

## ***Bayside 2020 Community Plan***

### **Consultation Outcomes and Methodology**

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## Overview

Over 1,140 people participated in the community planning process for the *Bayside 2020 Community Plan*. Community engagement processes used included interviews, surveys, forums, fieldwork and focus groups. The outcome of this process is a document that creates a framework to inform decision making by Council, business and not for profit community organisations. Six key priority areas were identified that have created the framework for the Plan.

### 1. Community Connection:

Bayside has the potential to be a role model for other Councils, a leader. We'd like to break down the barriers, have Council work better with the community and make everyone feel more included. We want a Council that genuinely listens, understands and acts for the best interests of this community. We can rally around a cause such as liveability; address issues such as climate change and ageing, supporting the disadvantaged, and protecting our heritage and our amenity.

### 2. Lifespan issues:

We should continue to develop an inclusive approach and attitudes to people of all ages. Bayside needs more family friendly services and centres. We need to further promote ageing in place and create more spaces for younger people. Our outdoor areas, festivals and events create opportunities for everyone to connect and stay healthy. We see a desirable community as one that supports a mix of people of all ages and abilities.

### 3. Planning, Infrastructure and Transport:

We need environmentally sustainable development. We value our streetscapes, the unique character of our shopping strips and our heritage buildings. We want our community to be safe and inclusive. Development should be carefully managed and accessible for everyone. We need to better advocate to other levels of government for the things that are important. Traffic management, public transport and the management of our facilities need long term solutions in Bayside.

### 4. Our Environment:

Bayside is gifted with fabulous natural assets that we want to protect and enhance. We don't want to lose any more green open spaces. We want to be a leader in this area, demonstrating best practice in environmental sustainability. We care about climate change and we need to enhance the way we build and use our roads. Council can play a huge role; leading by example, educating our community and fostering collaboration.

## **5. Recreation, Leisure, Arts and Culture:**

It is time for long term planning for the future of Bayside's arts, leisure and recreation activities and facilities. A collaborative approach is needed to ensure access for all age groups and activity types. We want to nurture a sense of ownership amongst the users of all our arts leisure and recreation spaces and facilities. We can link the community through events, festivals, films and exhibitions and involve the whole community in active participation.

## **6. Local Economy:**

We can continue to bring together community and business groups. We strongly believe that leadership from an economic development viewpoint is about being a leader in addressing climate change, being innovative and supporting knowledge-based industries. We can collaborate to enhance our infrastructure, investment, employment opportunities, economic development and liveability.

### **Where to from here?**

The community planning process has been well supported by the people of Bayside. The time horizon for the Plan is a decade and its scope is ambitious. It encompasses both Council and community and is designed to underpin advocacy, planning and collaboration. The process now needs to be undertaken on a rolling basis to ensure it adapts to constant change.

## Introduction

It was Lewis Carroll who wrote: *if you don't know where you are going any road will get you there*. It's a challenge to think about the future rather than just wander into it. The Bayside 2020 community planning process has been an opportunity to think about where we are going and to document our community's vision for the future.

In early 2010, Council commenced development of *Bayside 2020*, Bayside's first community plan. Council wanted a vision for the whole community for the next 10 years, an aspirational plan with outcomes that included:

- Council and community working together: *Collaboration*
- an approach that informs all Council plans and strategies: *Coordination*
- the big picture issues for the community: *Prioritisation*
- listening and engaging, developing networks: *Connection*
- a process to ensure the plan is modified as needs change: *Review*.

Council indicated that community ownership of the planning process was as important as the end product. To be successful, Council knows that it will require the collaboration of the community to progress the key issues raised by the plan.

### **What is a Community Plan?**

Local governments are facing the immense challenges of creating sustainable cities for the future. Congested transport and urban development demands are challenges that must be responded to. Cities also need to be inclusive, healthy environments that are rich in economic as well as social capital, and that are open, accessible and safe. Creating sustainable cities for the future requires a strategic and planned approach.<sup>1</sup>

Councils around Australia are using Community Planning at a municipal and neighbourhood level, to actively engage their communities in developing responses to these challenges and create cities for the future. Community planning is an elective process, it is not a statutory requirement, and demonstrates a council's commitment to working with the community.

