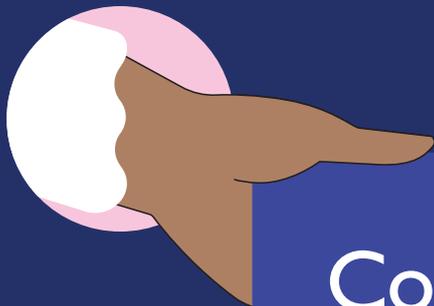


BANYULE 2041

**SHAPING
OUR
FUTURE**



**Community
Working Group
Journey Report**



June 2021

Prepared on behalf of Banyule City Council by Capire Consulting Group

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CONSULTATION

Unless otherwise stated, all feedback documented by Capire Consulting Group and any person(s) acting on our behalf is written and/or recorded during our program/consultation activities.

Capire staff and associates take great care while transcribing participant feedback but unfortunately cannot guarantee the accuracy of all notes. We are however confident that we capture the full range of ideas, concerns and views expressed during our consultation activities.

Unless otherwise noted, the views expressed in our work represent those of the participants and not necessarily those of our consultants or our clients.

DEFINITIONS

The following lists the key definitions for common terms used in the design and delivery of community engagement as defined by Capire and as stated in Banyule City Council's Community Engagement Policy (2020).

Community:

A group of people, the members of which reside in the same geographical area or have a shared background, interest, affiliation or membership.

Stakeholder:

Individuals or organisations which affect or can be affected by project decisions.

Engagement:

Engagement is defined as a planned process with the purpose of working with people to build understanding, strengthen relationships and inform decision.



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Introduction

1.1 REPORT PURPOSE

This report provides an update on the Banyule 2041 project. This includes a summary of the process, journey, and outcomes of the Banyule 2041 Community Working Group (CWG).

1.2 PROJECT BACKGROUND

A major reform of the Local Government Act 2020 includes the requirement for councils to undertake deliberative community engagement processes to inform their Council Plan, Community Vision, Long Term Financial Plan (LTFP) and Asset Plan. This allows communities to better inform Council’s strategic directions and spending priorities. Council’s overarching community engagement program, Banyule 2041, is driven by principles of deliberative engagement. Council has engaged Capire Consulting Group to design and deliver the engagement process.

Stage 1 – Banyule 2041 Shaping our Future

The first stage of engagement asked the community to imagine Banyule in 2041 and what areas Council should focus on to achieve that vision. It outlined key aspects of what the community values in Banyule, and their aspirations, and focus for the future while remaining financially sustainable. Throughout the engagement period, Council sought to inform as many people as possible about the project, encourage participation and provide resources to assist with enabling informed participation.



From the 30 November 2020 to the 31 January 2021



Over **4,100** people who live, work and study in Banyule were engaged



Via social media, emails, the Banyule Banner, Council webpages and posters



1,329 gave their feedback through Shaping Banyule, workshops, phone surveys and submissions.



We heard that the community values:



Open spaces and natural environments



Accessible facilities, services, and infrastructure



Banyule's location



Genuine commitment from Council



Strong sense of community

The community said Council should focus on the following in the immediate and long term:



Environment and sustainability



Health and wellbeing



Accessible and diverse housing



Good governance, accountability, and leadership



Local jobs and the local economy

The community's aspirations for Banyule's future include:



A sustainable future



A diverse and inclusive community



An engaged community



An active community



A strong local economy



Accessible and diverse housing choices



A healthy community

Regarding financial sustainability, the community said that Council revenue can be altered by

COUNCIL REVENUE



Increasing Planning and Development



Increase in charges for Environment and Sustainability



Changes should not impact current services, facilities and local businesses



Seek an increase in grants and partnership opportunities



Mixed views on increase of Council rates

COUNCIL EXPENDITURE



Increase council spending for sustainability and waste management



Mixed view on Capital works spending



More funding to support local businesses and employment



Increase spending for Health and Wellbeing initiatives

CAPITAL WORKS



Fix existing Infrastructure than building new



Not to borrow to build new infrastructure



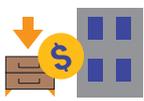
Find efficiencies to reduce costs and increase asset utilisation



Spend more on parks and gardens



Spend the same on drainage and the arts collection



Spend less on buildings

The findings from Stage 1 formed the foundation of the Community Working Group (CWG) discussions. A full summary of Stage 1 findings can be found in [Banyule 2041 Shaping Our Future, Stage 1 Key Engagement Findings Report, February 2021](#).



Stage 2– Community Working Group

For the second stage of engagement, Council called upon everyday community members to join the Banyule 2041 CWG, a representative sample of the Banyule community. The CWG came together over four sessions to learn about and discuss issues in detail. The CWG worked together to prepare the 2041 Community Vision Statement and advise Council on how to achieve the vision.

At its core, community deliberation to develop a shared vision is about empowering communities to reach a collective agreement on the preferred future state. Recruitment of the CWG occurred in March and the four CWG sessions ran from late April to early May 2021. The remit of the CWG deliberated over was:

Join the Banyule Community Working Group to inform the 2041 community vision and advise Council on how to achieve the vision.

The CWG developed a co-authored Community Vision statement, identified themes to focus on for the next 20 years and made recommendations to help us to better deliver the Council Plan and Long-Term Financial Plan.

Stage 3– Public Exhibition

In mid-August to mid-September Council will be presenting the Community Vision, Council Plan and Long-Term Financial Plan. The Banyule community is invited to provide their feedback

These documents are the culmination of the engagement over the two stages. Following exhibition, the documents will be adopted by Council in October 2021.

1.3 ENGAGEMENT LIMITATIONS

There are several limitations regarding the engagement methodology for the CWG that should be acknowledged when reading this report. These are outlined below.

- It was taken in good faith that the information participants provided in their Expression of Interest (EOI) forms about their demographics was true.
- CWG session discussions and outputs were largely participant-led. Some participants may have chosen to contribute in some activities and topic areas, and not others. This resulted in a varied number of recorded responses per activity.
- The CWG were selected to represent the demographic profile of Banyule. However, the final membership is not necessarily a statistically accurate sample of the whole population due to people dropping out or lower registrations for some demographic categories. While the CWG delivered a strong cross-section of views across the municipality, it cannot be guaranteed that the community's complete set of views were represented.
- Participants were asked to self-select to join the CWG. All effort was made to recruit a representative sample of the Banyule community. However, the process was limited to those that chose to nominate for the process.
- It is normal for participants to drop-out of a process such as this. Reasons for dropping out can be diverse such as, health changes, the process was not what they expected, or family commitments.
- Session three was delivered as a hybrid event which meant that some CWG attended in-person and some online via Zoom. While the design of this approach ensured there was fairness in participation types, some CWG members may have felt inequality in how the session was delivered and participation in group discussions.¹

¹ Session three was planned as an online event however due to the successes of in-person events for sessions one and two this session was changed to be delivered in-person. Not all CWG were able to attend in-person so the session was delivered as a hybrid.



