



Ordinary Meeting of Council

19 July 2021 7.00pm

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1. Executive summary

The Engagement Collective was engaged by Banyule City Council to support the planning and facilitation of a range of community engagement activities to inform the redevelopment of the Rosanna Library (library).

The purpose of Stage 2 engagement was to gather community input about what they value and their aspirations for the new library; preferences regarding materials and finishes for the new building and internal allocation of library space, fit out, functioning, community use and programming; as well as suggestions for the streetscape and outdoor spaces. People who live, work and study in Rosanna and library users were identified as the target population to engage in this public consultation.

A range of online and in-person consultation activities took place from May to June 2021. Council's 'Shaping Banyule' online engagement platform was used to support the consultation.

1.1 Overview of participation profile

The communications and engagement activities were effective in engaging over 300 participants. It is noted that some individuals participated in more than one engagement activity.

Table 1: Engagement activities and participation levels

Engagement activity	Indicative number of participants
Survey (online and hard copy formats)	108
Short survey (3 questions)	21
Idea drawing sheets	15
3x Place-Based Pop-Up engagement (82 Voting Pod participants, 72 Chatboard idea participants <i>plus surveys, short surveys and idea drawing sheets included above</i>)	154
Drop-in session 1: Rosanna Bowls Club	8
School workshop 1: Rosanna Primary School	12
Stakeholder meeting	1
Email submission (on behalf of families with children that identify as Aboriginal)	1
Total participation in engagement activities (gathering feedback)	320

Demographic details were not submitted by or captured for all participants, so the participation profile has been generated mostly based on the characteristics reported by the 129 survey respondents (108 survey and 21 short survey):

- The majority of participants identified as *female* (72 or 60.5%).

- Participants were a variety of ages. All age groupings were represented from under 12 years to 70 years and over. Persons aged 35 to 49 years were particularly engaged (37 or 25.7%).
- A small number of respondents identified as a *person who speaks English as a second language, LGBTIQ+ and/or a person with a disability*.
- Participants indicated that they had varied connection/s to Rosanna. The majority *lived in Rosanna* (88 or 74.6%) and some participants *worked or studied in Rosanna*. Other connections reported included living in nearby suburbs, volunteering in Rosanna or catching the train in Rosanna.

1.2 Key findings from the analysis of the community feedback

Current connections to, and uses of, Rosanna Library (see 4.1)

- Many participants identified as a *member of Yarra Plenty Regional Library* (87 or 84.7%)
- While some participants reported using the library at least once per week (23 or 22.3%), many reported using the library rarely (32 or 31.1%) or on a monthly basis (24 or 23.3%)
- Participants indicated that they were doing a variety of programs or activities other than borrowing books at the Rosanna Library now. Many of the 103 respondents reported they *read magazines and newspapers*, attend *Storytime* (25 or 29.8% each) and/or *used the computers* (21 or 25.0%).

Things that we love and value now about the Rosanna Library (see 4.2)

Participants indicated they love and value a variety of aspects now about the Rosanna Library. Topics reported related to services, spaces, programs as well as the look and feel of the library. Topics referenced most frequently across all engagement activities for each category were (in descending order):

Services	<ul style="list-style-type: none"> • Variety of book collections, reading materials and options • Technology, free Wi-Fi, access to computers, iPads and photocopying • Friendly and helpful staff
Feel	<ul style="list-style-type: none"> • Quiet, uncrowded, relaxed and cosy • Community feel, welcoming and friendly • Child-friendly atmosphere
Spaces	<ul style="list-style-type: none"> • Variety of spaces (open spaces, meeting spaces, quiet spaces) • Spaces to work, study and do homework
Programs	<ul style="list-style-type: none"> • Programs, activities, classes, events and clubs
Look	<ul style="list-style-type: none"> • Trees, greenery and bush feel • Building character and bluestone • Furniture, seating and tables

Other topics frequently mentioned: *it is convenient, close proximity to home and public transport; and the location*.

Views about the new Rosanna Library, looking to the future (see 4.3)

Participants indicated they would like to have a variety of experiences and things to do in the new Rosanna Library. Topics reported related to services, spaces, programs as well as the look and feel of the library. Topics referenced most frequently across all engagement activities for each category were (in descending order):

Look	<ul style="list-style-type: none"> • Modern, inviting, clean, safe and warm • Bright, airy with natural light and spacious • Aligned character of area with natural and sustainable materials, natural colours and greenery • Accessible for people of all-abilities and prams, including disabled car parks
Spaces	<ul style="list-style-type: none"> • Quiet areas for reading and studying • Variety of spaces and seating styles – some that are child-friendly, some for community use and social interaction and others for private use or meetings, which can be hired or booked
Services	<ul style="list-style-type: none"> • Variety of book collections, reading materials and options • Technology and internet (free Wi-Fi, access to computers, iPads, DVDs, movies, printers and photocopiers) • Storytime
Feel	<ul style="list-style-type: none"> • Inclusive, welcoming, friendly and safe • Quiet, comfortable, relaxed and calm
Programs	<ul style="list-style-type: none"> • Arts and craft classes, homework and clubs, language classes, writing classes, classes and courses for all age groups, school holiday programs and adult learning programs art classes • Activities for children, community events, guest speakers and presentations

Level of support and views about the proposed redevelopment of Rosanna Library (see 4.4.)

A majority of participants indicated they were supportive of the redevelopment of the Rosanna Library and concept designs:

- 48 (or 49.0%) were *very supportive* of the redevelopment of the Rosanna Library
- 28 (or 28.6%) were *supportive* of the redevelopment of the Rosanna Library
- 5 (or 5.1%) were *neutral* about the redevelopment of the Rosanna Library
- 5 (or 5.1%) were *unsupportive* of the redevelopment of the Rosanna Library
- 12 (or 12.2%) were *very unsupportive* of the redevelopment of the Rosanna Library

When participants were asked to explain why they chose a particular level of support there were 32 of the 98 (32%) who indicated concerns with several aspects of the project.

Feedback on the proposed concept plans and ideas (see 4.5)

The majority of participants indicated they liked the Rosanna Library concept designs.

There were also a range of mixed views, ideas and queries recorded:

- At the pop-ups 71 or (86.6%) indicated they *liked* the concept designs
- Many of the 12 student participants indicated they preferred the *Deck* and *Study lounge spaces* (7 votes each) and *Children's areas* and *Reading terraces* (6 votes each)

Other ideas included: incorporating visual representation of Aboriginal Culture to uplift inclusion; natural building materials; quiet and noise tolerant areas; disabled parking near the lift; spaces for volunteers, tutors, professional services, wellness room and wet areas for art activities.

Ideas about the streetscape and outdoor spaces (see 4.6)

Participants provided a variety of personalised ideas for the streetscape and outdoor spaces at the proposed Rosanna Library. Ideas and suggestions referred to the following topics (presented in descending order):

