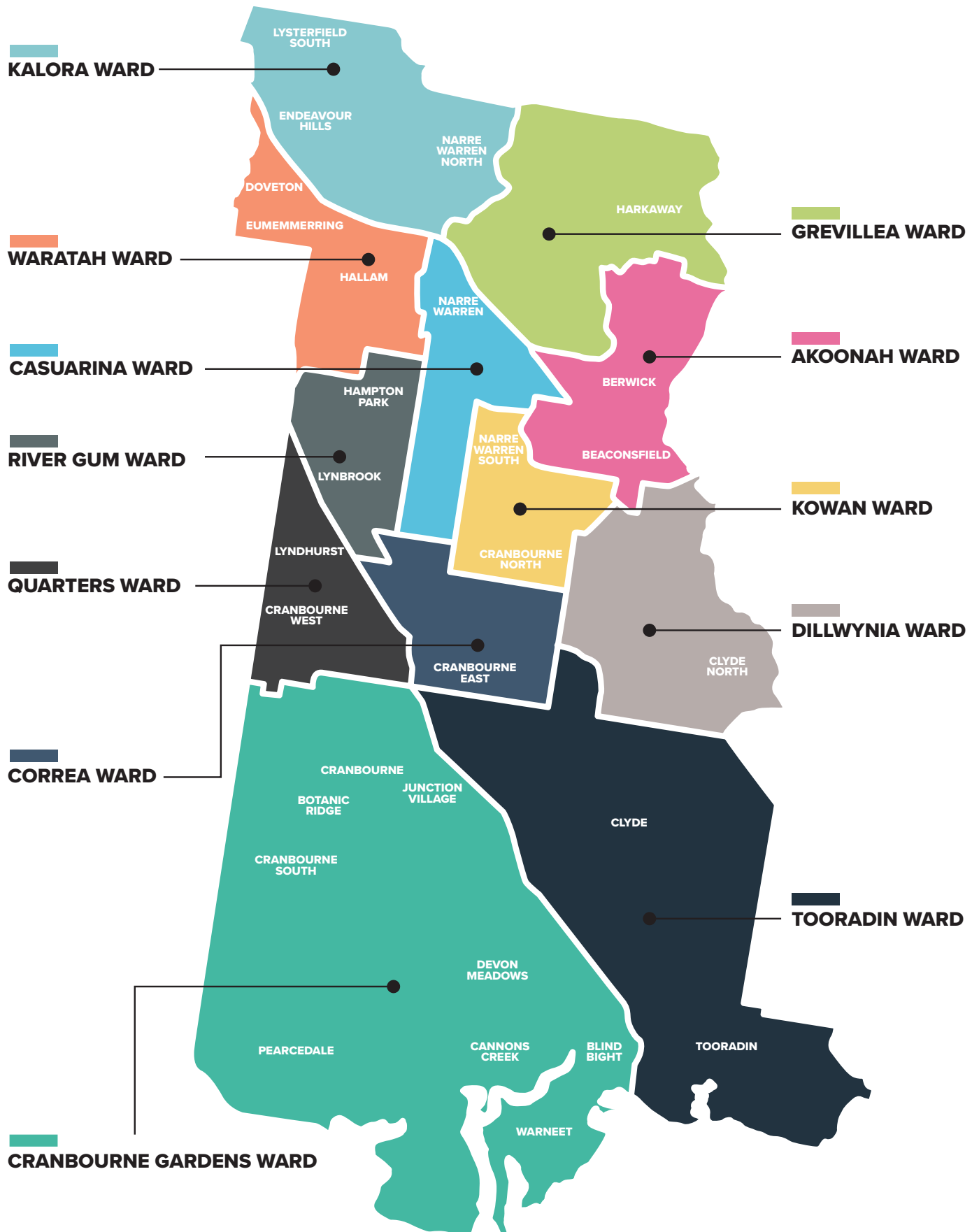


Cr Carolyn Eaves
Quarters Ward



Cr Anthony Walter
Dillwynia Ward

OUR WARDS



OUR ORGANISATION

To support the Councillors in their role, the Chief Executive Officer is appointed to manage employees and the day-to-day operational activities of the organisation.

Council employees provide advice on and deliver a diverse range of services as well as ensure specific services and projects are carried out in accordance with the Council Plan.

The Chief Executive Officer, **Glenn Patterson**, reports directly to Council and is supported by the Executive Leadership Team:

Steve Coldham

Director Community Life

James Collins

Director City Planning and Infrastructure

Jen Bednar

Director Customer and Corporate Services

OUR PURPOSE

Casey's organisational purpose brings together a shared understanding of what the organisation aims to achieve.

Our purpose is simple:

we lead with passion and courage to enrich lives and empower communities.

OUR VALUES

Casey's values are to, **"dream big", "empower each other"** and **"make our community proud."**

At Casey, our workforce believes in being bold and innovative, collaborative, and remains focused on delivering quality services to our community.