Community Planning is most useful for Councils at the vision or agenda-setting level, where community values and priorities are investigated and developed into a set of statements or goals; where specific actions and strategies can be checked back against priorities, and where outcomes can be assessed against indicators of success.<sup>2</sup> The relationship between the various Council plans is highlighted in the following diagram:

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<sup>1</sup> <http://www.aph.gov.au/house/committee/envirom/cities/report.htm>

<sup>2</sup> Carins, B 2008, *Embedding Community Priorities into Council Planning*, LGPro.



The layer below the Community Plan, the City of Bayside Council Plan 2009-2013 outlines Councils strategic directions and has six commitments:

1. Life stage wellbeing for our people
2. Advocacy for and with our community
3. Managing our built environment
4. Natural environment, open space and biodiversity
5. Community engagement and having real conversations
6. Stewardship, governance and leadership.

This Community Plan was prepared with reference to a number of other current Bayside Council policies and planning documents including:

- Draft Economic Development Strategy 2011
- Bayside City Council Early Years Plan 2010-2013
- The City of Bayside's Health and Wellbeing Plan 2009-2013
- Bayside City Council Disability Strategy 2010-2013.
- Youth Strategy and Action Plan 2010-2013
- Ageing Well in Bayside An Age Friendly Strategy; 2008-2018

Each of these plans has been developed using a range of community consultation techniques. We have cited data and strategy from these plans throughout this report wherever relevant.

To be successful, community planning should be a process that changes and evolves over time. The development of a Community Plan needs to be framed by:

- A high level of community engagement.
- The use of a diverse range of community engagement practices.
- A commitment to engage a broad range of stakeholders.

## **The Planning Process**

A Steering Group was formed to guide the development of the plan. The Steering Group consisted of 12 community members reflecting a broad cross section of the community, along with the Mayor and two Councillors. Members of the group were well-connected to the community and most hold leadership roles. They suggested approaches to effectively engage the community, placing an emphasis on working in the places and times where people naturally come together.

The community planning process used a wide range of facilitation tools and techniques to facilitate community input. The tools were underpinned by the Appreciative Inquiry approach that has a focus on identifying and building on both individual and community strengths and capacity. Appreciative Inquiry maintains a positive focus, while allowing participants to be heard and for key stories and issues to emerge.<sup>3</sup>

The planning process was ambitious. Every effort was made to engage with all the key stakeholders, from residents to community organisations and other levels of government. Over 1,140 people from Bayside participated in surveys, forums, interviews or focus groups. We targeted a wide range of groups and were delighted that over 320 young people from Bayside were engaged in the planning process.

## **Guiding Principles**

The following principles and priorities were developed by the Steering Group for the community planning process in consultation with the community:

### **We believe:**

- A sense of community is important, a sense of belonging
- The community should own its plan; process and outcome are both equally important

### **We will:**

- Take an holistic approach that is meaningful to people at a personal level
- Create community conversations, listen and encourage people to engage with local issues
- Enhance local democracy
- Create a sustainable city where people value, protect and enhance our environment.
- Utilise our spaces and resources wisely and share this beautiful place with others
- Develop our local economy and foster local business
- Work across the different life stages and embrace diversity in all its forms
- Deliver on our commitments and produce visible outcomes

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<sup>3</sup> The tools used and Appreciative Inquiry approach, are described in the Data Outcomes and Methodology section of this report.

## Key Priorities and Report Framework

A large number of issues and areas were raised in consultation for the Bayside 2020 Community Plan. These are summarised as a set of Key Priority Areas that include:

- **Community connection** and wellbeing: developing an inclusive community
- Supporting people in different **life stages**
- Population growth and density: **planning, infrastructure and transport**
- **Environmental sustainability** at the local level
- **Recreation, leisure, arts and culture**
- The **local economy**

The Key Priority Areas described above have formed the framework for the Community Plan. This is not a strategic plan; it is a vision statement that Council and other organisations can now use as a basis for strategic planning. Each of the priority areas is divided into three sections:

<b>Past:</b>	<b>Who we are and where we have come from</b>
<b>Future:</b>	<b>Where we want to go</b>
<b>Present:</b>	<b>What we need to do</b>

It may seem counter-intuitive to deal with the future before the present. However, throughout the planning process we wanted to allow people to articulate their hopes and aspirations before becoming grounded and perhaps limited by the everyday realities of the present. The report structure therefore reflects the community engagement process we used. The “Future” sections of this report form the heart of this Community Plan, they set the vision. Each Future section commences with an overview of the key issues raised in that area.