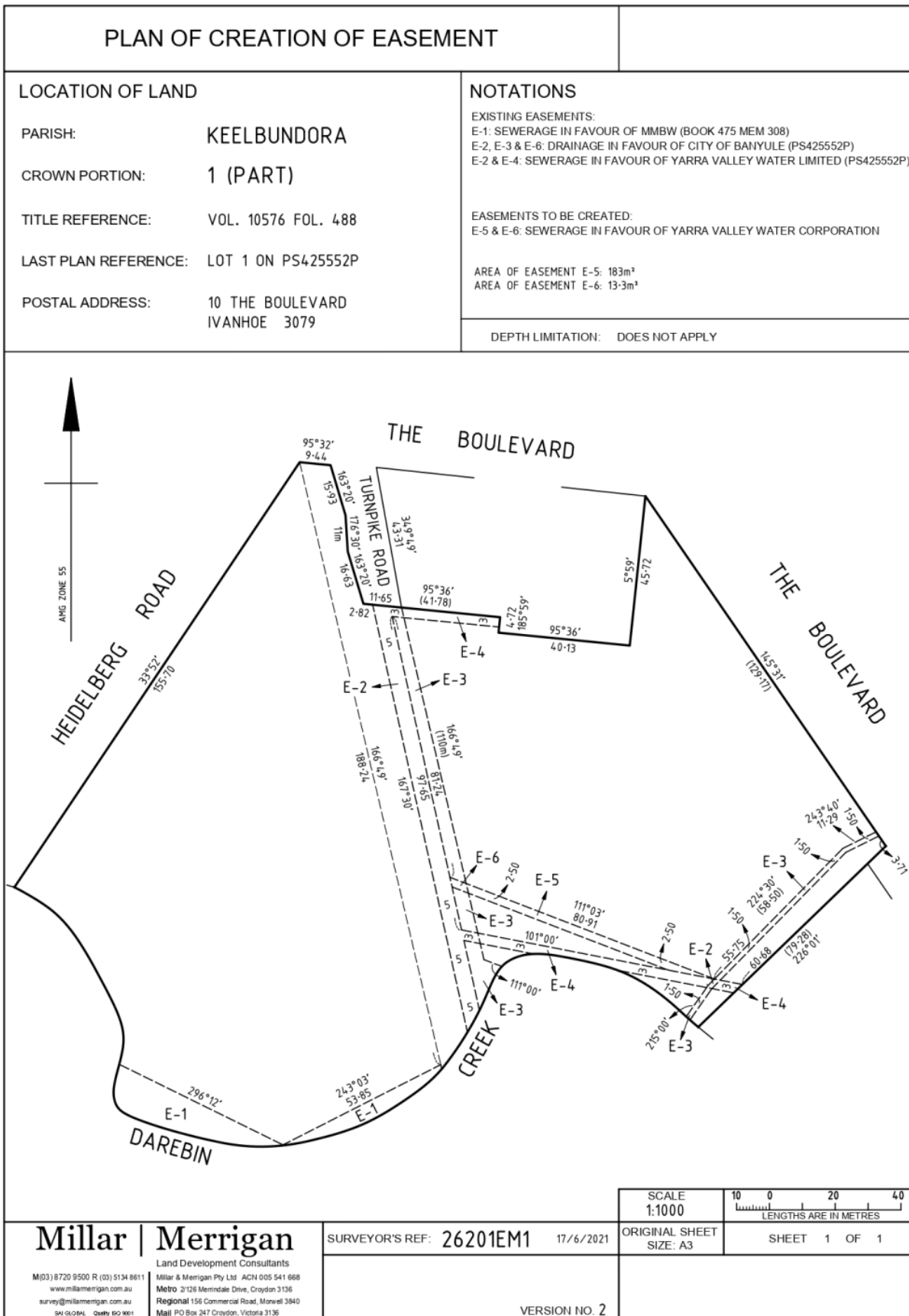
- Landscaping: Trees, vegetation and greenery
- Accessibility, pedestrian, bicycle and vehicles movements: Parking and car parks, pedestrian crossings, accessibility, cycling connections and infrastructure
- Building exterior and surrounds: Use of natural materials, re-purposing the blue stone, directional signage, welcoming appearance, artwork, flags, sustainability elements, dog parking and book return chute
- Outdoor spaces and facilities: Seating, green and open spaces, performing/entertainment area, play area/playground and café

Other ideas included: increasing the set back of the buildings from the road and waste management.

General feedback relating to the overall project and future stages (see 4.7)

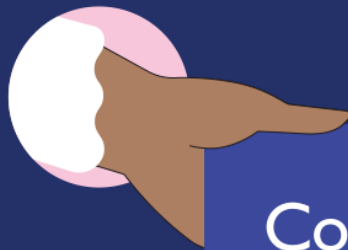
Across all engagement activities, concerns were raised regarding five topics in relation to the overall project and future stages about:

1. The partnership with Woolworths and sale of land
2. The concept design for the proposed library
3. The new Woolworths supermarket and implications
4. The loss of trees
5. The consultation process



BANYULE 2041

**SHAPING
OUR
FUTURE**



**Community
Working Group
Journey Report**



June 2021

Prepared on behalf of Banyule City Council by Capire Consulting Group

BANYULE 2041 SHAPING OUR FUTURE

PRIVACY

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For the purpose of program delivery, and on behalf of our clients, we collect personal information from individuals, such as e-mail addresses, contact details, demographic data and program feedback to enable us to facilitate participation in consultation activities. We follow a strict procedure for the collection, use, disclosure, storage and destruction of personal information. Any information we collect is stored securely on our server for the duration of the program and only disclosed to our client or the program team. Written notes from consultation activities are manually transferred to our server and disposed of securely.

Comments recorded during any consultation activities are faithfully transcribed however not attributed to individuals. Diligence is taken to ensure that any comments or sensitive information does not become personally identifiable in our reporting, or at any stage of the program.

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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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BANYULE 2041 SHAPING OUR FUTURE

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



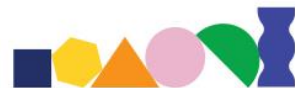
Over **4,100** people who live, work and study in Banyule were engaged



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



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



COMMUNITY WORKING GROUP REPORT

BANYULE 2041 SHAPING OUR FUTURE

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

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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.

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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.



COMMUNITY WORKING GROUP REPORT

BANYULE 2041 SHAPING OUR FUTURE

The CWG members

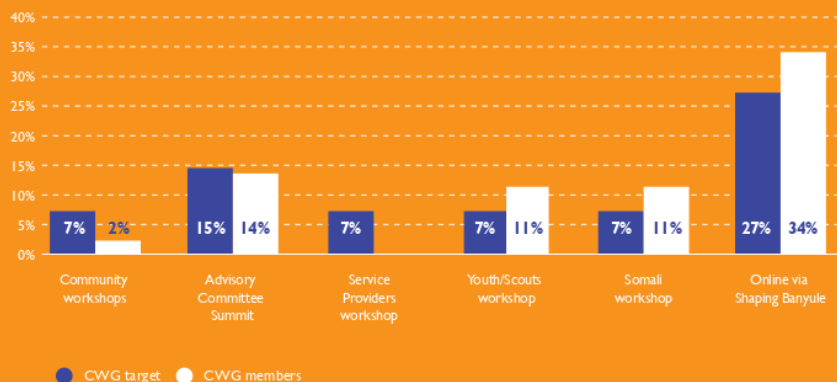


From the final 55³ community members selected to join the CWG, 39 completed the process.⁴ It is normal for participants to drop-out before the first session and occasionally in between sessions. Reasons for dropping out can be diverse. Participants may drop out due to changes in availability, personal 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.

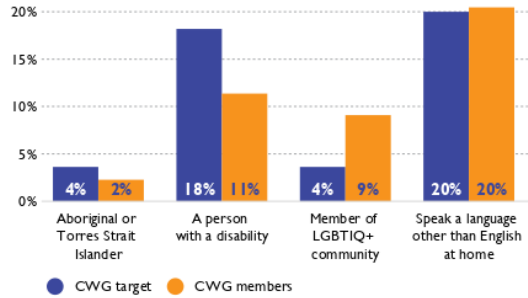
5 Representatives from the Disability and Inclusion and Child, Youth and Family advisory committees did not participate.



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.

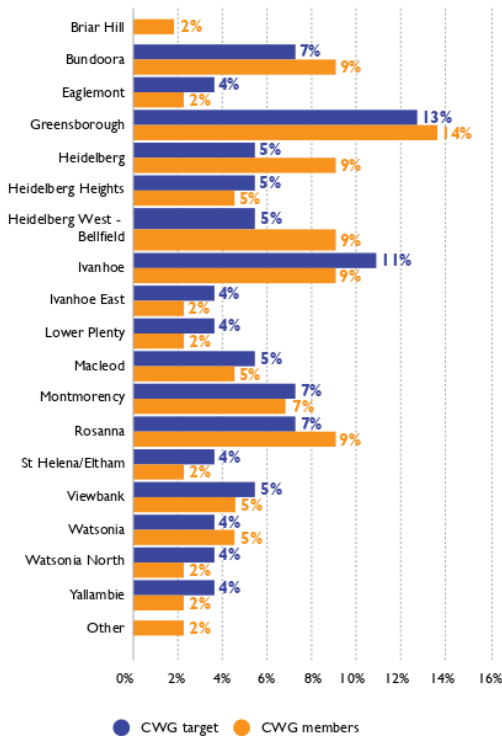
→ **Figure 2.** CWG access and inclusion



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

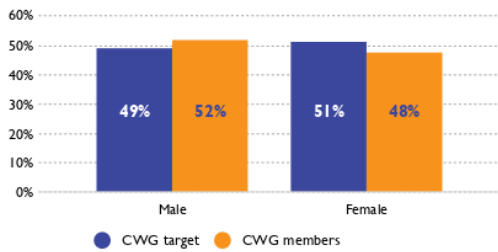


6 Next time Council delivers a process like the CWG, people who identify as non-binary or fluid will be included in the selection criteria.

Gender

The CWG had slightly more males than females⁶.