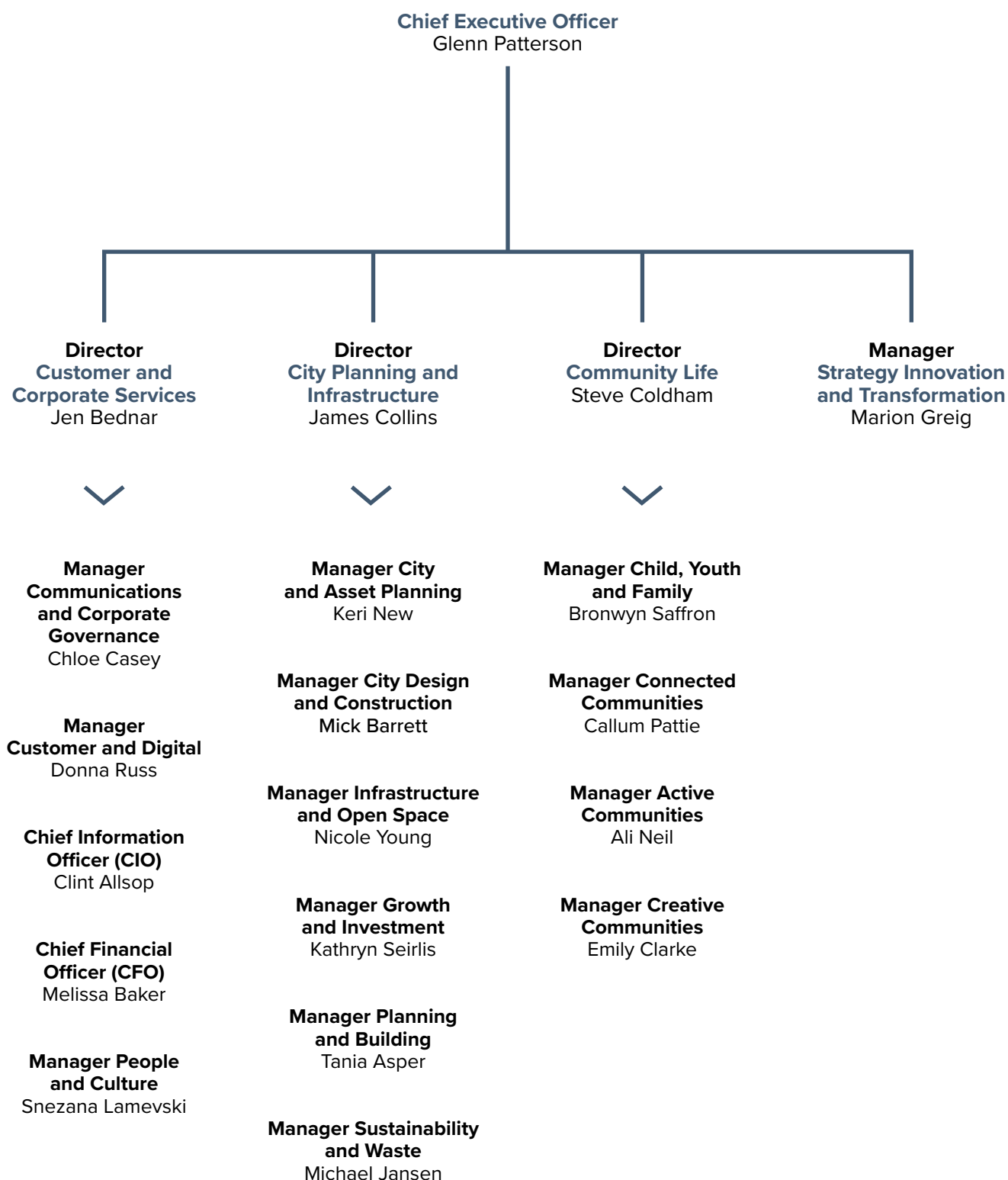
Council also undertakes the following roles on behalf of the community, which contribute to achieving the Council Plan:

Deliver/Provide: Council directly funds and delivers services and infrastructure. Council provides 24 strategic services and hundreds of infrastructure projects each year.

Facilitate: Council facilitates outcomes for the Casey 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 and infrastructure.