Some of the ideas raised in the “Present” sections are strategic in nature (not visionary) but have been left in this report to act as a guide for Council and others to better understand the intent of the feedback received. These ideas will need to be tested in the strategic planning processes that will follow. The “Present” sections all end with a comment for that area on the Community Plan Review Process: Ongoing Collaboration.

This report is a high level overview of thousands of hours and words of feedback. Our data has limitations and we have wherever possible identified areas that need to be further developed through ongoing collaboration between the community and Council. The final section of this report, *Data Outcomes and Methodology* explains the outcomes of the engagement processes in greater detail.

Wherever possible, the report uses the language of the people who gave us the feedback. The report is mostly written in the first person collective voice using the word “we”. While it is acknowledged that not everyone who participated will agree with all the statements herein, “we” is used to preface themes that were dominant and concepts that were representative of the feedback received. In this context, “we” does not refer to Council but the community in general.



## Community Plan Review Process: Ongoing Collaboration

The community planning process has been well supported by the people of Bayside. To ensure that this is a living Plan that adapts to constant change, the process now needs to be undertaken on a rolling basis. The Plan should be updated each year and build on successes and address areas that need to be strengthened.

We need to make sure that we continue to consult and nurture a sense of ownership, understand that we're all part of the community and it's not up to everyone else, it's up to ourselves. In order to do that, we need to make the community accessible. We need to find better, more personal and targeted ways of communicating.

A community that is a mix of people, of all ages and abilities is desirable. Listening and empowering the community will help people feel that it is worthwhile having a say and making a contribution.

We could develop collaborations to inform, support and implement actions jointly between Council and interested groups. We could hold more forums such as the community plan focus groups to table issues and discuss ways forward. It is important to continue to improve communication with local groups.

We can link up with community centres, neighbourhood houses and other organisations. We can feed in information from all aspects and parts of the community and formalise user-friendly engagement methods to use in all conversations. Council can be proactive in building the concept that we are all part of a team.

We need to continue working hard to engage and develop mechanisms by which non-organised groups and the community in general can provide feedback to Council. Groups need to be able to communicate clearly and directly with Council through designated officers. The Bayside Business Network annual summit is a model for development in other areas.

We can revisit the terms of reference of advisory groups to make them more proactive. Council can hold regular but ad hoc focus groups to link groups, foster collaboration, generate ideas and get things going. It can link different groups with synergies, so that those groups can collaborate to achieve mutual goals.

## Who we are: The Bayside Community

### Our municipality

The municipality of Bayside was created in 1994, comprising the former City of Brighton, the former City of Sandringham and parts of the former Cities of Mordialloc and Moorabbin. It includes the suburbs of Brighton, Brighton East, Hampton, Sandringham, Highett, Cheltenham, Black Rock and Beaumaris.

### Population Summary

**Our numbers.** In 2006, the total population of City of Bayside was estimated at 91,718 people. It is expected to experience an increase of over 6,300 people to just over 98,000 people by 2021. An average annual growth rate of 0.45% per annum over 15 years. The average number of persons per household is projected to fall only slightly, from 2.58 to 2.49 by 2021. Hampton East is forecast to show the greatest percentage change in population to 2021, increasing by 16.4% from 2006, or an average annual growth rate of 0.7%. In contrast, Brighton East is forecast to increase by 4.5% by 2021.

**Our age.** In 2006, the most populous age group in City of Bayside was 45-49 year olds, with 7,484 persons. In 2021 the most populous forecast age group will be 50-54 year olds, with 7,352 persons.<sup>4</sup> The number of people aged under 15 is forecast to decrease slightly, representing a decline in the proportion of the population to 17.0%. The number of people aged over 65 is expected to increase by 4,430 (22.4%), and represent 19.5% of the population by 2021. The age group which is forecast to have the largest proportional increase relative to its population size by 2021 is 70-74 year olds, who are forecast to increase by almost 64% to 4,846 persons.