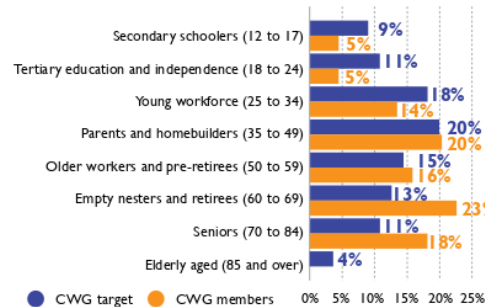
↓ **Figure 4.** CWG gender



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



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CWG outputs

3

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*



COMMUNITY WORKING GROUP REPORT

BANYULE 2041 SHAPING OUR FUTURE

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

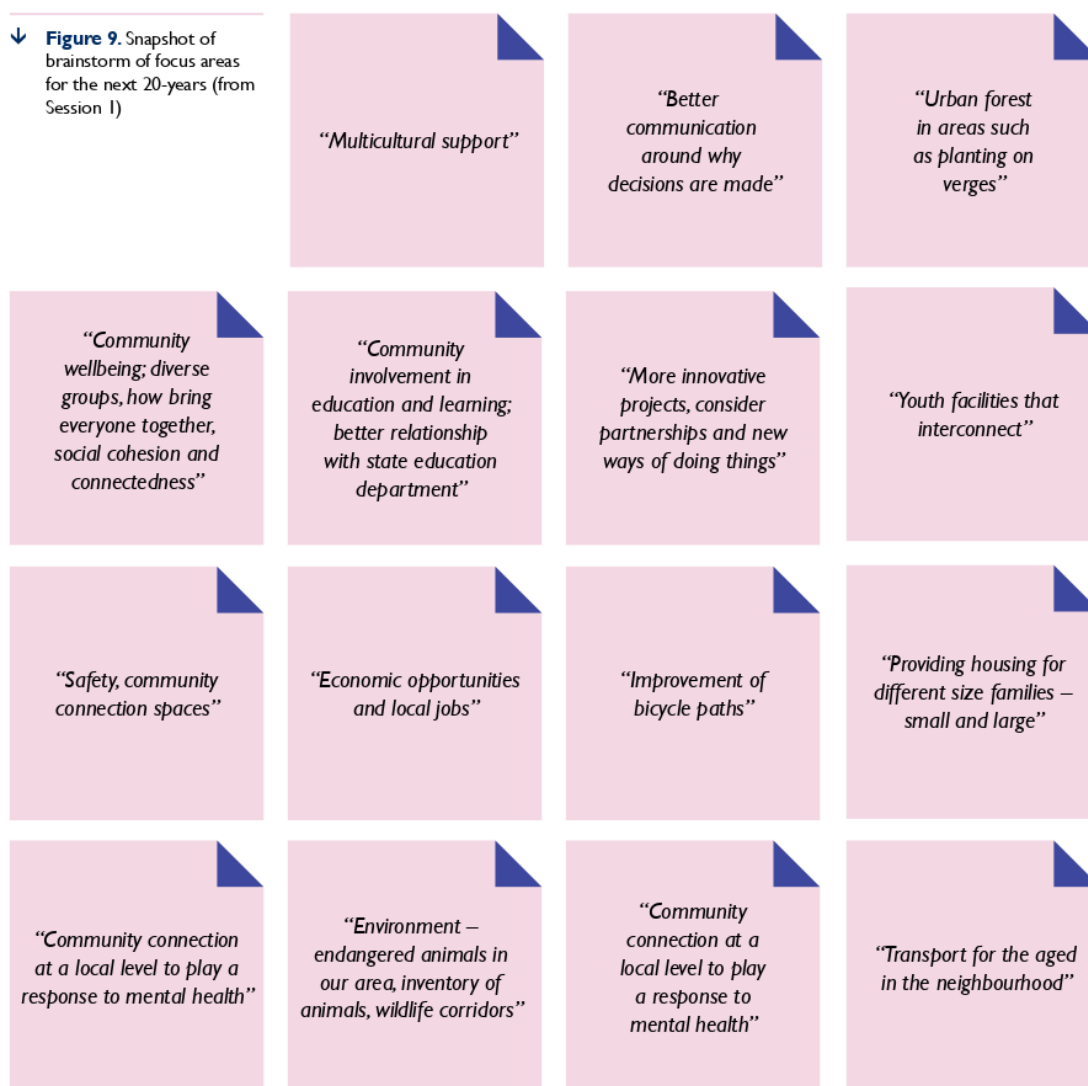
The writers took on the feedback and updated the statement. Writers presented an updated draft community vision statement and sought consensus.



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)



BANYULE 2041 SHAPING OUR FUTURE

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”

BANYULE 2041 SHAPING OUR FUTURE

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”



COMMUNITY WORKING GROUP REPORT

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.

“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”

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



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.

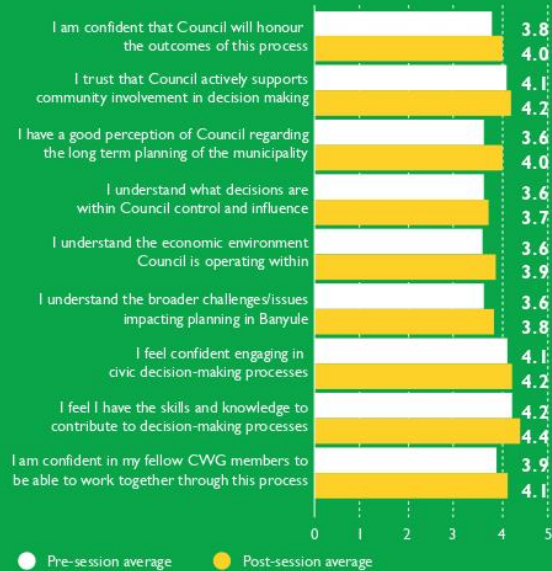


5.2 HIGH-LEVEL RESULTS

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.

“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.”

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.

“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.”

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.

“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.”



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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.

“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.”

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.

“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



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



COMMUNITY WORKING GROUP REPORT

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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

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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



COMMUNITY WORKING GROUP REPORT



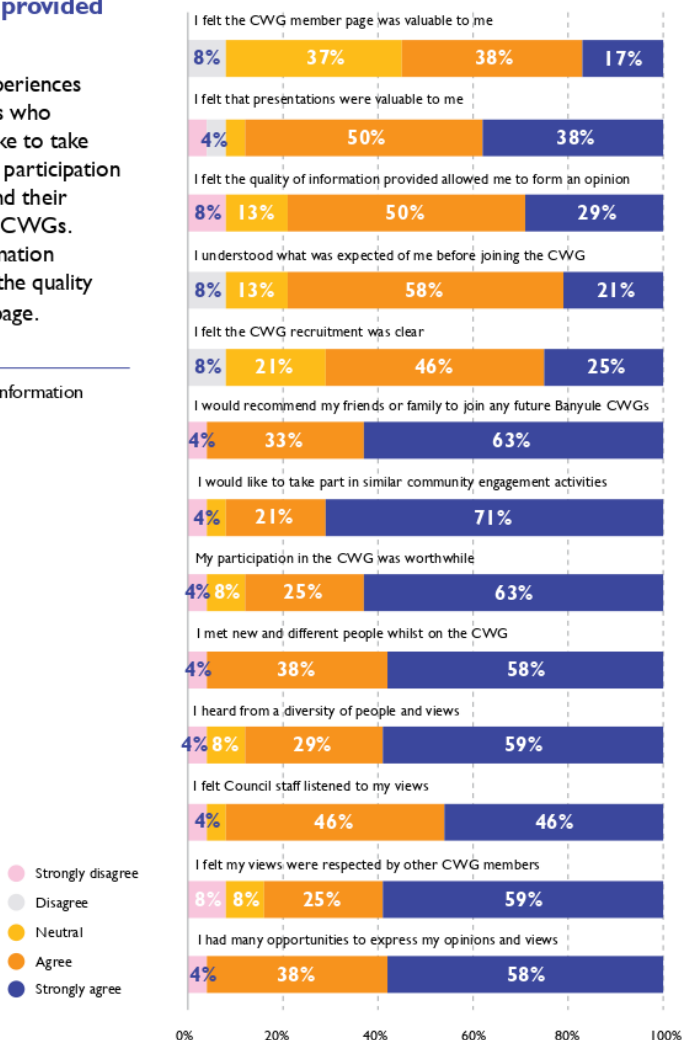
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Recruitment process, information provided and experiences of the CWG

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.