OUR ORGANISATIONAL STRUCTURE



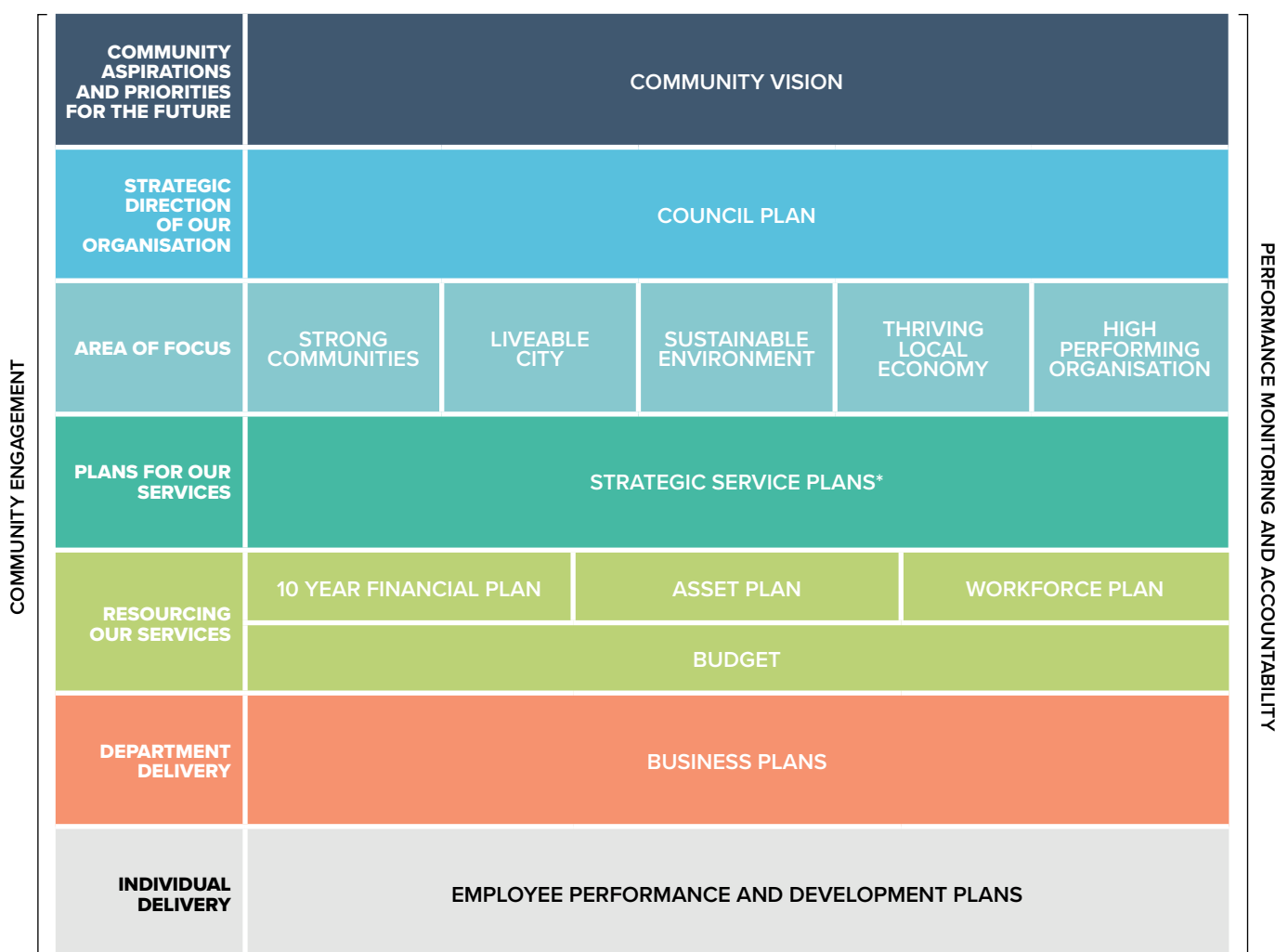
OUR INTEGRATED STRATEGIC PLANNING FRAMEWORK

The City of Casey's Integrated Strategic Planning Framework guides Council in identifying community needs and aspirations over the long term (the Vision), medium term (*Council Plan*) and short term (*Annual Budget*, incorporating the *Annual Action Plan* and Capital Works Program), and then how it will hold itself accountable (Annual Report and Audited Statements).

The purpose of integrated planning and reporting is:

- to set the priorities based on how our community want to live and the city we desire to be
- to consider what is changing and how these changes present an opportunity to shape our future
- to establish clear strategic direction for responding to change
- to prioritise Council business and identify projects and services that will deliver the best return on investment
- to inform Council's long-term financial planning and budgeting
- to inform annual Council planning, business planning and service planning across Council departments
- to provide a line of sight for employees to see how their individual work tasks contribute to the overall strategic direction of the Council and community.

The following illustration demonstrates Council's Integrated Strategic Planning Framework.



*In development

Community Engagement, Performance Monitoring and Accountability

Community engagement, performance monitoring and accountability are mechanisms that hold Council accountable.

This accountability is achieved through engagement with the community, compliance and governance to ensure that Council meets legislative requirements

or policies. Council monitors and ensures accountability through mechanisms such as the quarterly Community Report and the Annual Report.

Each of these allows Council to remain transparent and responsible to its community and stakeholders.



THE VOICE OF OUR COMMUNITY

The City of Casey is committed to ensuring the diverse voices in our community are reflected in Council decisions. The *Shape Your City 2024* engagement program is one way that we have brought this commitment to life.

Across June to September 2024, Council undertook a comprehensive consultation process to review the Community Vision and inform development of the Council Plan 2025-29, including a review of the Long-Term 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 the community.

Engagement was completed in two phases, Phase One sought to understand broad community sentiment and priorities. Phase Two used the insights from Phase One to support deeper discussions with a Community Panel.

Through the *Shape Your City 2024* engagement program, more than 4,600 community members provided their feedback to help prioritise infrastructure and service delivery in Casey. They provided their feedback through online forums, surveys and community panels, pop-up events, DIY focus groups and community focus groups which were held across the municipality to ensure Casey's diverse geographic and demographic groups were represented.

Council used the insights from the engagement to ensure our planning and priorities continue to align with those of the community.

The *Shape Your City 2024* engagement program was broadly representative of the Casey community. Women made up a slightly larger share of this engagement at 54 per cent, while men made up 42 per cent. The highest level of engagement by age group were those over 55 years old. Participants aged 26 to 35 years and 36 to 45 years were also well represented with the younger age groups of 25 and under harder to reach.

Most participants either lived (74 per cent) or worked (17 per cent) in the City of Casey and have lived in the area for over 10 years (54 per cent). Nine in ten participants reside in suburbs in or near the City of Casey, with a good spread across the municipality and the largest participation from Berwick, Narre Warren, Narre Warren South and Narre Warren North.