The CWG process



The following section outlines how the CWG was established, and the process the CWG were taken through over the four sessions.

2.1 RECRUITMENT AND SELECTION

The CWG members were selected to represent the diversity of Banyule's community. The selection process sought to achieve diverse geography, age, cultural background, and engagement in Stage 1. CWG members were selected to represent themselves, not those of an organisation, community group or business. A public Expression of Interest (EOI) process was run to attract interest from the community.

Council promoted the EOI process via the project webpage, emails to over 2,000 community members and social media posts. Phone calls were also made part-way through the EOI process to seek interest from missing criteria groups.

The EOI form collected the following information:

- Suburb
- Age
- Gender
- Aboriginal or Torres Strait Islander
- Disability
- Member of the LGBTIQ+ community
- Language other than English spoken at home
- Participation in Stage 1 engagement
- Type of participation in Stage 1 engagement

A total of 131 EOIs were received. From the EOIs, 55 were randomly selected by Capire to match the target demographics and represent to the best of its ability a 'mini Banyule' (see Appendix A). The demographic profile detailed in the 2016 ABS Census data informed the targets. For example, suppose 20% of the community live in a particular area. In that case, 20% of the people on the CWG should live in that area.

A total of 55 people was set as the recruitment target to allow for natural drop-off. The target sample size was 43 participants. For Banyule's population of approximately 131,631, this sample size provides Council with a 95% probability that the participants represent the population, with a 15% margin of error.²

2.2 WELCOME PACK

Prior to the first session, CWG members were provided with a Welcome Pack. The Welcome Pack helped build a shared understanding of the CWG process and the information included was used by the CWG to develop their outputs. The pack included a guide with information about the CWG, what they can expect as a CWG member, what they will be working on and an overview of the sessions. It also included information about the role of local government.

As well as the guide CWG members were asked to read:



Factsheets from Stage 1

- Banyule's people
- How Council performs
- How our community participates
- Our places and spaces
- Our planet and environment



Banyule 2041 Stage 1 Engagement Findings Report



Recipe for a Good Life Findings.



² <http://www.research-advisors.com/tools/SampleSize.htm> - 'Margin of Error' refers to the chance that the accurate results will not be represented in this sample.

2.3 SESSIONS

The process was delivered over four sessions totalling 10.5-hours. Table 1 provides an outline of each session's objectives and outcomes.

↓ Table 1. Session overview

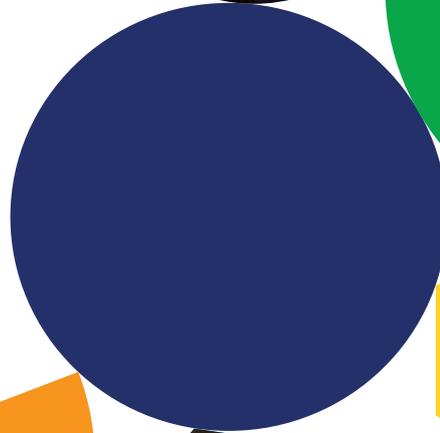
Session	Objectives	Outputs
<p>1</p> <p>Welcome, CWG role and scene setting</p> <p>Thursday 22 April 2021</p> <p>6.30pm – 8.30pm</p>	<p>To meet CWG and introduce them to their role and the sessions</p> <p>To present information about Banyule:</p> <ul style="list-style-type: none"> • Council 101: services, functions, governance, financial performance etc. • Community • Council Plan, Community Vision and LTFP, stage 1 findings <p>To start to develop the community themes (the focus areas for the next 20-years)</p>	<p>Draft community themes</p> <p>Collated community themes (collated by the project team)</p>
<p>2</p> <p>Prioritising community themes and outcomes</p> <p>Saturday 24 April 2021</p> <p>9.30am – 12.30pm</p>	<p>To present information about Banyule:</p> <ul style="list-style-type: none"> • Environment, sustainability and economy • Urban form (development, housing and land use) • Assets and infrastructure • To update the collated community themes following new information • To prioritise community themes • To develop outcomes for how to achieve the community themes 	<p>Prioritised community themes</p> <p>Draft outcomes under each community theme</p>
<p>3</p> <p>Drafting vision statements for the community themes and updating outcomes</p> <p>Wednesday 5 May 2021</p> <p>6.30pm – 8.30pm</p>	<p>To hear about the:</p> <ul style="list-style-type: none"> • Findings from the Residents Priority Survey • Output of the internal staff and present updated community themes and outcomes (following internal feedback) <p>To seek feedback from CWG on the updated community themes and outcomes</p> <p>To draft a vision statement for each community theme</p>	<p>Individual CWG feedback on the updated community themes and outcomes</p> <p>Draft community theme vision statements</p>
<p>4</p> <p>Community Vision Statement and presentation to Mayor</p> <p>Saturday 15 May 2021</p> <p>9.30am – 1.30pm</p>	<p>To hear about the updated theme vision statements (following internal feedback)</p> <p>To test and finalise the theme vision statements</p> <p>To develop the co-authored community vision statement</p> <p>To present the community vision statement to Mayor and Councillors</p>	<p>Final theme vision statements</p> <p>Co-authored community vision statement</p>



2.4 CWG PRIVATE WEBPAGE

A CWG-only webpage was set-up on Shaping Banyule, Council's online engagement platform. The CWG page was a private page set up just for the use of CWG members for this project. On this webpage, CWG members were encouraged to introduce themselves and keep the conversation going outside of the sessions. Information from each of the sessions such as background information, presentations and session summaries were shared along with any questions that were asked and the responses provided by Council.

Throughout the CWG process a total of 41 questions were asked by the CWG with Council and Capire providing a response to each. The questions sought additional information such as existing programs delivered by Council and clarified points presented in the presentations at the CWG.