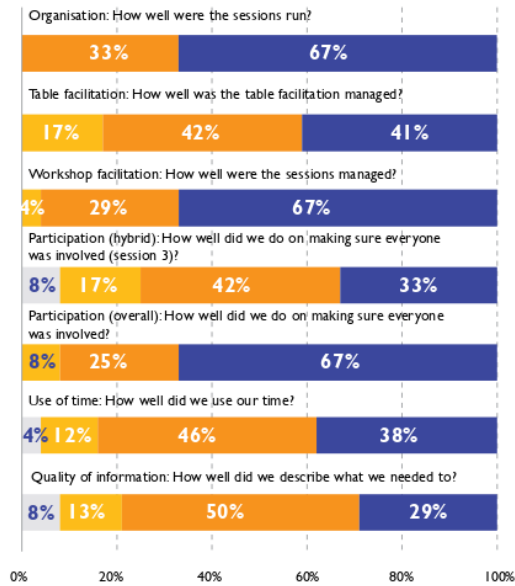
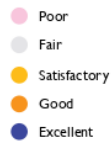
→ **Figure 17.** Responses to recruitment process, information provided and experiences of the CWG (n=26)



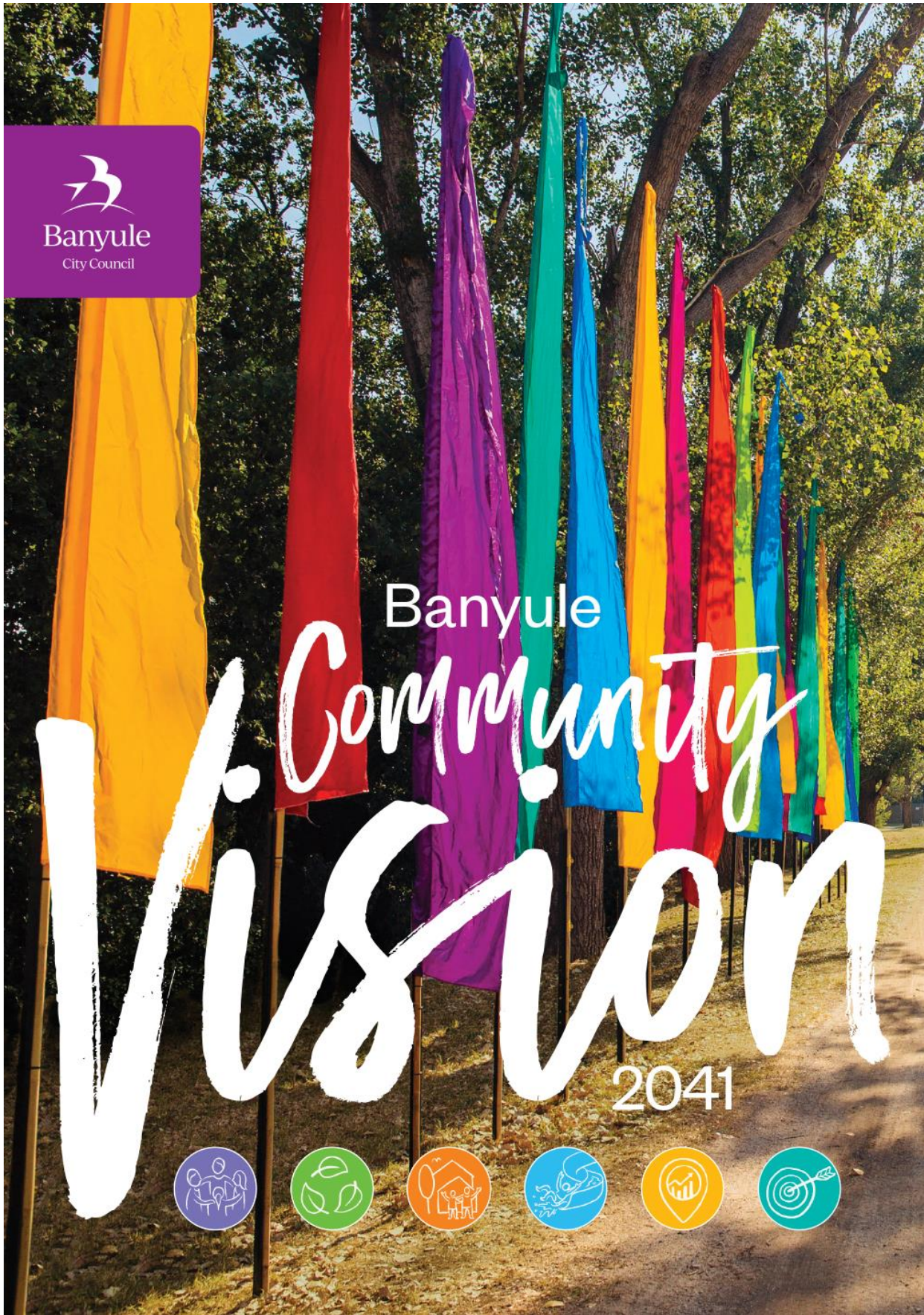
Session evaluation

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)









Acknowledgments

Banyule Council proudly acknowledges the Wurundjeri Woi-wurrung people as the Traditional Custodians of the land which Council operates on. We pay our respect to all Aboriginal and Torres Strait Islander Elders, past, present and emerging, who have resided in the area and have been an integral part of the region's history.

The City of Banyule would like to acknowledge all of the individuals and organisations who have contributed to this Community Vision.

The Vision has been enriched by the thousands of people who participated in the public forums, online and in-person workshops, surveys, submissions etc. We thank you for your time, expertise, ideas, enthusiasm and most of all your passion for Banyule's future.

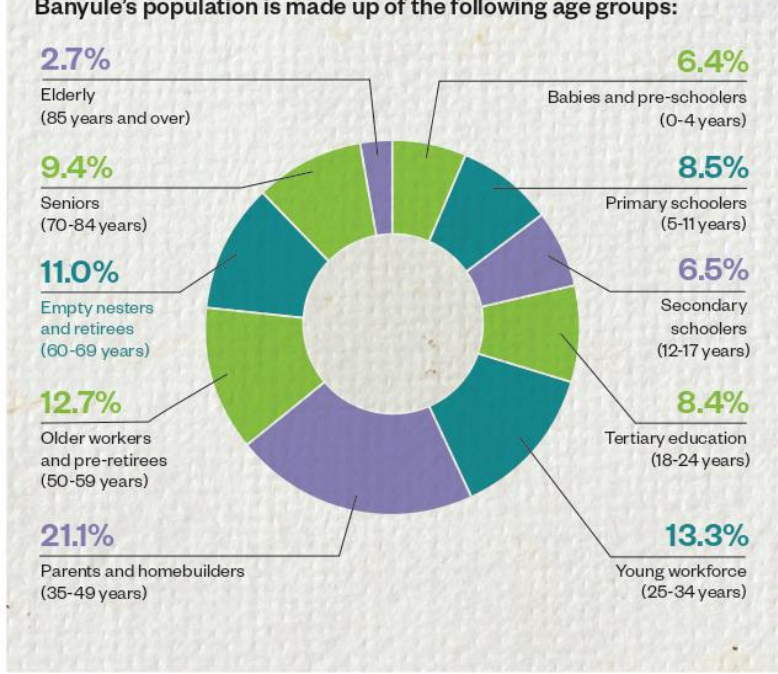
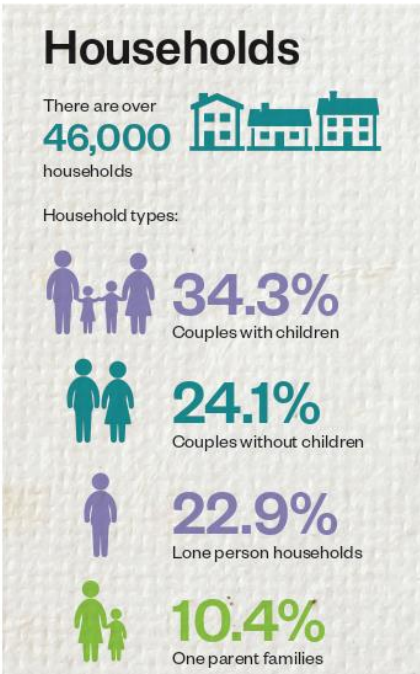
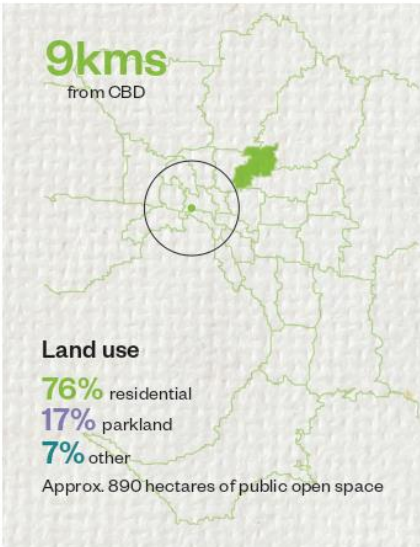
Finally, we would like to acknowledge the contributions of the many staff from Banyule Council who listened deeply and engaged directly with the community over a long period of time to develop the Banyule Community Vision 2041.