Our Long-term Community Vision 2035

Casey's community vision for 2035 is **"Casey will be a connected, innovative and resilient community."**

This vision was initially developed in 2021 by the Casey community and in 2024 was refreshed through the *Shape Your City 2024* engagement program. It was informed by contributions and feedback of 4,600 members of our community and represents their aspirations for the future of the municipality over the coming 10 years. Council plays a key role in delivering on the Vision through this *Council Plan 2025-29*.

Key findings and development of the Council Plan 2025-29

Throughout the Shape Your City 2024 engagement program, the Casey community shared that they aspired to the following five outcomes:

1. Strong Communities

Casey is a safer, more connected, and healthier community where residents have access to essential services, feel secure, and enjoy a high quality of life.

2. Liveable City

Casey residents enjoy an improved quality of life, reduced congestion and more time with loved ones due to high quality transport infrastructure and more beautiful neighbourhoods.

3. Sustainable Environment

Casey is a greener, more sustainable community with increased environmental awareness, stronger local participation, and enhanced green spaces.

4. Thriving Local Economy

Casey is a city for businesses of all sizes and a vibrant hub for industry, innovation, and employment that meets local needs.

5. High Performing Organisation

Our Council is trusted, through being innovative, accountable and customer focused. Everyone across our community to feel heard, valued, and empowered to shape the future of our city.



STATEMENT OF COMMITMENT TO GENDER EQUALITY

Council is committed to promoting gender equality and preventing violence against women. We believe that everyone in our community, including all Council members, has the right to live in a safe, inclusive, and fair society, where everyone has equal access to resources and opportunities.

We are focused on making real, lasting change and setting clear standards for gender equality both in our community and in the workplace. We recognise that some individuals and communities face multiple, overlapping forms of discrimination, such as age, disability, ethnicity, gender identity, race, sexual orientation, and religion. We are committed to prioritising the voices and experiences of these individuals in the creation and delivery of our policies, programs, and services.

In line with our responsibilities under the *Gender Equality Act 2020 (Vic)*, Council will ensure clear progress by embedding gender equality principles into our policies, decision-making, and community projects. We believe that the journey toward gender equality is just as important as the results, and we will work together to create a more fair and inclusive future for everyone.

OUR GENDER EQUALITY PRINCIPLES

- **Commitment to Safety, Equality, and Respect:**

Everyone has the right to live in a safe and welcoming community where they are treated with dignity and respect, free from discrimination, prejudice, and violence. This principle ensures that all people are treated equitably and feel secure. It also recognises that people's experiences are influenced by factors like gender, age, disability, ethnicity, race, sexual orientation, income, culture, and religion. These factors are often overlapping and must be considered when decisions impacting the community are being made, to ensure fairness and inclusivity for everyone.

- **Ensuring Equitable Access to Resources and Opportunities:**

Every resident should have access to resources, services, and opportunities they need to live a healthy and fulfilling life. This principle focuses on identifying and removing any obstacles that might unfairly impact certain groups, such as women or gender-diverse people, and ensures that everyone has equal access to support, services, and opportunities, regardless of their gender and lived experiences. It's about making sure that no one is left behind and that services and opportunities are provided fairly to all members of the community.

- **Inclusive and Collaborative Community Engagement:**

It's important to actively and meaningfully involve the community in decisions that affect them, ensuring that everyone, especially those impacted by gender inequality or other forms of discrimination, has the chance to share their lived experiences and opinions. This principle encourages open participation from all community members and creates spaces where people can contribute their ideas. It ensures that decision-making reflects the diverse needs and experiences of the entire community, making sure that no voice is left out.

- **Ongoing Accountability and Continuous Improvement:**

It's important to regularly check and evaluate how well we are integrating our gender equality principles in council programs, policies and services. This principle focuses on the need for ongoing assessment and clear reporting to see what's effective and where improvements are needed. It also highlights Councils commitment to continually reviewing and updating strategies to better meet the changing needs of the community, understanding that inequality is complex and can affect people in different ways.

As a part of the development of the 2025-29 Council Plan, Council undertook a Gender Impact Assessment, consistent with the expectations of the Gender Equality Act 2020 (Vic).

The recommendations of this Gender Impact Assessment have directly influenced the strategic directions, outcomes and priorities outlined on the following pages.



OUR STRATEGIC DIRECTION, OUTCOMES AND PRIORITIES

Our Strategic Directions

In response to the Long-Term Community Vision 2035, and the findings of the *Shape Your City 2024* program, three strategic directions are outlined which will guide Council's efforts over the next four years.

1. **Drive stronger community connection**
2. **Promote and embrace innovation**
3. **Enhance community resilience**

Our Strategic Outcomes

In response to the outcome aspirations shared by our community, there are five Strategic Outcomes that will guide the work of Council over the coming four years. These are:

1. Strong Communities

Deliver programs, foster partnerships and empower healthy, safe, inclusive and connected communities.

2. Liveable City

Holistically plan, build, manage and influence an accessible, high-quality built environment for a growing Casey community.

3. Sustainable Environment

Foster a sustainable environment through education, climate change action, waste management and the protection and enhancement of natural resources.

4. Thriving Local Economy

It is easy to do business in Casey through programs that support the local economy, attract new businesses and promote local employment.