The CWG members

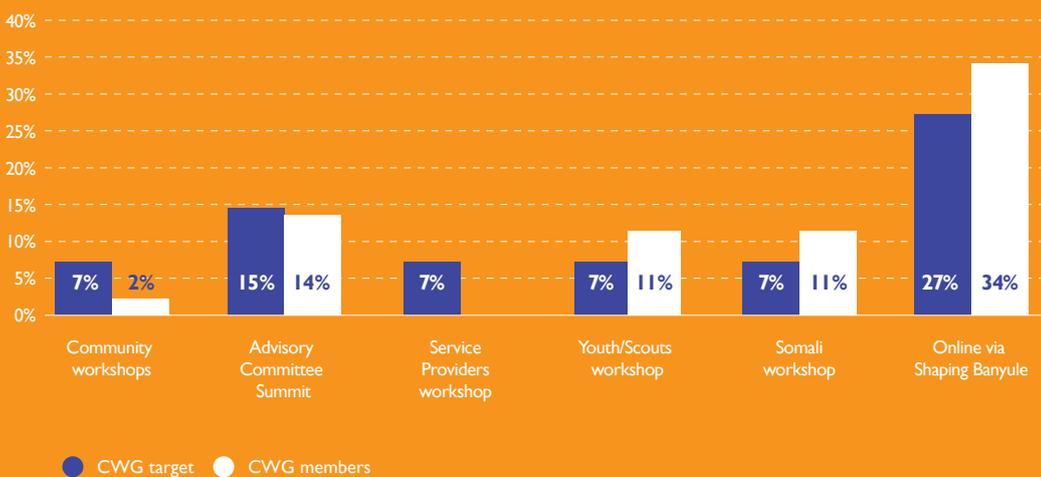


From the final 55³ community members selected to join the CWG, 39 completed the process.⁴ It is normal for participants to drop-out before the first session and occasionally in between sessions. Reasons for dropping out can be diverse. Participants may drop out due to changes in availability, personal health, the process didn't meet expectations or family commitments.

The following section provides an overview of the demographic mix of the 44 CWG members that attended two or more of the sessions, alongside the CWG target. The CWG targets are available in Appendix A.

Participation in Stage I engagement

A key element of the CWG was to build on from the findings of the Stage I engagement, therefore the CWG sought to include approximately 70% of people who participated in Stage I. A cross section of Stage I participation types was sought. Overall, 72% of the CWG participated in stage I. The CWG had no representation from people who attended the service providers workshop, low representation from community workshop participants and missing representatives from two of the advisory committees.⁵



← **Figure 1.** CWG participation from stage I engagement

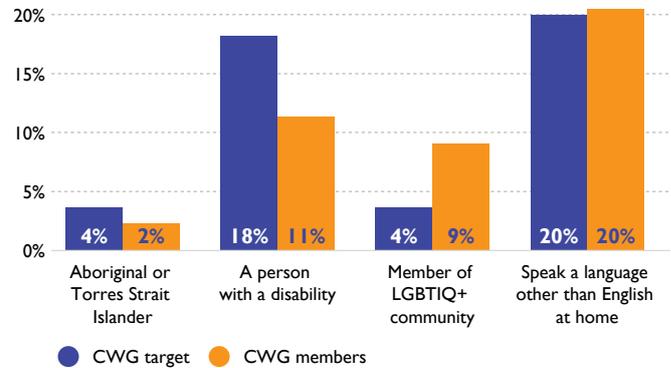
3 Of the 55 people selected to join to the CWG, 11 dropped out prior to session one and five attended only two sessions.
 4 Attended three of the four sessions.
 5 Representatives from the Disability and Inclusion and Child, Youth and Family advisory committees did not participate.



Access and inclusion

Aboriginal and Torres Strait Islanders, people with a disability, members of the LGBTIQ+ community and people that speak a language other than English were identified as harder-to-reach groups for this engagement. Figure 2 illustrates the number of participants from these groups against the CWG targets. The CWG had slightly lower representation than the target from all groups except the LGBTIQ+ community.

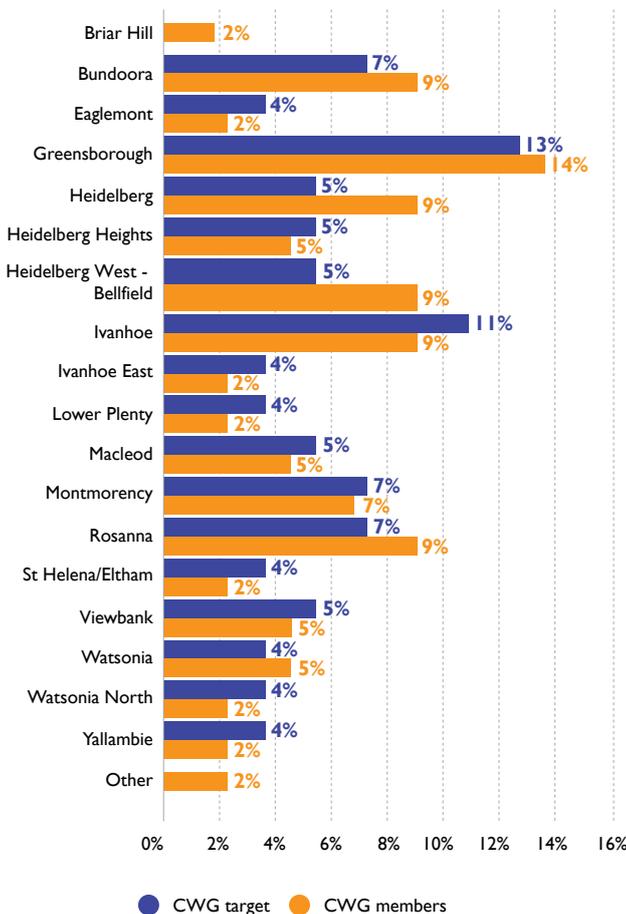
→ **Figure 2.** CWG access and inclusion



Suburb

Most suburbs were well represented on the CWG. All but one of Banyule’s suburbs (Briar Hill) were represented on the CWG.

↓ **Figure 3.** CWG suburb

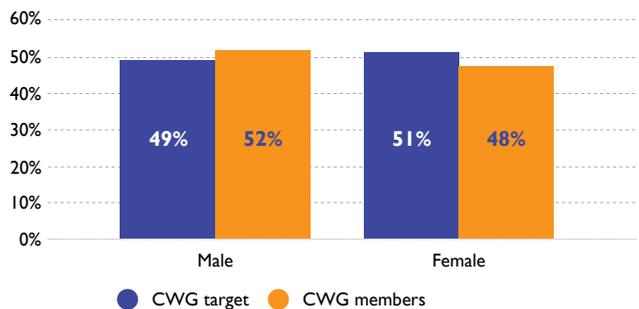


6 Next time Council delivers a process like the CWG, people who identify as non-binary or fluid will be included in the selection criteria.

Gender

The CWG had slightly more males than females⁶.

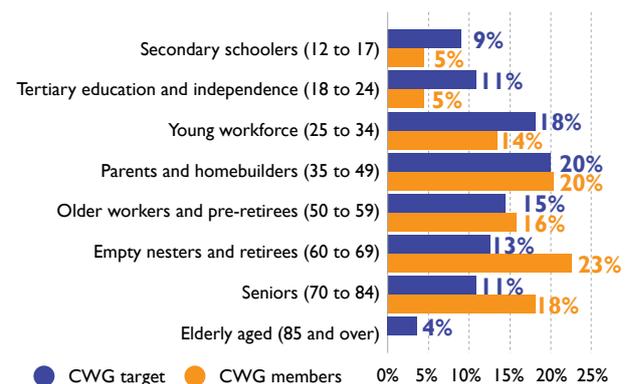
↓ **Figure 4.** CWG gender



Life stage

Most of the life stages were represented on the CWG. There was no representation from elderly aged (people aged 85 years and over), an underrepresentation of secondary schoolers (people aged 12-17 years), tertiary education and independence (people aged 18-24 years) and young workforce (people aged 25-34 years).