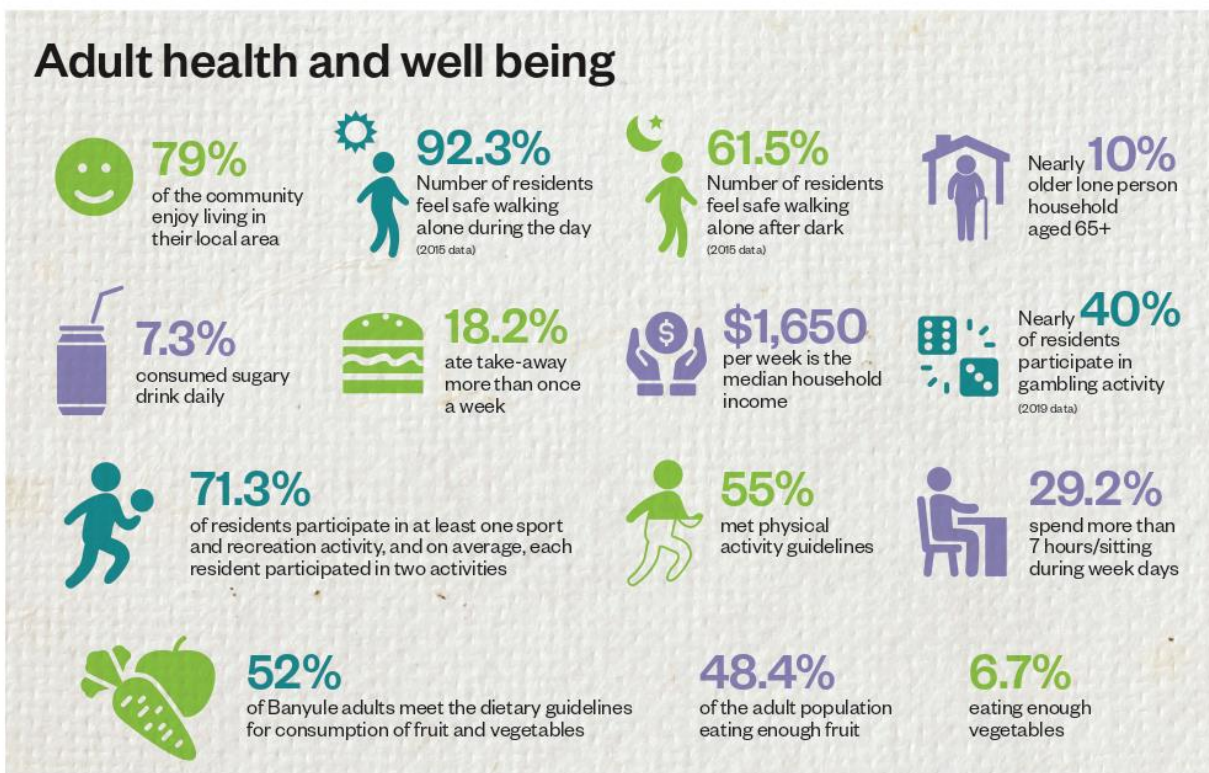
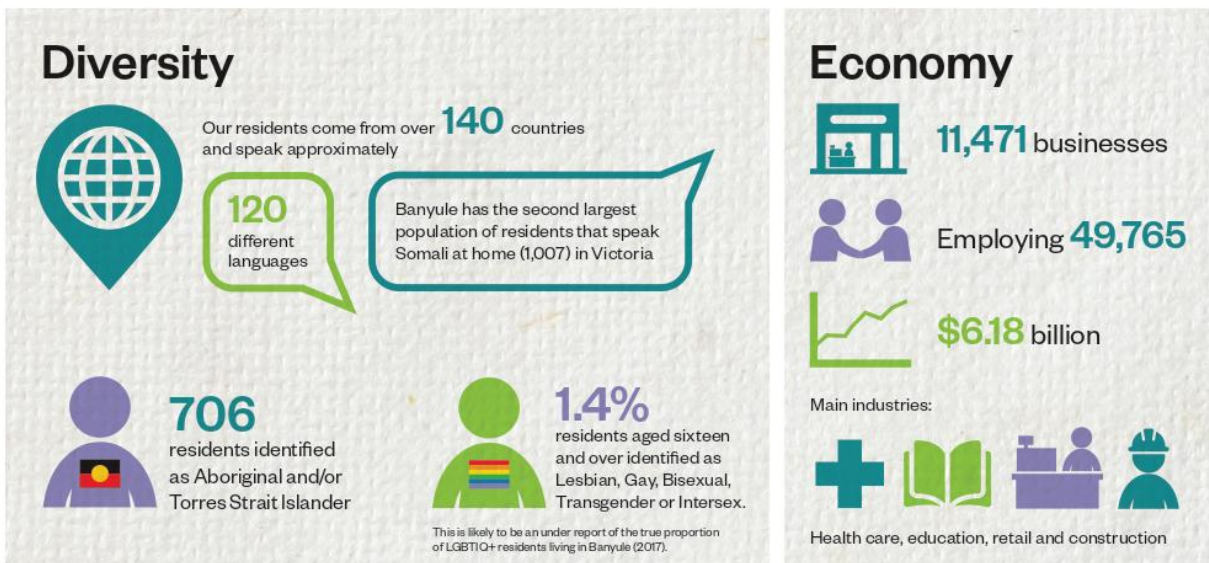


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Our Banyule Community





Creating this Vision

Stage 1

Understanding community aspirations and focus for the future

In November 2020, we started the journey to develop a Banyule Community Vision for 2041. A vision that captures the community's aspirations and priorities for our city over the next 20 years.

To develop the Vision, we introduced the Banyule 2041 – Shaping Our Future project. The project was all about listening and collaborating with the community, understanding local issues and priorities to create a long-term vision for Banyule and inform the Council Plan and Long-Term Financial Plan.

The conversations started in November 2020 as we invited our community to participate in the Banyule 2041 – Shaping Our Future Project. The first stage asked the community to imagine Banyule in 2041 and share what areas Council should focus on.

The contributions outlined what the community value in Banyule, what they aspire for the future, and areas of focus for Council to achieve that future while remaining financially sustainable.

Throughout the engagement period, Council worked to inform as many people as possible about the project, encouraged participation and provided background information about Banyule to help give well informed feedback.

How we engaged

- Social media posts reaching over 25000 people
- Direct emails (approximately 20000)
- The Banyule Banner delivered to over 55000 households and businesses
- Workshop flyers and letters
- Council website
- Shaping Banyule Project page
- Posters and real estate boards throughout the municipality
- Postcards
- Phone survey

How you participated

- Online survey - Shaping Banyule
- Online workshops
- Face to face community workshops and focus groups
- Written submissions
- Telephone survey
- Hard copy survey

The results

- Over **4100** people were engaged
- 1329** people actively participated in engagement activities
- 10** workshops with 420 participants
- 829** contributions online
- Higher female participation of **59%**, 38% male and 3% preferred not to say
- High proportion of **26-64** ages participated
- 4** written submissions
- Engaged with higher proportion of people who identify as **LGBTIQ+**
- 77%** participants live in Banyule, 17% work in Banyule, 3% study

Stage 2

Banyule Community Working Group

For the second stage of engagement, Council called upon everyday community members to join the Banyule 2041 Community Working Group (CWG). The CWG was made up of 55 people from a representative sample of the Banyule community, in a sense a 'mini-Banyule'.

At its core, community deliberation was about empowering communities to reach a collective agreement on the preferred future state.

After many interesting and in-depth discussions the CWG developed a co-authored Community Vision statement, identified themes to focus on for the next 20 years and made recommendations to help deliver the Council Plan and Long-Term Financial Plan.



From our Mayor and Councillors



Cr. Rick Garotti - Mayor



Cr. Tom Melican - Deputy Mayor



Cr. Alison Champion



Cr. Elizabeth Nealy



Cr. Alida McKern



Cr. Mark Di Pasquale



Cr. Peter Dimarelos



Cr. Fiona Mitsinikos



Cr. Peter Castaldo

What a remarkable journey we have been on as our community embraced the idea of developing a Community Vision for Banyule 2041.

They brought energy, enthusiasm and expertise to create an inspired vision for the future of our city.

They embodied the amazing spirit of our community, and it was heartening to see how caring they were for one another and the place we call Banyule.

What they produced is a vision that is aspirational, ambitious and achievable.

A vision that strives to build a better future for all. A future that starts with action today and ensures in 20 years' time our next generation will be in a better place.

We are truly grateful to more than 1300 people who contributed along the way and put us on our path towards Banyule 2041. We look forward to continuing this journey with you all to make this vision a reality.

We look forward to 2041.