5. High Performing Organisation

Operate an adaptable, efficient, future ready organisation that engages and responds to community needs through sustainable and innovative service delivery.

To achieve these strategic outcomes, Council has a set of strategic priorities which will focus planning, investment and effort. These priorities are aligned with and informed by the broader health and wellbeing needs of the municipality.

Planning for Community Health and Wellbeing

Health and wellbeing provides the foundations for full participation and thriving in all aspects of community life. Under the *Public Health and Wellbeing Act 2008 (Vic.)*, Council must develop a Municipal Public Health and Wellbeing Plan (MPHWP) every four years aimed at protecting, promoting and improving the health and wellbeing of our community. For the first time, this plan has been embedded in the Council Plan to enable all Council and partner organisations to work together to improve community wellbeing.

Our community health and wellbeing planning considers the strategic direction and health priorities set out by the Victorian Public Health and Wellbeing Plan 2023-2027 and is guided by local evidence from Council's Health and Social Profile 2024, partner and stakeholder engagement, and evaluation of previous plans.

With the community facing various health and wellbeing challenges, Council has identified **six health focus areas** that will be central to guiding planning and decision-making, enabling partnerships, and drawing on community leadership for continual learning and support.



These health focus areas are guided by the following principles:



Prevention: Any action that keeps people healthy and well for as long as possible by addressing the risks of poor health, illness or injury before it occurs.



Systems approach: We recognise and tackle the complex systems and structures that influence health and wellbeing outcomes for our community, including social, economic, built, commercial, and natural environments.



Equity: We recognise that experiences of health are different for everyone and there are underlying determinants that support or hinder good health including gender, age, disability, ethnicity, race, sexual orientation, income, culture and religion.



Across the lifespan: We recognise and address the specific needs and challenges faced by individuals at all stages of life, from childhood to old age.



Impact: We identify, resource, measure, and report on activity that maximises health and wellbeing outcomes for our community.

Our community health and wellbeing planning acknowledges that individuals' experiences are shaped by factors such as gender, age, disability, ethnicity, race, sexual orientation, income, culture, and religion. These factors often overlap and must be carefully considered when making decisions that impact the community. The development and commitment to specific strategies and plans is essential for achieving improved health and wellbeing outcomes across the health focus areas, particularly for underrepresented groups.

These health and wellbeing focus areas are reflected across the Council Plan strategic outcomes and priorities, in recognition that health and wellbeing objectives are everybody's responsibility.

They align to the health priorities and commitments of the Department of Health and other State Government departments, Enliven, Monash Health, South East Public Health Unit, other health and service providers and local community organisations to ensure optimal community health outcomes.

This represents a significant commitment to highlighting and addressing the most pressing health and wellbeing challenges across the Casey community. A snapshot of these challenges is presented here under the broad themes of mental and physical wellbeing, social cohesion, community resilience and financial impact.

OUR STRATEGIC DIRECTION, OUTCOMES AND PRIORITIES

Themes	Snapshot of Evidence
Mental and Physical Wellbeing	- Overall life satisfaction was high amongst Casey residents (score 7.2 out of 10). Lower in women - 7.1 and under 35 years old – 6.9. 26% had experienced mental health conditions (personally or in their household) in last 12 months (higher in women - 35%, younger people under 35 years– 32%, and English only speakers - 33%). 20% had accessed mental health services in the 12 months prior to interview, and 19% had needed but not accessed mental health services. 42% wanted to start or do more exercise to support their mental wellbeing. 23% were unable to access fresh affordable food 5% reported being negatively impacted by alcohol addiction or over drinking (higher for Rural and Coastal area - 18%). 27% of Casey residents have one or more long-term health conditions 18% reported living with a disability, higher in residents 55 years old and over (30%).
Social Cohesion	54% of Casey residents feel safe or very safe living in Casey, fewer than in 2021 (62%) 5% of women reported they or a family member had been impacted by family or domestic violence in the previous 12 months. 40% indicated they feel at least somewhat connected to their local community (within 20 minutes walking distance of their house). 34% trust people in their local community 'mostly' or 'a lot' (lower in Women - 31%, younger people under 35 years - 25%, and Doveton, Endeavour Hills, Eumemmerring, Hallam, Hampton Park. 18% experienced a form of discrimination; 10% experienced racism. 9% of people indicated they felt 'mostly' or 'completely' connected to Aboriginal and Torres Strait Islander Culture, and 70% said they felt no connection.
Community Resilience	43% of households felt prepared for extreme weather events such as bushfires, floods, storms and heatwaves. (lower in younger people under 35 years – 28%, LOTE speakers – 32% and households with children – 39%) 10% of LOTE speakers said there was a lack of culturally appropriate support. 53% had needed but not accessed one or more health and/or support services. - Women were more likely to access services than men (GP, allied health, aged care, financial support, etc.) - Aged care services were used by 19% of those aged 65 years or over, with 13% having not accessed aged care services when needed.
Financial impact	40% had experienced some kind of food insecurity in the last 12-months. 11% had run out of food and couldn't afford to buy more, higher in women – 13%, and families with children – 14% and growth areas – 15%. 34% had skipped a medical appointment in the 12 months due to cost and 32% had skipped seeing the dentist. 41% had been unable to participate in social or cultural activities due to cost in the previous 12-month period (higher in women - 47%; LOTE speakers - 47%; younger people <35 years - 52%). 38% were experiencing rent or mortgage stress (higher in LOTE speakers - 49%; and growth areas - 53%).