↓ **Figure 5.** CWG life stage



CWG outputs



Over the four sessions, the CWG developed three key outputs:

- 1**

co-authored community vision statement
- 2**

community themes and theme vision statements
- 3**

list of outcomes to deliver on the community vision themes.

Figure 6 presents the CWG sessions, the session outputs and how the output was used by the project team. All information and discussion captured at all the sessions will be used by Council to help them make decisions. Further details about the three outputs are in the following sections.

↓ **Figure 6.** CWG journey

	SESSION 1	SESSION 2	SESSION 3	SESSION 4
CWG	Brainstorm focus areas for the next 20-years (community themes)	Updated collated community themes following new information Prioritised community themes (indicate what CWG want to see in Community Vision)	Feedback on updated six community themes and outcomes Developed a theme vision statements for each community theme	Feedback on and finalise theme vision statements Developed the Community Vision Statement
PROJECT TEAM	Collated 25 overarching community themes	Developed outcomes for seven community themes Seven themes and outcomes presented to internal staff updated to test with CWG	Outcomes updated following CWG feedback (will inform strategies and actions in the Council Plan) Theme vision statements updated to test with CWG	Theme vision statements will be used to inform the strategic objectives in the Council Plan Council Plan will be developed to deliver on the Community Vision



↓ **Figure 7.** Words developed during Part 1. Brainstorm

Environment
Sustainable **Responsive**
Progressive *Diversity* **Safe**
Connected **Advocacy** *Community*
Healthy *Responsible* **Liveable** *Innovative*
Engaging **Trust** *Employment* **Inclusive**
Accessibility **Resilience** *Valued*



4.1 CO-AUTHORED COMMUNITY VISION STATEMENT

The Community Vision Statement describes the community's aspirations for the future of Banyule for the next 20-years. The Community Vision 2041 articulates what is important to the community and the long-term aspirations for Banyule.

In preparing the Vision Statement, the CWG was asked to develop a vision that was unique to Banyule and was authentic and meaningful to both the community and Council. The Vision will set the direction of Council and be used to guide Council's decision-making. Council will reflect on and assess how its decisions are helping to realise the Vision.

Each word in the Vision is significant to the CWG and were chosen as they are a culmination of what the CWG identified as important to the future of Banyule. To develop the Vision, the CWG from session 1, were taken on a journey to first share and then understand what is important to the community, and at each session refine their thinking to be able to work together to develop the co-authored community vision statement.

The Banyule community Vision 2041 is :

We in Banyule are a thriving, sustainable, inclusive, and connected community. We are engaged, we belong, and we value and protect our environment.

The CWG developed the Vision Statement in session 4. The activity to create the Vision was divided into four parts, a summary is provided.

↓ **Figure 8.** Process to develop the co-authored community vision statement

Part 1: Brainstorm

Reviewed the final community theme vision statements and brainstormed the common language / golden threads that connect them.

Part 2: Submit drafts

Used the brainstorm to develop draft Community Vision Statements - each table were asked to submit their drafts to the writers.

The writers

Responsible for representing the CWG and crafting the Community Vision Statement from the drafts. Four writers were chosen from the CWG to represent the diversity of the group.

Part 3: Present draft

The writers presented their draft to the group, providing a rationale for why certain words were chosen. A whole of group discussion allowed each CWG participant to provide feedback on the draft statement.

Part 4: Consensus

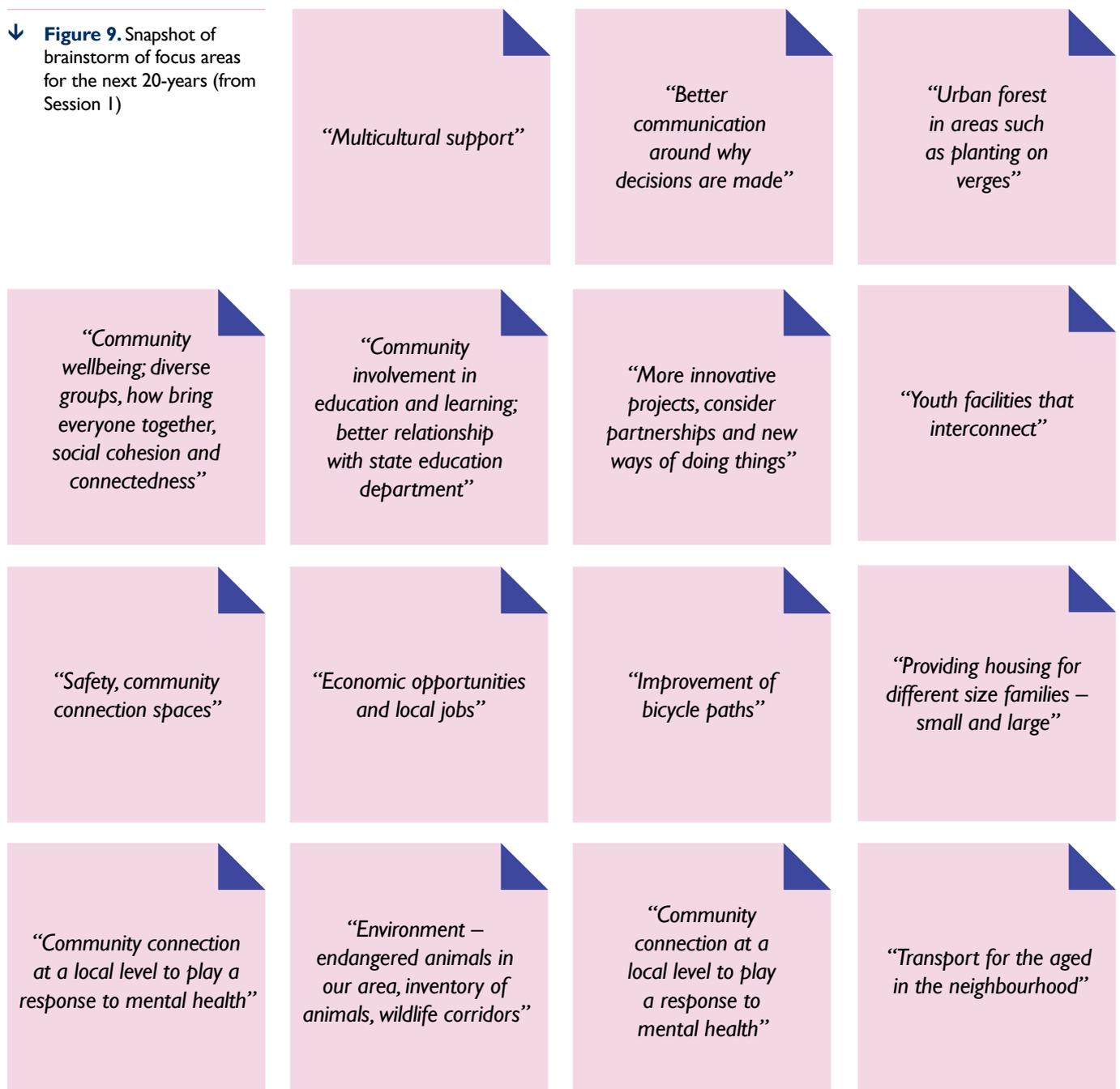
The writers took on the feedback and updated the statement. Writers presented an updated draft community vision statement and sought consensus.