**Our workforce.** 60.8% of employed persons working in Bayside worked in highly skilled occupations compared to the Victorian State average of 56.3%. Of those aged 15 years or older and living in Bayside, 62.5% were employed, compared to the Victorian State average of 60.9%. 81.4% of 15-19 year-old school leavers in Bayside were fully engaged in work or non-school study, compared to the Victorian State average of 71.9%. Furthermore, 7.7% were disengaged, compared to the Victorian State average of 15.4%.

**Our education.** Of those living in Bayside, 65.6% of persons aged 25 years and over had tertiary or TAFE qualifications, compared to the Victorian State average of 50.7%.

**Our households.** In 2006, the dominant household type in the City of Bayside was couple families with dependents, which accounted for 35.2% of all households. The main changes in household type between 2006 and 2021 are forecast to be in couples without dependents, which will increase by 1,920 households, comprising 29.9% of all households, compared to 27.8% in 2006. In contrast couple families with dependents are forecast to increase by 158 households, to comprise 32.2% of all households in 2021, compared to 35.2% in 2006.

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<sup>4</sup> All population figures unless otherwise footnoted, are from the 2006 Census.

## Key Priority Area 1. Community Connection

### Past: Who we are and where we have come from

At Bayside, there is a lot of great work done in our community by people behind the scenes that we don't see; work done by volunteers, charities and friends groups. We have strong levels of volunteerism which strengthens the community and helps it to better meet its own needs.

On the downside we can be regarded politically as a 'safe seat', so we don't get enough political attention. There's also an assumption that the community is typically well resourced but, despite this viewpoint, there are hidden and significant pockets of disadvantage. We need to think about how to best engage in advocacy with State government in a way which will deliver on the legitimate concerns of the community and how to establish and prioritise the issues we want to pursue.

People in Bayside value their sense of community and want to build on it. There is now a real opportunity for Council to foster community connections for Bayside to become a leading 21<sup>st</sup> century connected community.

### Community connections

When asked to rate their satisfaction with feeling part of their community the average score for people living in Bayside was 74.4, the Victorian State average was 70.7. Over 90% of people living within Bayside reported that they could definitely get help from friends, family or neighbours when they needed it, as compared to 91.3% in the Southern Metro Region.<sup>5</sup>

### Volunteering

31.5% of persons living within Bayside reported that they helped out as a volunteer, as compared to 29.5% in the Southern Metro Region.<sup>6</sup>

### Citizen engagement

When asked if they had attended a town meeting or public hearing, met, called or written to a local politician, joined a protest or signed a petition in the previous 12 months, 56.3% of persons in Bayside had engaged in at least one of the selected activities in the previous year, compared to the Victorian State average of 53.8%.<sup>7</sup>

### Accepting diversity

When asked if they agreed that "it is a good thing for a society to be made up of people from different cultures", 91.0% of persons in Bayside agreed or strongly agreed that cultural diversity is a good thing for a society, compared to 88.8% in the Southern Metro Region and the Victorian State average of 89.4%.<sup>8</sup>

<sup>5</sup> 2007 Community Indicators Victoria Survey.

<sup>6</sup> Department of Planning and Community Development Community Strength Survey, 2008.

<sup>7</sup> 2007 Community Indicators Victoria Survey.

<sup>8</sup> 2007 Ibid.

## Future: Where we want to go

**Overview:** *Bayside has the potential to be a role model for other councils, a leader. We'd like to break down the barriers have Council work better with the community and make everyone feel more included. We want a Council that genuinely listens, understands and acts for the best interests of this community. We can rally around a cause such as liveability, and address issues such as climate change and ageing, supporting the disadvantaged, protecting our heritage and our amenity.*

### Council Connecting.

The role of Council can be as a creator of community. Council can help connect different groups and organisations to foster and encourage partnerships, alliances and collaboration to achieve goals. We want to improve the interconnectedness of the community, get conversations happening and people talking.

### Living Plan.

When people understand each other they respect each other. Understanding breeds respect, so cross-pollination and the creation of mutual understanding and respect are some of the goals, but how do we make that sustainable and ongoing? The Community Plan needs to be a living, dynamic entity that keeps on being updated to change with the context. We're looking for a connected community, an ongoing community dialogue.