Banyule Community Vision 2041

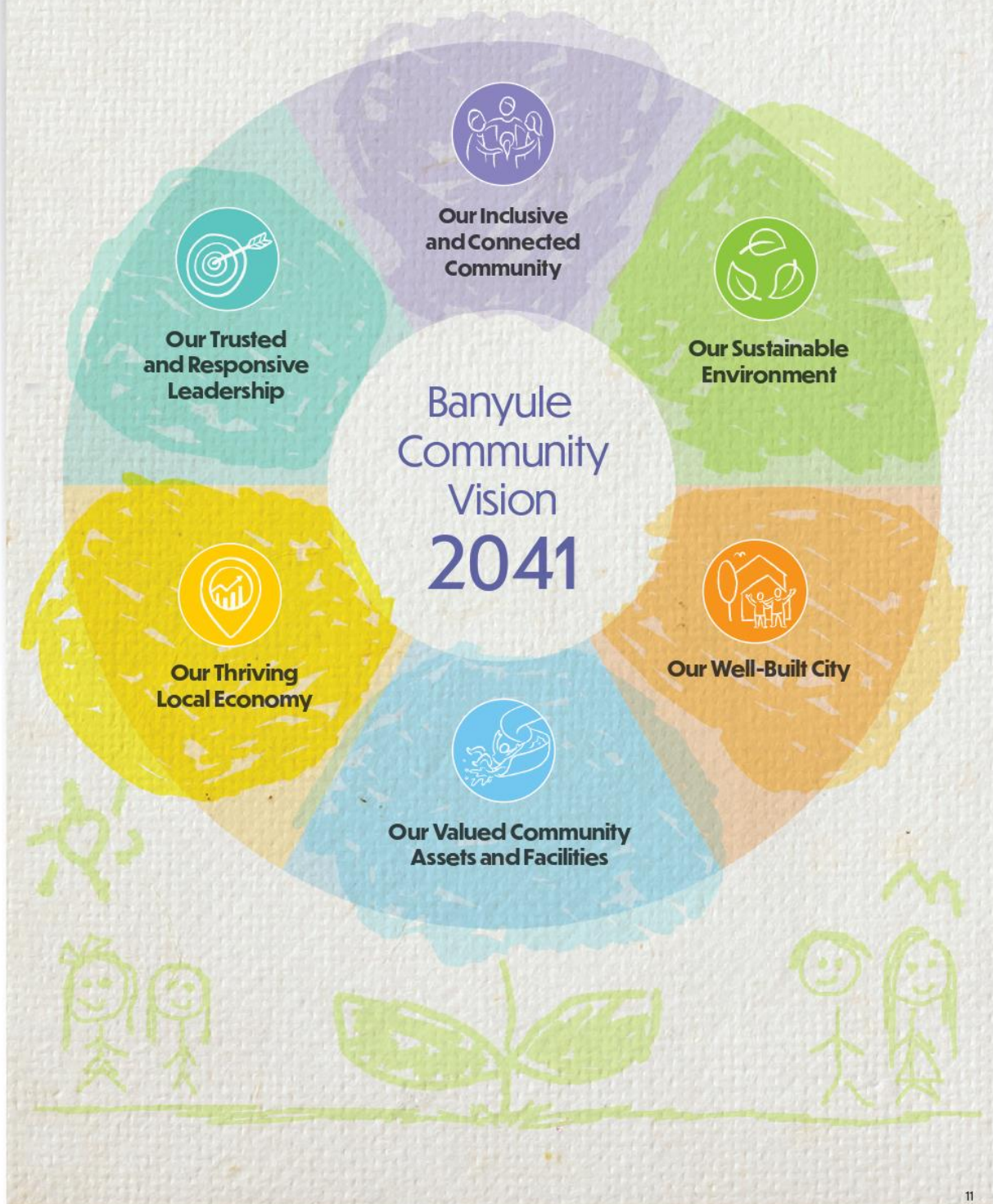
The Banyule Community Vision 2041 describes the community's aspirations for the future of Banyule over the next 20 years and expresses what is important to the community. Our Vision is unique to Banyule.

“WE IN BANYULE ARE A
THRIVING, SUSTAINABLE, INCLUSIVE
AND CONNECTED COMMUNITY.
WE ARE ENGAGED, WE BELONG,
AND WE VALUE AND PROTECT
OUR ENVIRONMENT.”



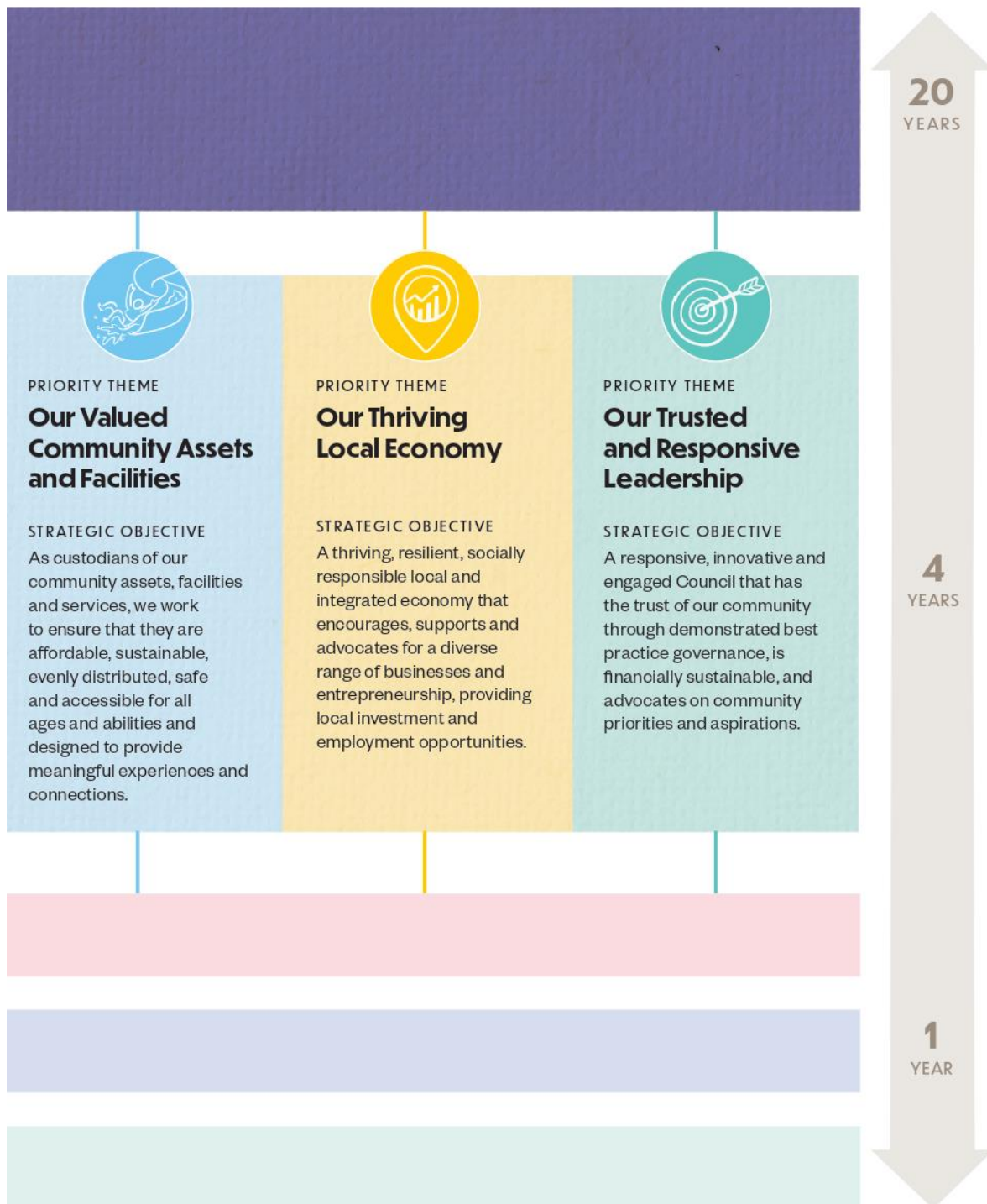
Banyule Community Vision Priority Themes

As well as creating the overall Vision, the Community Working Group together with Council, set-out six priority themes that outline the aspirations and focus of our community over the next 20 years.



How the Banyule Community Vision 2041 informs Council's work





Community Priority Theme 1



"The youth and even the younger children need more social events, opportunities, and mental health assistance"

SOMALI WORKSHOP PARTICIPANT



Our inclusive and connected community



"DIGITAL INCLUSION IS VERY IMPORTANT SO THAT WE DON'T LEAVE BEHIND PEOPLE WHO ARE NOT TECH SAVVY"

SERVICE PROVIDER WORKSHOP PARTICIPANT

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 maintains its uniqueness as a diverse, inclusive and vibrant community, and people from all backgrounds, genders, ages and abilities call Banyule home.

We encourage community connection and look after our vulnerable community members, women, children and young people by making Banyule a safer place for everyone.

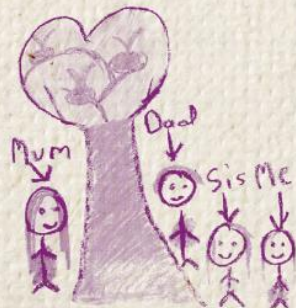
We maintain our love and passion for the outdoors, open space and greenery. Our community spaces are welcoming and are accessible for all abilities.

We are fit and healthy and have access to safe and nutritious food. Participation in sport and other recreational interests is prominent and people lead active lifestyles and have good mental and emotional wellbeing.

We know our neighbours and greet our new friends with open arms. Acceptance of our differences underpins our sense of community and belonging. We embrace our multiculturalism and engage with and understand the needs of diverse communities.