4.2 COMMUNITY THEMES AND OUTCOMES

At sessions one to three, the CWG were taken through a series of activities to develop the community themes and then listed the outcomes to achieve the theme. The work of the CWG at session two and session three, was presented to and tested with internal staff at Council to ensure it aligned with organisation and Councillor priorities. The internal staff feedback was then presented to and tested with the CWG to ensure it wasn't missing anything critical. The outcomes to deliver on the community vision themes are in Appendix B.

↓ **Figure 9.** Snapshot of brainstorm of focus areas for the next 20-years (from Session 1)



4.3 COMMUNITY THEMES AND THEME VISION STATEMENTS

At session three, the CWG were taken through a series of activities to develop theme visions statements – a statement that described the community’s aspirations for the future of Banyule for that theme. The work of the CWG at session three, was refined by internal staff at Council to ensure it reflected strategic objectives. The updated community theme vision statements were then presented to and tested with the CWG to ensure it wasn’t missing anything critical.

Presented below are the community themes, theme vision statements and outcomes to deliver them.

Our Inclusive and Connected Community

A safe, healthy, vibrant, and connected community where people of all ages and life stages love to live, work and stay; diversity and inclusion are valued and encouraged.

In 2041, Banyule is a city for all ages and life stages. It’s a safe and healthy place for everyone where human rights are supported and protected. People of all backgrounds, genders, ages and abilities are supported by a community that respects and celebrates differences. Community connections are built and strengthened, with diversity and inclusion valued and embedded in all services, programs, and events. Our rich arts and cultural history is protected, promoted, and cultivated.

→ **Figure 10.** Snapshot of outcomes to achieve the theme (from Session 3)

“Council programs to connect diverse groups across Banyule”

“Diversity and inclusion embedded in all services (children to aged)”

“All community members feel and are safe”

“Cultural celebration of all different backgrounds”



Our Sustainable Environment

A progressive and innovative leader in protecting, enhancing, and increasing the health and diversity of our natural environment, where we all commit to playing an active role in achieving environmental sustainability, waste and carbon emissions reduction.

In 2041, Banyule is as an innovative leader in environmental sustainability and climate change action. We are a sustainable municipality that tackles the changing climate in everything it does and is resilient to its shocks and stresses. Our community are educated and informed leaders on waste, food security, water conservation and climate actions. We have achieved zero waste to landfill and zero net emissions. Our city has an abundance of trees and open space to enhance liveability. Our natural environment is protected and supported to provide habitat to diverse flora and fauna and our community is connected to nature.

→ **Figure 11.** Snapshot of outcomes to achieve the theme (from Session 3)

“Banyule recognised as most ecologically sustainable council in Victoria”

“Banyule community is well educated on environmental sustainability”

“All new houses and council buildings are energy efficient”

“100% reduction of food waste diverted from landfill”

Our Well-Built City

A well planned, sustainable and liveable place that caters for all our current and emerging communities; where our local character and environment is protected and enhanced.

In 2041, Banyule is a well-planned and designed city that caters for all current and future needs. Our municipality is made up of a network of twenty-minute neighbourhoods that are well connected through accessible transport. We have affordable, diverse, and sustainable housing solutions that meets the mixed needs of everyone in the community. All housing and development are environmentally and sustainably designed whilst preserving and enhancing our local character.

→ **Figure 12.** Snapshot of outcomes to achieve the theme (from Session 3)

“Diversity in housing stock – more multi-family homes, co-housing, shared spaces, ageing in place opportunities, community housing for older people”

“Environmentally sustainable design”

“Infrastructure is keeping up with development”

“Local neighbourhood character”

Our Valued City Assets and Facilities

As custodians of our community, assets, facilities and services, we work to ensure that they are affordable, sustainable, evenly distributed, safe and accessible for all ages and abilities and designed to provide meaningful experiences and connections.

In 2041, our community assets are safe, accessible, and inclusive. Community assets and infrastructure are designed and planned on the needs of our community. All assets are well-designed, multipurpose, innovative, environmentally sustainable and provide places and spaces to bring our community together. Our assets are well maintained, utilised and renewed to deliver quality services.

→ **Figure 13.** Snapshot of outcomes to achieve the theme (from Session 3)

“Responding to the needs, enough for population, growth and ages appropriate”

“Maximise and optimise, utilised well, open for use, night-time and in school holidays”

“More solar streetlights, more lights in parklands, more solar lights in trees in shopping precinct areas to beautify night aspect”

“Well maintained infrastructure and assets, that are accessible, diverse and inclusive”

Our Thriving Local Economy

A thriving, resilient, socially responsible local and integrated economy that encourages, supports and advocates for a diverse range of businesses and entrepreneurship, providing local investment and employment opportunities.

In 2041, our local economy is thriving, vibrant and resilient and supported through business partnerships including those to build strong regional growth. There are a range of employment opportunities available for all at workplaces that embrace diversity and all abilities. Banyule is a place for business start-ups and diverse industries to grow, with education and programs that promote a future work ready workforce. Volunteerism is encouraged and promoted, making valuable contributions to the community and local economy.

→ **Figure 14.** Snapshot of outcomes to achieve the theme (from Session 3)

“Reduction of red tape for small businesses and new and existing businesses”

“Investigate more opportunities for social enterprise and promote what we already do”

“Employing in the municipality where possible”

“Ongoing support of small business, grants, marketing, information”



Our Trusted and Responsive Leadership

A responsive, innovative and engaged Council that has the trust of our community through demonstrated best practice governance, is financially sustainable, and advocates on community priorities and aspirations.