HEALTH FOCUS AREAS

Health Focus Areas

It is important to note that the six health focus areas below are all interconnected and by addressing one area it will often lead to benefits and outcomes in another.

Considering all six areas together and realising their interconnected benefits will lead to greater impact, empower our community, foster resilience and move towards optimal physical and mental wellbeing for individuals, families and communities.

Health Focus Areas	Definition
1 Healthy and Active Environments	Active transport options are available and accessible, there are ample opportunities to be active in everyday life and access to fresh and affordable food that supports healthy and thriving communities. Indicators include increased active recreation, active transportation use, and increased food security.
2 Connection and Participation	People feel connected to each other and their community, with various opportunities to participate and connect through cultural and creative avenues. Indicators include increased connection to people and place, increased trust, and increased cultural and creative participation.
3 Community Empowerment	Greater access to information, resources, and supports leads to more informed and resilient individuals, households and communities, strengthened local networks and community leadership, that together can better tackle our greatest challenges, such as the health impacts of climate change. Indicators include increased service access and uptake, increased preparedness for extreme weather events, and increased volunteering rates.
4 Tobacco, Vaping, Alcohol and Gambling Harm	Harm prevention measures through urban planning, community education, and advocacy protect communities from the negative impacts of tobacco, vaping, alcohol and gambling. Indicators include reduced rates of tobacco and vaping use (particularly among young people) and reduced alcohol use (particularly among older people).
5 Community Safety and Prevention of Violence	Communities feel safe at home and in public, are free from violence, including family violence and all forms of gender-based violence, as well as all forms of discrimination, which supports full participation in community life. Indicators include increased sense of safety, reduced rates of family violence and reduced rates of discrimination.
6 Affordable Housing and Homelessness	Access to appropriate affordable housing options, as well as services to support those experiencing homelessness leads to greater stability, health, and safety outcomes. Indicators include increased rates of social and affordable housing and reduced homelessness rates.

OUR STRATEGIC OUTCOMES, PRIORITIES AND INDICATORS

Below are the five Strategic Outcomes that make up our Council Plan and guide the work of Council, along with the Strategic Priorities that Council will focus its efforts on over the coming four years.

These priorities direct our planning, investment and effort, while also reflecting the aligned health focus areas. The Strategic Indicators of each Priority measure the performance and effectiveness of our efforts. Strategic Indicator results are made available to our community every six months.

STRATEGIC OUTCOME 1 Strong Communities

S01

Deliver programs, foster partnerships and empower healthy, safe, inclusive and connected communities.

Strategic Priorities		Strategic Indicators
Priority 1.1 	Community safety Partner with community to enhance safety outcomes and feelings of safety. <i>(Health Focus Area 5)</i>	• Maintain a high level of graffiti removal requests to improve the appearance of public areas and improve safety perceptions within the community. • Increase the number of Road Safety Education initiatives delivered to enhance community awareness and safety. • Maintain a low average number of days to action safety requests, such as animal management, to improve community safety. • Increase the number of environmental design audits to assess safety improvements.
Priority 1.2    	Effective advocacy Coordinate advocacy and partnerships to attract funding for and provision of critical non-council services that support community needs. <i>(Health Focus Area 3, 4, 5 and 6)</i>	• Advocate and secure service funding to enhance the availability of critical services for the community.
Priority 1.3 	Arts and destinations Utilise cultural, arts and heritage experiences and places to foster community connection and cohesion, inclusion and a strong creative community. <i>(Health Focus Area 2)</i>	• Increase the percentage of people who feel Council events are inclusive and welcoming, promoting community connection and engagement. • Increase library membership to support access to cultural, arts, and learning resources. • Increase satisfaction with events that offer opportunities for the community to experience local arts and cultural activities.

Strategic Priorities		Strategic Indicators
Priority 1.4 	Sport and active community participation Support increased participation in sport, leisure and community activities, with a focus on women, girls and gender diverse people, through coordinated design and delivery of accessible programs. <i>(Health Focus Area 1)</i>	• Increase the participation of women, girls, and gender-diverse people in sport, leisure, and community activities, ensuring inclusivity and accessibility.
Priority 1.5 	Early years and youth Support the delivery of programs and partner with community organisations to provide greater access to services for early years and youth populations. <i>(Health Focus Area 3)</i>	• Increase participation in the Maternal and Child Health (MCH) service to support early years development. • Increase the number of children registered for 3 and 4-year-old kindergarten to promote early childhood education. • Increase satisfaction with the Dad's Matter program to support engaged parenting. • Increase satisfaction with teenage school holiday programs to enhance youth engagement. • Increase the number of early years and youth partnership initiatives, through the Community Service Organisation (CSO) Casey Futures Partnership Alliance, to strengthen early years and youth service resourcing.
Priority 1.6   	Social cohesion Foster greater social cohesion through the advancement of Casey's targeted populations needs; and the rejection and prevention of family violence and promotion of gender equality. <i>(Health Focus Area 2, 3 and 5)</i>	• Increase the number of opportunities for children and young people to participate in decision-making on issues that affect them, empowering youth voices. • Increase the percentage of Gender Impact Assessment (GIA) recommendations adopted that consider the needs of target populations, promoting gender equality and social equity.