### Community Equality.

We'd like to see a better gender balance in community participation and decision making. If you look at a lot of the volunteer base within the community, it's the women but if you look at who makes the decisions, it's male dominated. We'd like to be able to identify, celebrate, nurture and mentor women in the community. We need more inter-generational and inter-gender activities; they help glue communities.

### Cohesive Community.

Currently there is a lot of involvement from a small active group of volunteers who do a fabulous job. We would like the community to know and understand itself better as a community rather than as a range of interest groups. The vision would be for a self-confident community that is comfortable about who and what it is. We should try to mediate and advocate for the least able.

### Addressing Disadvantage.

There remain distinct pockets of disadvantage in Bayside where collaboration, volunteering and community building will greatly assist. It is important that Council continues to enhance its services and support for disadvantaged people and areas in Bayside. Council should maintain and further develop its role in community building to assist vulnerable people of all ages.

### **Creating Community.**

What are the things that create community? In the old days it was your church or your club. With some of that receding, what's filling the vacuum, what's taking up the slack and how do we decrease isolation in our community? There are causes that we can find that the community will coalesce around. We need big common issues and it is through Council and the community coming together that we can identify these issues.

### **Connecting Causes.**

We can get the community to rally around a common purpose like liveability. Liveability can include issues such as climate change and ageing, supporting the disadvantaged, protecting our heritage and our amenity. These are the issues that will attract people and where we can get the community to come together again.

### **Fostering Involvement.**

People usually get involved when there's a need or a personal issue which is a starting point. We can use that to create connection. But it's also about how we invite people and point out the benefits of being involved.

## **Present: What we need to do**

### **Proactive Council Leadership**

Council will commit to action on this Community Plan. Bayside has the strengths, including knowledge and connectedness that can translate into leadership. Council needs to make some hard decisions and say that we can't do this or we can do it but over a much longer time period. Or yes, we think this important and we will increase the rates or find some other means of resourcing it. It's an issue of prioritisation. Recognising that at Bayside City Council cannot do it all and that its role is supporting the community to make the important things happen.

### **Communication and Connection**

It's at those touch-points, when people come to Council for any reason, Council officers can talk to them and pass on information; encourage them to join groups or organisations. Council staff can proactively engage residents. We need to coordinate and effectively disseminate information through libraries, community centres, the local paper and Council's website. We can facilitate communication and better organise information to reflect community needs. We can improve the clarity of information and target it to key interest areas.

### **Identify Community Needs**

A key to success is having a better understanding of the needs of the community. We need to work out how we engage the community to assist us in making the hard decisions about directing resources. However, it is important we don't over-consult, too much consultation leads to fatigue and cynicism. Council still has to make the strategic decisions to achieve the community's vision in allocating resources; the Community Plan provides a framework for these decisions.

### **Facilitate Volunteerism**

We need to identify and work with those people in the community who want to be a part of volunteering. Council should value and respect volunteers through events such as a celebration for volunteers each year. We can improve access through centralising information for volunteers: identifying what skills are required, what the expectations are and how to connect with the relevant group or organisation. We can extend the volunteer program into schools and other parts of the community. The goal should be that Council's staff become managers of big volunteer workforces; this will require significant culture change or the reallocation of resources.

### **Build on Assets**

Bayside needs to undertake long term strategic planning for its community assets. Some of our community centres are bursting at the seams while others could be better utilised. For example, there is a real opportunity to support under-utilised senior citizens centres to become community centres open to a wide range of interest groups. This could be an opportunity for the Bayside Council to be a role model for other councils. It could review the use of its resources and create innovative spaces that strengthen the community.

### **Address People at the Margin**

- Bayside needs to address its pockets of disadvantage. The people who are struggling in the municipality can sometimes be invisible. Council should continue to improve its work with groups who are marginalised and traditionally do not have a “voice” in community affairs. This includes people in transition at different life stages, low income people, people with a disability and people whose first language is not English.
- Developing Skills Commitment and Resources: There is a capacity within the Bayside community to support the ongoing community planning process and there will also be people who want to assist but do not yet have the confidence, knowledge or skills. People need support and encouragement to remain involved.

### **Community Plan Review Process: Ongoing Collaboration**

We need to make sure that we consult and nurture a sense of ownership, understand that we're all part of the community and it's not up to everyone else, it's up to ourselves. In order to do that, we need to make the community accessible. We need to find better, more personal and targeted ways of communicating. We can feed in information from all aspects and parts of the community and formalise user-friendly engagement methods to use in all conversations.