In 2041, Banyule is a trusted and transparent Council that works in partnership with the community. We are a responsive, innovative, and accessible Council that continually strives to achieve service excellence. We are an advocate for our community on their priorities and aspirations. Our community is highly engaged and informed and has a say in decisions that affect them. Our community is socially, environmentally and financially sustainable.

→ **Figure 15.** Snapshot of outcomes to achieve the theme (from Session 3)

“Community has a say in decision making”

“Building trust between local government and community”

“Fair representation of all residents, not just loudest voices”

“Reporting on achievement and communication with community”



Evaluation

5

5.1 METHODOLOGY

The following section details the evaluation of the CWG from the perspective of the participants. Evaluation of the CWG experience happened over two evaluation surveys.

- 1 The pre-session welcome survey asked the CWG to identify their current content knowledge and perceptions of Council.
- 2 The post-session evaluation survey captured the same questions as the pre-session survey to capture the CWG process and impact and included an evaluation survey that asked CWG to provide feedback on the overall process and their experience.

The pre-session and post-session survey questions are available in Appendix C.

The high-level findings from the surveys are presented below with all findings in Appendix C.

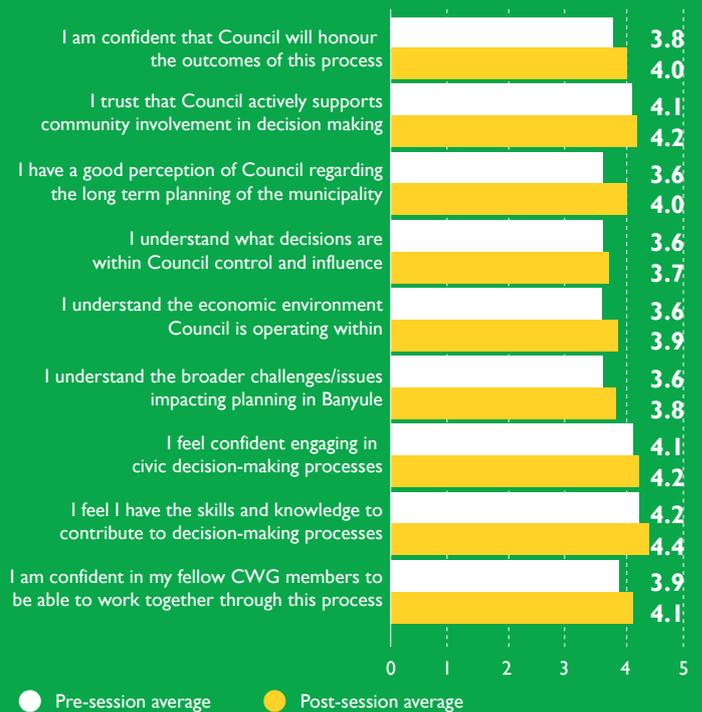


5.2 HIGH-LEVEL RESULTS

Trust and confidence in Council, knowledge of Council processes and civic participation

The CWG reported an overall increase in their trust and confidence in Council and their knowledge of Council processes. The highest growth was in understanding the economic environment in which Council operates. CWG members confidence in civic participation skills slightly grew following the CWG sessions.

↓ **Figure 15.** Pre and post session survey results (pre responses, n = 44; post responses, n = 26)



Pre-session expectations

Pre-participation, participants expressed their expectations to share their thoughts and opinions with the Banyule community in an open and honest format. CWG spoke of their desire to have a better understanding of the challenges in Banyule and the objectives of the community to best support decision-making. The future sessions were described as places to learn new information, be insightful, comprehensive and forward thinking.

Pre-session hopes

When asked about their hopes for what they would like to gain through the CWG, participants said they would like to have contributed to their community and a better understanding of council and council processes. CWG participants also spoke about wanting to build a stronger community and an opportunity to hear from others in the Banyule community to help make decisions on their behalf.

Post-session challenges

CWG members spoke about the challenges of having a group with a wide range of views some with personal agendas. CWG members said it was challenging to have to learn new information and be able to process it all within time constraints. There were also comments on the challenge of working towards the final goal as a group.

“Being able to voice my ideas in a constructive way and hearing how they are similar to other constituents. I look forward to seeing how much we have in common.”

“That a team of Banyule residents with various experience and backgrounds can develop strategies that will make Banyule a place that people will want to live in.”

“Group work and collaboration with others to form opinions to bring back to the council.”

“I hope, I would improve on my knowledge and awareness of Council, its scope and limitations. I hope I would be able to represent many residents of Banyule and ensure promising growth of Council towards community interest.”

“A sense that I am making a contribution to my community for the future of a place that I love.”

“A greater understanding of the community and the impact that council decisions make on the community.”

“The time allowed for discussion and consideration of each activity. I understand that this was necessarily limited, but it is always difficult to complete such tasks within any time limit. It was well managed by the table leaders though.”

“Having to hear from people that had a specific interest/agenda or conflict of interest in expressing their view.”

“Finding consensus with such a wide range of opinions. Dominating personalities and strong opinions on certain issues.”



Post-session successes

The CWG felt proud that they were a part of the future and able to be a part of positive change in their community. Respondents cited working together as a group and being able to meet, share and hear the viewpoints of different members of the Banyule community. There was also mention of everyone being able to work together and openly encouraged others CWG members for their input.

Post-session advice to some thinking of participating in a CWG

CWG were asked what advice they would give to a friend who was thinking of participating in a CWG like this.

They also said it was important for participants to decide what issues are important to them before joining but also go with an open mind and not a specific agenda to push. Respondents also said that participants should, make sure you can commit to the time and efforts required and complete the whole process.

“I am proud of that our voice was heard and we made it together and help each other to achieve what we would like to achieve.”

“That I stepped up and was able to help write a statement that had unanimous agreement.”

“Being part of a collective and enthusiastic group of the community contributing individual and collective worthwhile suggestions and ideas for Banyule and CWG.”

“It was a positive experience to add to my skills and involvement in my community.”

“Be aware that sometimes, you may get overwhelmed over different discussions.”

“Really understand what the final outcomes from the process are. It’s really important to participate and have your say, because you can’t just leave it to someone else and hope that they push for what is important to you.”