OUR STRATEGIC OUTCOMES, PRIORITIES AND INDICATORS

STRATEGIC OUTCOME 2

Liveable City

S02

Holistically plan, build, manage and influence an accessible, high-quality built environment for a growing Casey community.

Strategic Priorities		Strategic Indicators
Priority 2.1 	Improved connectivity Plan, deliver and advocate for transport improvements to roads, public transport, pedestrian and cycling networks that improve access, connectivity, safety and city movement outcomes for our community. <i>(Health Focus Area 2 and 5)</i>	Maintain sealed local roads to meet condition standards, supporting improved access, connectivity and safety.
Priority 2.2 	Appropriate infrastructure Plan and deliver infrastructure that is sustainable, fit for purpose, supports shared use and promotes health, safety and amenity. <i>(Health Focus Area 3 and 5)</i>	Maintain a high completion rate of the annual infrastructure works program, ensuring projects support sustainability and community wellbeing.
Priority 2.3 	Respond to growth Plan and deliver urban planning that ensures our community has access to services and facilities across the city aligned to need and place. <i>(Health Focus Area 3)</i>	Maintain a balanced approach to developer contributions and expenditure, aligning with community needs and growth.
Priority 2.4 	Effective advocacy Advocate for investment that supports and responds to our growing city's needs – including transport mobility and access to jobs and services. <i>(Health Focus Area 3)</i>	Advocate for and secure infrastructure funding to address the city's evolving infrastructure needs.
Priority 2.5	City shaping infrastructure Plan and invest in city shaping projects complementing our city's scale and diversity.	Increase expenditure on large-scale infrastructure projects to drive significant city development.

STRATEGIC OUTCOME 3

Sustainable Environment

S03

Foster a sustainable environment through education, climate change action, waste management and the protection and enhancement of natural resources.

Strategic Priorities		Strategic Indicators
Priority 3.1 	Climate mitigation Implement programs across Council to reduce carbon emissions and educate and support community and local business to reduce emissions. <i>(Health Focus Area 1)</i>	Decrease carbon emissions from corporate gas and electricity use, reflecting Council's efforts to reduce its environmental footprint.
Priority 3.2 	Climate adaptation Investigate and implement adaptation measures that proactively support infrastructure, ecosystems, and community in preparing for climate change impacts. <i>(Health Focus Area 3)</i>	Maintain a high percentage of actions completed to improve Council's ability to prepare for, adapt to, and recover from climate-related extreme weather events.
Priority 3.3  	Biodiversity and natural resource management Improve city greening with a focus on tree canopy cover, and promote the protection and enhancement of biodiversity and other natural resources across Council and private land. <i>(Health Focus Area 1 and 3)</i>	Increase the number of trees planted to expand tree canopy coverage across the municipality.
Priority 3.4	Waste treatment Progress Council treatment of waste and educate community about sustainable waste practices to increase food waste diversion and reduce litter and waste contamination.	- Increase the percentage of household waste diverted from landfill to support sustainable waste practices. - Maintain a high level of satisfaction with Council's waste service, ensuring treatment of waste reflects community expectations.
Priority 3.5	Water management Implement holistic water management practices through water sensitive urban design that advance water harvesting and reduce flood risks.	Reduce Council's use of drinkable water through water harvesting and leak prevention measures.

OUR STRATEGIC OUTCOMES, PRIORITIES AND INDICATORS

STRATEGIC OUTCOME 4

Thriving Local Economy

S04

It is easy to do business in Casey through programs that support the local economy, attract new businesses and promote local employment.

Strategic Priorities		Strategic Indicators
Priority 4.1 Investment attraction Work with other specialist organisations to deliver programs and activities that grow business investment in new and priority sectors, promoting local job growth and innovation.		• Increase the number of businesses supported to establish in Casey through Council's Choose Casey Concierge Service, to diversify Casey's economy and create more local jobs.
Priority 4.2 Employment pathways Advocate and partner with the education sector to support local skill development and the establishment of equitable and inclusive training and employment pathways. <i>(Health Focus Area 3)</i>	3	• Maintain efforts to partner with public and private organisations to support delivery of initiatives that promote inclusive employment, employment pathways and local skills development.
Priority 4.3 Existing business growth Coordinate Council programs, activities and response to regulatory reforms to support and promote the growth of existing businesses.		• Increase the number of businesses that engage with Council business assistance programs and events.
Priority 4.4 Revitalise our strategic places Coordinate planning and investment to revitalise and improve connection and access to neighbourhood activity centres and land precincts; supporting the unlocking of land for housing and jobs. <i>(Health Focus Area 2 and 6)</i>	2 6	• Increase investment in the development of Casey's activity centres and nominated land precincts to enhance connectivity, access, and support the creation of jobs.

STRATEGIC OUTCOME 5

High Performing Organisation

S05

Operate an adaptable, efficient, future ready organisation that engages and responds to community needs through sustainable and innovative service delivery.