Together we celebrate the amazing cultures that make up who we are and contribute to our shared identity. Inclusiveness and diversity are reflected in all our services, programs, festivals and events.

Our rich arts and cultural history are protected, promoted and cultivated and more opportunities are available for people to come together and enjoy.



LOVE
HAPPINESS
KIND PEOPLE
HEALTHY LIFESTYLE
LOOKING AFTER OUR COMMUNITY
(CARING FOR OUR PEOPLE)
PENELOPE - 7 YEAR OLD

Community Priority Theme 2



"All new houses and council buildings are energy efficient"

COMMUNITY MEMBER



Our sustainable environment

"PLANT TREES AND PLANT SEEDS TO REDUCE POLLUTION OF THE AIR. WE NEED A CLEAN ENVIRONMENT WITH NO CAR POLLUTION AND WATER CONTAMINATION"

DANIEL 7 YEARS OLD



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 a leader in environmental sustainability and recognised as one of the most sustainable communities. We form partnerships and continue to invest in innovative solutions to tackle climate change.

We are an empowered community that takes actions and is resilient to shocks and stresses of climate change.

We are a carbon neutral community, and on the way to carbon negative. We are a self-sustaining recycling hub and have achieved zero waste.

We are a well educated and informed community on waste, food security, water conservation and climate actions. We all play an active role and promote the protection of local biodiversity, indigenous plants, flora and fauna and wildlife habitat.

We act sustainably and reduce waste, encourage recycling, make good use of our food and garden organics, and urban farming exists throughout Banyule. Our trees and tree canopy are well maintained and enhance liveability and beautify our streets.

We have abundant natural open spaces that improve health and wellbeing. Environmentally sustainable design is central in planning and development, and renewable energy is used to power our homes, businesses and facilities as a new normal.

"EDUCATE PEOPLE SO THAT INSTEAD OF HAVING 1% OF PEOPLE DOING 100% OF THE WORK, HAVE 100% OF PEOPLE EACH DOING 1% OF THE WORK"

ADVISORY COMMITTEE SUMMIT PARTICIPANT



Community Priority Theme 3

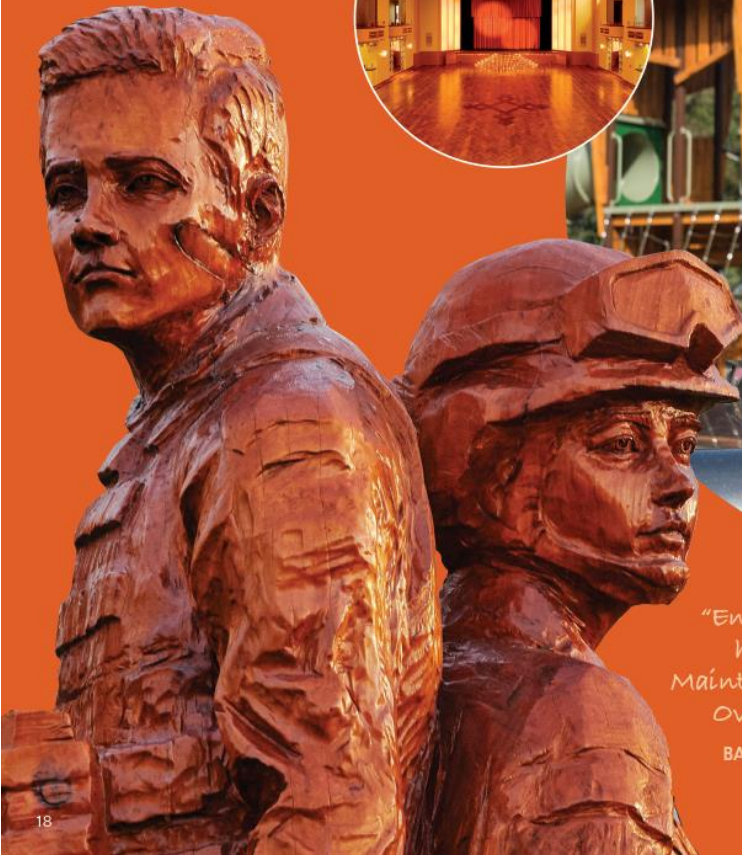


"MORE ACCESS TO NATURAL AREAS WHERE WE CAN CONNECT WITH THE ENVIRONMENT AND THAT SUPPORT ACTIVE TRANSPORT – LIKE OFF ROAD CYCLE WAYS IN OUR PARKS"

HEIDELBERG HEIGHTS RESIDENT



Our well-built city



"Ensuring the cultural and historical heritage of Banyule is protected. Maintaining and protecting the Historical Overlay precincts that we have now"

BANYULE COMMUNITY WORKING GROUP MEMBER

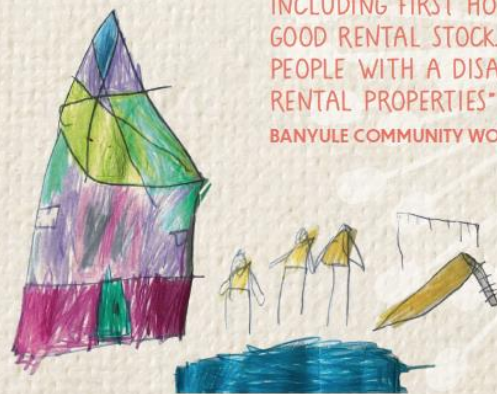
A well-planned, sustainable and liveable place that caters for all our current and emerging communities; where our local character and environment is protected and enhanced.

In 2041, Banyule is a well-planned and designed city that meets current and future needs of the community. We are a green city with ample open natural space, trees and wildlife at our doorsteps.

We are a city with diverse, affordable, and sustainable housing solutions that meet the mixed needs of our diverse community.

Our City is a network of 20-minute neighbourhoods, connected through a range of transport options and we have easy access to places to live, work and play. We discourage car use and use active and sustainable forms of transport such as walking, cycling and public transport.

We protect our local character and heritage, ensuring development is sustainable and in balance with our preserved grasslands, forests, wetlands, waterways and wildlife.



"WE NEED HOUSING FOR ALL LIFE STAGES INCLUDING FIRST HOME BUYERS. WE ALSO NEED GOOD RENTAL STOCK...IT CAN BE DIFFICULT FOR PEOPLE WITH A DISABILITY TO SECURE SUITABLE RENTAL PROPERTIES"

BANYULE COMMUNITY WORKING GROUP MEMBER

Community Priority Theme 4



Our valued community assets and facilities

"Enhance walkability to enable more people to walk safely to and from schools, shops, trains, buses in daytime and evenings"

MONTMORENCY RESIDENT



"I VALUE OUR LIBRARIES, COMMUNITY CENTRES, PLAYGROUNDS, AND ALL OUR FANTASTIC SERVICES THAT SUPPORT AND ENRICH THE LIVES OF PEOPLE LIVING IN BANYULE"

MACLEOD RESIDENT

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 parks, playgrounds and sports grounds are well maintained and accessible to people with all abilities. Our community assets and facilities are accessible, diverse and inclusive. They are safe, environmentally sustainable, innovative and represents local character.

Our assets are fit for purpose, well maintained and service the needs of our community.

Our multipurpose facilities provide places and spaces for people to connect, work and build friendships.

We take pride in and enjoy our well-built community hubs, aquatic facilities, and sports recreation centres that are essential to our health and wellbeing.

We have a safe network of bike lanes, pathways, roads and transport options that connects us locally and to the wider community.



"Create more open spaces, as so clearly valued by everyone this year, for not only exercise but socialisation and mental health aspects"

ROSANNA RESIDENT

Community Priority Theme 5



Our Thriving local economy



"Build more local community initiatives for people to shop and live locally"
MACLEOD RESIDENT

"PROVIDE VOLUNTEERING OPPORTUNITIES TO BUILD SKILLS AND CONNECTIONS"
YOUNG PERSON'S WORKSHOP PARTICIPANT

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, Banyule is home to a diverse range of businesses. We are a place where everyone has access to quality education and employment.

Our growth is supported through business partnerships and regional collaborations. We nurture new start-ups and continue to support businesses to grow and be successful.

Doing business in Banyule is easier than ever and becomes a choice for new enterprises.

There is a range of local employment opportunities available for all, and our workplaces embrace diversity and inclusion. More local jobs mean less of us need to travel outside the area for work.

Innovation and technological advancements are embraced, and our social enterprises are well established.

Our city has plenty of education and job training opportunities for people of all ages and abilities, and provides a range of career opportunities, particularly for young people and those returning to the workforce.

Volunteerism is encouraged and promoted as a valuable contributor to the community and local economy.