Appendices

A

APPENDIX A. CWG MEMBER TARGET

↓ Table 2.CWG member target

Category	Criteria	Banyule representation	CWG target
Did you participate in the Stage 1 engagement?	Yes	71%	39
	No	29%	16
How did you participate?	Community workshops	N/A	4
	Advisory Committee Summit	N/A	8 ⁷
	Service Providers workshop	N/A	4
	Youth / Scouts workshop	N/A	4
	Somali workshop	N/A	4
	Online via Shaping Banyule	N/A	15
Access and inclusion	Aboriginal or Torres Strait Islander	1%	2 ⁸
	A person with disability	19%	10
	Member of the LGBTIQ+ community	N/A ⁹	2
	Speak a language other than English at home	22%	11
Gender	Male	49%	27
	Female	51%	28
Suburb	Briar Hill	3%	1
	Bundoora	8%	4
	Eaglemont	3%	2
	Greensborough	12%	7
	Heidelberg	5%	3
	Heidelberg Heights	5%	3
	Heidelberg West - Bellfield	6%	3
	Ivanhoe	11%	6
	Ivanhoe East	3%	2
	Lower Plenty	3%	2
	Macleod	6%	3
	Montmorency	7%	4
	Rosanna	7%	4
	St Helena - Eltham North - Eltham	4%	2
	Viewbank	6%	3
	Watsonia	4%	2
	Watsonia North	3%	2
Yallambie	3%	2	
Life stage	Babies, pre and primary schoolers (0 to 11)	N/A	N/A ¹⁰
	Secondary schoolers (12 to 17)	8%	5
	Tertiary education and independence (18 to 24)	10%	6
	Young workforce (25 to 34)	15%	10
	Parents and homebuilders (35 to 49)	21%	11
	Older workers and pre-retirees (50 to 59)	14%	8
	Empty nesters and retirees (60 to 69)	12%	7
	Seniors (70 to 84)	10%	6
Elderly aged (85 and over)	4%	2	



⁷ We sought one representative per advisory committee

⁸ This was manually increased to 2 people from 1% to allow for two Aboriginal or Torres Strait Islander participants.

⁹ This is not captured in the 2016 census and has been manually set at 2 people

¹⁰ Community members aged 0-11 years old were not part of the CWG and were redistributed to other age categories.

APPENDIX B. OUTCOMES TO DELIVER ON THE COMMUNITY VISION THEMES

At sessions one to three, the CWG were taken through a series of activities to develop the community themes and then listed the outcomes to deliver on the community vision themes. The work of the CWG at session two and session three, was presented to and tested with internal staff at Council to ensure it aligned with organisation and Councillor priorities. The internal staff feedback was then presented to and tested with the CWG to ensure it wasn't missing anything critical.

Listed below are the outcomes to deliver on the community vision themes.

↓ **Table 3.** Themes and outcomes

Final theme	Outcomes
Our inclusive and connected community	<ul style="list-style-type: none"> • A city for all ages and life stages • A safe and healthy place for all backgrounds, genders, ages and abilities • A community that respects and celebrate differences • Community connections are built and strengthened • A place where human rights are supported and protected • Diversity and inclusion are valued and embedded in all services, programs and events. • Banyule's rich arts and cultural history is protected, promoted and cultivated.
Our Sustainable Environment	<ul style="list-style-type: none"> • A sustainable municipality that tackles the changing climate in everything it does, and is resilient to its shocks and stresses • A community motivated and achieved zero waste to landfill by 2030 and zero net emissions by 2040. • A city that protects its natural environment, provides habitat to diverse flora and fauna, and connects to nature • A city with an abundance of trees and open space to enhance liveability • An educated and informed community leading on waste, food security, water conservation and climate actions. • An innovative leader in environmental sustainability and climate change action.
Our Well-Built City	<ul style="list-style-type: none"> • A well-planned and designed city for all current and future needs • A City with affordable, diverse and sustainable housing solutions that meets the mixed needs of our diverse community • A safe place with a network of twenty-minute neighbourhoods that are well connected through accessible transport • Housing and development that includes environmentally sustainable designs and our local character is preserved and enhanced
Our Valued Community Assets and Facilities	<ul style="list-style-type: none"> • Community assets that are safe, accessible and inclusive • Well-designed multipurpose assets that are innovative, environmentally sustainable and provide places and spaces to bring people together • Assets that are well maintained, utilised and renewed to deliver quality services • Community assets and infrastructure that are planned on community needs

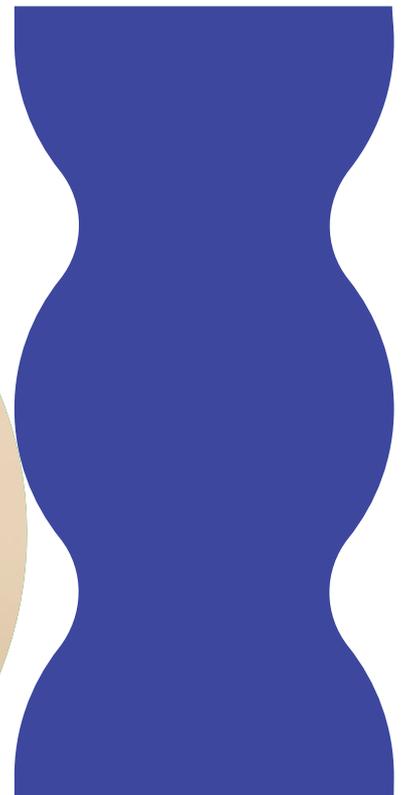
Final theme Outcomes

Our Thriving Local Economy

- A thriving, vibrant and resilient local economy supported through business partnerships.
- A place for business start-ups and diverse industries to grow
- A range of employment opportunities available for all
- Workplaces that embrace diversity and all abilities.
- Strong regional growth and partnerships are built
- Education and programs that promote a future work ready workforce
- Volunteerism is encouraged and promoted as a valuable contributor to the community and local economy.

Our Trusted and Responsive Leadership

- A trusted and transparent Council that works in partnership with the community
- Council being the advocate for community priorities and aspirations
- A community that is highly engaged and informed - has a say in decision making
- A responsive, innovative and accessible council that continually strives to achieve service- excellence.
- A community that is socially, environmentally and financially sustainable



APPENDIX C. PRE-SESSION AND POST-SESSION SURVEY QUESTIONS AND RESULTS

Below are the questions that asked across the two evaluation activities.