## Key Priority Area 2. Lifespan Issues

### Past: Who we are and where we have come from

By the 1970s and 1980s, Bayside was beginning to attract large numbers of newcomers replacing the original settlers in the area.<sup>9</sup> This provided opportunities for mature families to move in and take advantage of the access to the beaches and quality schools in the area.

However retirement, as well as affordability issues, has resulted in people moving to the middle southern suburbs and the Mornington Peninsula. With the residential development of the City over a century and the size of the municipality, areas within Bayside have developed different roles within the housing market. These roles generally fall into two patterns of housing:

- young adults and young families
- established and mature families

The first pattern tends to predominate in areas in the East of the municipality, particularly Hampton East, Highett and Cheltenham. The second pattern is significant in the coastal areas, such as Brighton, Hampton, Sandringham, Black Rock and Beaumaris. This difference in function and role of areas within the City of Bayside means that population outcomes differ across the municipality.

The Council plays a key role in planning and delivering services for families and has developed strategic plans for key life-stage areas including the early years, youth, disability and ageing.<sup>10</sup> The City of Bayside's Health and Wellbeing Plan 2009-2013 creates overarching framework for these plans and has five priority areas:

1. Socially connected and inclusive communities
2. Sustainability and climate change adaptation
3. Being active eating well
4. Protection of public and environmental health
5. Safe environments for all.

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<sup>9</sup> The replacement occurred predominantly through the mortality of the original settlers.

<sup>10</sup> These plans are detailed in the Introduction section and cited throughout this report.



## Health and Wellbeing

In comparison to the rest of Victoria, Bayside residents enjoy a very high level of health and wellbeing and rate well in a number of areas including perceptions of safety, education levels, food security and feeling part of a community. 62.8% of persons living within Bayside reported that their health was either excellent or very good as compared to the Victorian State average of 54.3%. The average Personal Wellbeing Index for persons living in Bayside was 78.5, while the Victorian State average was 76.4.<sup>11</sup>

According to the Survey of Disability Ageing and Carers data, up to 16,745 or approximately 20 per cent of the Bayside population have a disability of some kind.<sup>12</sup> Approximately 700 children from birth to ten years have a disability.<sup>13</sup>

When asked if there had been any times in the previous 12 months when they had run out of food and could not afford to buy more, 3.6% of persons living in Bayside had experienced food insecurity, compared to the Victorian State average of 6.0%.<sup>14</sup>

Despite the comparative wealth of the area, the following groups have been identified as particularly vulnerable to poor health in Bayside:

- Older and frail adults
- People living in public housing
- People with low socio-economic status
- People with a disability
- People whose first language is not English.

## Crime and Safety

Bayside has high levels of community safety overall. 99.2% of persons in Bayside felt safe or very safe when walking alone in their local area during the day, compared to the Victorian State average of 96.0%. When walking alone at night 80.1% of persons in Bayside felt safe or very safe, compared to the Victorian State average of 66.5%. There were 408 recorded crimes against the person per 100,000 population in 2008-09 compared to the Victorian State average of 773. There were 3,102 recorded crimes against property per 100,000 population in 2008-09, compared to the Victorian State average of 5,374.<sup>15</sup>

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<sup>11</sup> 2007 Community Indicators Victoria Survey.

<sup>12</sup> Bayside Council Disability Strategy 2010-2013

<sup>13</sup> Bayside City Council Early Years Plan 2010-2013

<sup>14</sup> Ibid

<sup>15</sup> 2007 Community Indicators Victoria Survey.

## Future: Where we want to go

**Overview:** *We should continue to develop an inclusive approach and attitudes to people of all ages. Bayside values its family friendly services and centres. We need to further promote wellbeing and ageing in place and create more spaces for younger people. Our outdoor spaces and events create opportunities for everyone to connect and stay healthy. We see a desirable community as one that supports a mix of people, of all ages and abilities.*

### Youth Connections.

Bayside is a community that has a lot of motivated younger people who are articulate and realistic about how they would like to see their community develop in the future. They often have similar views to older people in the community. Many care about environmental issues, over-development and maintaining the community atmosphere that they love. But they need to be listened to. They also need to feel a sense of ownership for the community they will be looking after and managing in the future.