Strategic Priorities		Strategic Indicators
Priority 5.1 	Responsive customer experience Design and deliver fit for purpose customer experiences that are empathetic, consistent, accessible and responsive to customer needs. <i>(Health Focus Area 2)</i>	• Increase customers' rating of how easy it is to interact with Council. • Increase the percentage of digital interactions to improve accessibility and be responsive to customer needs.
Priority 5.2	Operational performance Enhance Councils service and project performance through innovative practice and clearly communicate results to the community	• Maintain a high completion rate of planned service improvement projects to demonstrate innovative and effective service delivery. • Increase adherence to service agreements to ensure consistent performance.
Priority 5.3	Financial performance Improve financial performance by enhancing accountability and focus on efficiency and long-term strategic decision making.	• Maintain a positive adjusted underlying result to reflect improved accountability, efficiency, and sustainable decision making.
Priority 5.4 	Governance and transparency Promote community engagement in Council decision making through transparent governance and accessible communication. <i>(Health Focus Area 2)</i>	• Increase the percentage of the community subscribed to Casey Conversations to foster transparent governance. • Increase participation from cultural and minority groups in surveys to ensure inclusive community engagement. • Decrease the number of decisions made in closed Council meetings, promoting open and transparent decision-making processes.
Priority 5.5	Constructive culture Develop and grow an organisational culture that is safe and that promotes continuous improvement, collaboration and achievement.	• Increase leadership effectiveness to encourage a culture that is safe and promotes continuous improvement, collaboration and achievement.

ADVOCACY - WORKING TOGETHER AS A REGION

The City of Casey is Victoria's most populous municipality. Home to more than 429,000 residents, our population is forecast to grow to more than 614,000 by 2046. With this growth, it's important that we advocate for projects that will benefit our community now and in the future.

We advocate for the local projects that our residents need, as well as regionally significant projects that support growth in Melbourne's south east.

The City of Casey partners with a number of organisations to aid in our advocacy efforts.

GSEM – GREATER SOUTH EAST MELBOURNE

Greater South East Melbourne is one of Australia's fastest growing regions. The region includes eight local government areas: the shires of Cardinia and Mornington Peninsula, and the cities of Casey, Frankston, Greater Dandenong, Kingston, Knox and Monash.

As one of Australia's most productive economic regions, it is home to several large employment precincts, all with critical interdependencies which stretch well beyond defined Council boundaries.

Beyond the region's recognised strength in manufacturing, it also contains some of Australia's most identifiable education and health institutions.

To maximize the liveability of the region, Greater South East Melbourne Councils are working together to achieve:

- **Economic sustainability**
- **Environmental sustainability**
- **Stronger families and communities**
- **Transport and connectivity**

To do this, Greater South East Melbourne Councils recognise that it is essential for all levels of government to work together to ensure continued success in one of Australia's most liveable regions.

NGAA – NATIONAL GROWTH AREAS ALLIANCE

The NGAA is the peak body for local governments in Australia's outer metropolitan growth areas; it advocates to state and federal governments on growth area challenges and opportunities for more than five million people who live in Australia's fast-growing suburbs. They are united by shared experiences of population growth rates at double the national average and long-term under-investment in vital infrastructure.

The NGAA takes an evidence-based approach, with a Policy Platform built on the foundations of comprehensive research strategy. It also helps to develop Alliance Councils' capacity to deliver good growth through best practice case studies, policy discussions, officer-level networks and a program of events showcasing the best speakers on growth issues.

OMC – OUTER MELBOURNE COUNCILS

Outer Melbourne Councils is a group made up of 10 municipalities that form a ring around metropolitan Melbourne, formed to advocate for better services and infrastructure for our 1.6 million residents.

The organisation's vision is that residents should have access to jobs, services and infrastructure no matter where they live. This is what unites the group in the collective approach to improving outcomes for one quarter of the state's population. This means making sure that residents can live their lives as they choose.

MAV - MUNICIPAL ASSOCIATION OF VICTORIA

The Municipal Association of Victoria (MAV) is a membership association and the legislated peak body for local government in Victoria. All 79 Victorian Councils are currently members.

They offer diverse business services to council members, including specialist policy and advocacy, governance and legislative advice, sector development, insurance and procurement services.

ALGA - AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION

The Australian Local Government Association (ALGA) is the national voice of local government, representing 537 councils across the country. In structure, they are a federation of state and territory local government associations.

SECCCA - SOUTH EAST COUNCILS CLIMATE CHANGE ALLIANCE

Established in June 2004, the South East Councils Climate Change Alliance (SECCCA) consists of nine local governments across the south east of Melbourne that collaborate to address climate change.

KEY TERMINOLOGY AND LOCAL GOVERNMENT ACT REQUIREMENTS

This section outlines the strategic directions, strategic outcomes, priorities and strategic indicators to ensure the achievement of the *Council Plan 2025-29* and its contribution towards delivering on the *Long-Term Community Vision 2035*.

As required by the *Local Government Act 2020*, s. 90, (2) Council is required to prepare and adopt a Council Plan and it must include:

- the strategic direction of the Council
- strategic objectives for achieving the strategic direction – Council has chosen to refer to these as strategic outcomes
- strategies for achieving the outcomes for a period of at least the next four financial years - Council has chosen to refer to these as strategic priorities
- and strategic indicators for monitoring achievement of the strategic outcomes





Document History

Date approved	Change Type	Version	Next Review Date
21/10/2025	Administrative update to Our Community Snapshot on page 9	1.1	17/06/2029
17/06/2025	Endorsement of document	1.0	17/06/2035



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