↓ **Table 4.** Pre-session and post-evaluation survey and evaluation survey questions

Question	Pre-session survey	Post-session survey
Trust and confidence in Council (multiple choice)		
I am confident that Council will honour the outcomes of this process	X	X
I trust that Council actively supports community involvement in decision making	X	X
I have a good perception of Council regarding the long-term planning of the municipality	X	X
Knowledge of Council planning processes (multiple choice)		
I understand what decisions are within Council control and influence	X	X
I understand the economic environment Council is operating within	X	X
I understand the broader challenges/issues impacting planning in Banyule	X	X
Civic participation (multiple choice)		
I feel confident engaging in civic decision-making processes	X	X
I feel I have the skills and knowledge to contribute to decision-making processes	X	X
I am confident in my fellow CWG members to be able to work together through this process	X	X
Your experiences of the CWG (multiple choice)		
I had many opportunities to express my opinions and views		X
I felt my views were respected by other CWG members		X
I feel Council staff listened to my views		X
I heard from a diversity of people and views		X
I met new and different people whilst on the CWG		X
My participation in the CWG was worthwhile		X
I would like to take part in similar community engagement activities		X
I would recommend my friends or family to join any future Banyule CWGs		X
Recruitment process and information provided (multiple choice)		
I felt the CWG recruitment was clear		X



Question	Pre-session survey	Post-session survey
Your experiences of the CWG (multiple choice)		
I understood what was expected of me before joining the CWG		X
I felt the quality of information provided allowed me to form an opinion		X
I felt that presentations were valuable to me		X
I felt the CWG member page was valuable to me		X
Session evaluation (multiple choice)		
Quality of information: How well did we describe what we needed to?		X
Use of time: How well did we use our time?		X
Participation (overall): How well did we do on making sure everyone was involved?		X
Participation (hybrid): How well did we do on making sure everyone was involved (session 3)?		X
Workshop facilitation: How well was the workshop managed?		X
Table facilitation: How well was the table facilitation managed?		X
Organisation: How well was the workshop run?		X
Expectations, hopes, challenges and successes (open text)		
What might stop you from getting involved in Council decision making processes?	X	
What are your expectations of the CWG?	X	
What do you hope to gain through your participation in the CWG?	X	
What did you find most challenging about your participation in the CWG?		X
What are you most proud of through your participation in the CWG?		X
What advice would you give to a friend who was thinking of participating in a CWG like this?		X
Do you have any other comments?	X	X

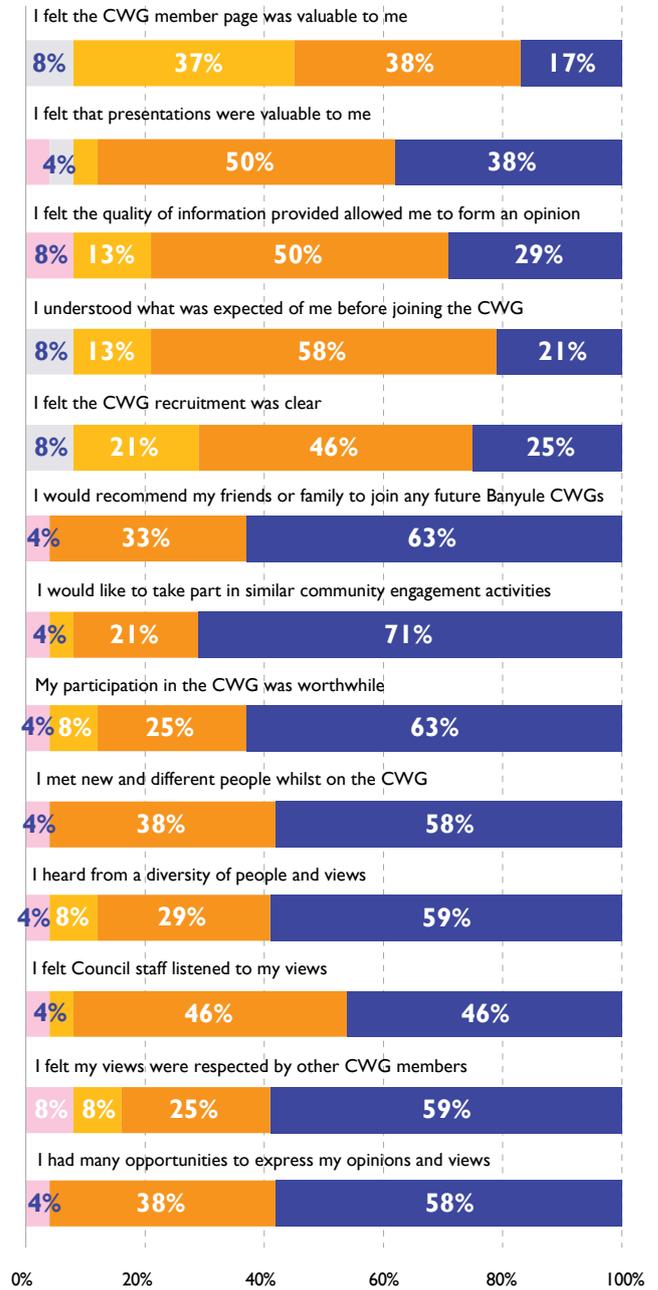


Recruitment process, information provided and experiences of the CWG

Overall, the CWG was positive in their experiences of the CWG. Over 70% of CWG members who responded to the survey said they would like to take part in similar processes, and 63% felt their participation was worthwhile and they would recommend their friends or family to join any future Banyule CWGs. Overall, respondents agreed that the information provided to them was useful, this included the quality and the formats, presentations and CWG page.

→ **Figure 17.** Responses to recruitment process, information provided and experiences of the CWG (n=26)

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

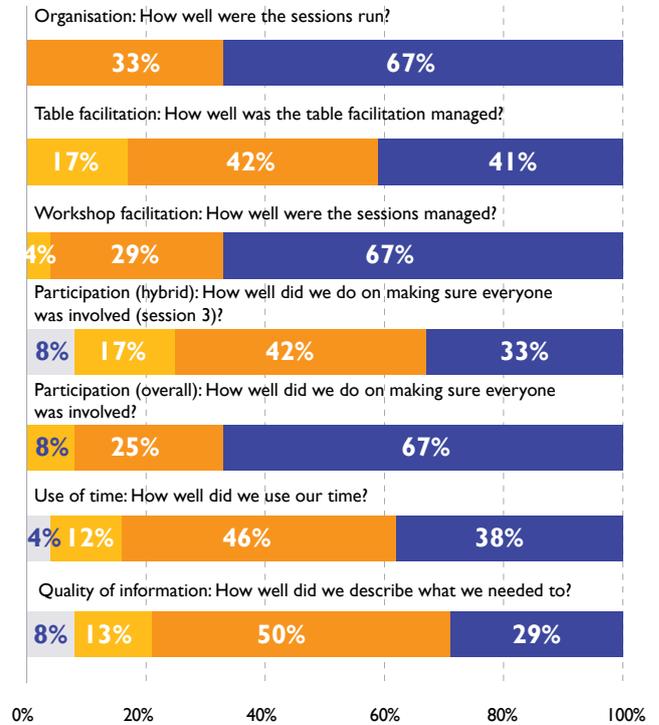


Session evaluation

Overall, the CWG was positive in their evaluation of the sessions. A total of 67% of CWG who completed the survey responded with 'excellent' to the organisation of the sessions and making sure that everyone was involved. Lower scores of 'satisfactory' and 'good' were received for table facilitation, participation during session 3 (hybrid session) and describing information to the CWG.

→ **Figure 18.** Responses to session evaluation (n=26)

- Poor
- Fair
- Satisfactory
- Good
- Excellent





Banyule

City Council