"PARTNERING WITH BUSINESS AND EDUCATION TO PROVIDE OPPORTUNITIES AND REAL-LIFE VOCATIONAL EXPERIENCES FOR YOUNG PEOPLE. DEVELOPING THE EDUCATIONAL CAPITAL AND VOCATIONAL OUTCOMES FOR THE FUTURE"
HEIDELBERG WEST RESIDENT



Community Priority Theme 6



Our trusted and responsive leadership

"BUILDING TRUST BETWEEN LOCAL GOVERNMENT AND COMMUNITY"
BANYULE COMMUNITY WORKING GROUP MEMBER



"Through every engagement consistently aim for diverse representation"
ADVISORY COMMITTEE SUMMIT PARTICIPANT



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, transparent and accountable Council that works in partnership with the community.

We are led by a responsive, innovative, and accessible Council that continually strives to achieve service excellence and positive outcomes for all.

Barriers between Council and Community are diminished and interacting with Council is easier than ever.

We work together to advocate on the matters that are important to the community.

We are a highly engaged community and have a say in decisions that affect us.

We are kept well-informed of Council's progress and achievements through regular reporting and evaluation.

We are a socially, environmentally and financially sustainable community.

Together we achieve Banyule's Community Vision 2041.

"Help to create an informed community, provide access to information to help empower community and for community to understand the roles of different levels of government"

BANYULE COMMUNITY WORKING GROUP MEMBER



Banyule

How we will make this Vision reality

Everyone who lives, works, studies or visits the City of Banyule has an important role to play in achieving this Vision.

The Community Vision will be implemented through the Council Plan 2021-25. The Council Plan identifies medium-term key directions (strategies), short-term priority actions that work towards the future outcomes identified by the community and outlined in the Vision.

Initiatives will be delivered through partnerships with a range of stakeholders including community groups, service providers, businesses and other levels of government. Council's Integrated Planning Framework ensures that all Council activities and financial resources are aligned to meet the aspirations, needs and expectations of the Banyule community.

Council is committed to ongoing transparency and accountability with its community and partners. Council will continue to prepare progress updates over the life of the Banyule 2041 Community Vision to celebrate achievements, recognise efforts, monitor trends and identify areas for future improvement.



How to contact your Council

For all enquiries or information about any Council services:

Telephone: **9490 4222**

Email: enquiries@banyule.vic.gov.au

Website: www.banyule.vic.gov.au

Fax: **9499 9475**

If your hearing or speech is impaired, you can call us through the National Relay Service on 133 677 (TTY) or 1300 555 727 (ordinary handset) and ask for 9490 4222.

Postal Address:

PO Box 94, Greensborough 3088

Council Service Centre:

Greensborough: Level 3, 1 Flintoff Street

Ivanhoe Library and Cultural Hub

Ivanhoe: 275 Upper Heidelberg Road

Office Hours of Opening:

Monday – Friday 8.30am – 5pm

Interpreter service:

If you need an interpreter, please contact TIS National on 131 450 and ask to be connected to Banyule Council on 9490 4222.

إذا كنتم بحاجة إلى مترجم، الرجاء الاتصال بالخط القومي لخدمة الترجمة الهاتفية TIS على الرقم 131 450، واطلبوا إصصالكم ببلدية بانيل على الرقم 9490 4222.

若你需要口譯員，請致電131 450聯絡TIS National，要求他們為你致電9490 4222接通Banyule市政廳。

Ako vam je potreban tumač, molimo vas, nazovite TIS National na broj 131 450 i zatražite da vas se spoji sa Vijećem općine Banyule na broj 9490 4222.

Αν χρειάζεστε διερμηνέα τηλεφωνήστε στην Εθνική Υπηρεσία Διερμηνέων Μεταφραστών στον αριθμό 131 450 και ζητήστε να σας συνδέσουν με τη Δημαρχία Banyule στο 9490 4222.

Se hai bisogno di un interprete chiama TIS National al numero 131 450 e chiedi di essere messo in comunicazione con il Comune di Banyule al numero 9490 4222.

Ако ви треба преведувач ве молиме јавете се на TIS National на 131 450 и замовете да ве поврзат со Banyule Council на 9490 4222.

如果你需要一名翻译，请打电话到国家电话翻译服务处 (TIS National) 131 450，再转接到Banyule市政府9490 4222

Haddii aad u baahan tahay mutarjum wac khadka qaranka oo ah TIS 131 450 weydiina in lagugu xiro Degmada Banyule tel: 9490 4222.

Nếu cần thông dịch, xin gọi cho TIS Toàn Quốc qua số 131 450 rồi nhờ họ gọi cho Hội Đồng Thành Phố Banyule theo số 9490 4222 giúp quý vị.





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& Associates Pty Limited**

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22 June 2021

Ms. Lucy Rasdell
Senior Project Manager
Banyule City Council
Civic Office
1 Flintoff Street
GREENSBOROUGH VIC 3088

By Email: lucy.rasdell@banyule.vic.gov.au

Cartmell Street Public Carpark and Mixed Use– Expression of Interest Phase

In accordance with our appointment as Probity Advisor to the Banyule City Council (BCC) we provide our initial probity summary on the Cartmell Street Public Carpark and Mixed Use (**the project**) - Expression of Interest phase (**EOI**).

The advice provided in this letter does not provide assurance as defined by the Australian Auditing and Assurance Standards Board. We therefore have not expressed any form of audit or assurance opinion, and none should be inferred from any comments in the report.

The objective of our role was to assist BCC to identify, assess and manage probity risks arising such that the activities associated with the EOI phase complied with the BCC Procurement Policy, Victorian Government Land Transactions policy and the Victorian Government Purchasing Board policies and guidelines in all material respects. Our work has therefore focused on project management systems and processes in regard to:

- Accountability of the participants and transparency of the process
- Fairness and impartiality in carrying out the process
- Identification and management of actual, potential and perceived conflicts of interest
- Maintenance of confidentiality and security of documentation and information
- Attaining value for money under the prevailing circumstances.

Our Summary is based on the following activities for the period 15 April 2021 to 21 June 2021, which we have undertaken:

- Review and comment on draft Cartmell Street EOI Draft 2021 – 19 April 2021
- Review and comment on draft Cartmell Street EOI/RFP Evaluation Plan – 20 April 2021
- Probity Briefing of the EOI Evaluation Panel and Project Team members – 21 April 2021
- Advice in relation to Compliance Check of Proposals
- OCM confirmed with Project Manager there were no Conflicts of Interest declared by members of the Evaluation Team and Evaluation Panel as listed in the Evaluation Plan
- Attendance at Scoring Matrix discussion with Evaluation Panel – 24 May 2021
- Attendance at Evaluation Team EOI consensus scoring meeting – 15 June 2021
- Review of Scoring Matrix – 17 June 2021
- Review Council Report – 17 June 2021

Sydney

Parramatta

Wollongong

Melbourne

Brisbane

Canberra

Adelaide

Summary

Based on the above activities performed during the EOI phase of this project, OCM are not aware of any material probity risks, which have not been identified, assessed and appropriate mitigation strategies adopted by BCC to achieve compliance with the relevant BCC Procurement Policies, Victorian Government Land Transactions policy and Victorian Government Purchasing Board policies and guidelines at this time.

OCM will also provide a detailed probity advisers report after the completion of the Request for Tender of this project.

If you have any questions please do not hesitate to contact Cyndy Burnham or myself.

Yours sincerely



Rory O'Connor
Director
O'Connor Marsden & Associates

Previous	Proposed
Inappropriate response to municipal emergency event(s)	1. Increase in the number and/or severity of climate influenced major disaster events impact Council's ability to deliver services and infrastructure and increasing the burden on Council to support the community
Negative impacts of the North East Link Project	2. State/Federal major projects do not adequately factor in local amenity and connectivity needs resulting in substandard outcomes for the community.
Digital technology ineffective in delivering business requirements	3. Technology advances more rapidly than Council can adapt its services and infrastructure resulting in substandard customer service and delivery.
Changes to external waste management policy and requirements	4. External financial challenges such as rate capping impact Council's ability to deliver quality services and infrastructure.
	5. Changes to Federal and/or State legislation and regulations are not adequately managed by Council resulting in non-compliant operations.
	6. Global incident (e.g. pandemic/economic downturn) significantly impact Council operations as well as the community and local businesses
	7. Changes in demographics across the local government area are not properly considered and planned, resulting in inefficient long-term resource allocation.
Fatality as a result of systemic negative safety culture	<i>These are now included as part of Council's Enterprise (Operational) Risk profile</i>
Council does not meet legislated time frames for implementing new Local Government Act	
Council assets do not deliver value to the community	
Council is investigated for corporate governance breach	
Council's long-term financial position insufficient to service activities in line with strategic plans	

Attachment 1

Land and property sold 1 January 2021 to 30 June 2021

14 Ivanhoe Parade, Ivanhoe shown crosshatched below



Adjacent to 247 Waterdale Road, Ivanhoe shown outlined yellow below



Watsonia Station car park, Greensborough Highway, Watsonia shown outlined black below