### Family Connections.

Despite all the positives, there is loneliness and isolation. We believe family connections are important in Bayside. Events and festivals that create an atmosphere that families enjoy are very beneficial. It helps to strengthen the Bayside community and provide opportunities for people to connect. Families also want more services and local recreational centres that are more family and child friendly.

### Ageing Well.

Older people are a great community resource, they care about and are active in preserving the environment and foreshore in Bayside, as well as in historical and indigenous issues and providing support for isolated people. With the ageing of the population, some older people will also need support and services. Bayside should be a leader and support people at all life stages and support volunteering and ageing in place. Bayside should become an Age Friendly City.<sup>16</sup>

### Community Wellbeing.

The Council should work in partnership with the community to create a city which is respectful of everyone and their ideas, is safe and supports families and the environment. A holistic community planning approach, involving working with other community providers is required to optimise health and wellbeing.<sup>17</sup>

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<sup>16</sup> Ageing Well in Bayside: An Age Friendly Strategy

<sup>17</sup> Bayside City Council Early Years Plan 2010-2013

## **Present: What we need to do**

### **Supporting Wellbeing**

The provision of Council facilities including child care and community centres, playgrounds, and more family friendly events and open spaces needs to be considered. Support for wellbeing in Bayside includes:

- improving transport
- enhancing community services and centres
- housing affordability, style and location
- information about support and services

### **Young People Spaces and Places**

Young people want more reserves, parks and chill out zones. They want more spaces such as coffee shops or places in parks where they can hang out with their friends and feel comfortable. Creating and maintaining these spaces is essential to ensuring younger people feel that Bayside is their community too. They want more shops, restaurants and cafes that target younger peoples' interests; spaces that feel comfortable. More nightlife opportunities and more pubs would be good, but ones that fit the vibe of whichever area they are located in. If the local pubs were updated, this would bring in a lot of business from younger people and create job opportunities for younger people.

### **Ageing Well**

Older people are both a key resource for this community and a potential area of need. We need to address the issue of an ageing community and its impact on health and wellbeing. Healthy lifestyle habits need to be promoted as early as possible to reduce future risk factors such as premature mortality and the development of chronic diseases. Social connections are also essential for good health. There will be a high percentage of the community in the future who will be ageing. Services, infrastructure, housing and attitudes need to be addressed to help people to age well.

### **Community Plan Review Process: Ongoing Collaboration**

A desirable community is one that is a mix of people, of all ages and abilities. Listening and empowering the community will help people feel that it is worthwhile having a say and making a contribution.

## Key Priority Area 3. Planning, Infrastructure and Transport

### Past: Where we have come from

The municipality includes the localities of Beaumaris, Black Rock, Brighton, Brighton East, Cheltenham, Hampton, Hampton East, Highett, parts of Moorabbin and Sandringham. Bayside is predominantly residential, although there are commercial centres at Brighton, Sandringham, Black Rock and Hampton. There are some industrial areas in Sandringham and Cheltenham.

There are significant differences in the supply of residential property within Bayside which will have a major influence over the next five to twenty years. The major source of additional dwellings and households will be in the larger redevelopment sites and through infill and development associated with activity centres. Suburbs with the most significant amount of development include areas with activity centres such as Brighton and Sandringham and areas with development sites such as Highett.

People love our suburbs and especially our beaches. We recognise that our beaches are important to people from outside the area. There is a strong village, neighbourhood and suburb identification across much of Bayside that is historical.

One of our biggest issues is ageing infrastructure. We are closing the gap now between what we have got and what we need. However there is still a lot of work to be done. We need to better understand the needs of the community to make longer term decisions about investment in our infrastructure from recreational and community facilities to transport.

We have a train line through Bayside but no train to the Beaumaris and Blackrock areas. There are few options for young people returning late at night to the municipality from other areas. Getting from suburb to suburb can be difficult and public transport within Bayside is often a problem.

The State Government wants to increase density along the transport corridors but that may damage the amenity of Bayside. During the 1990s, some development opportunities were taken, with the conversion of school sites and surplus government and utility land to residential property. There is now significant pressure for residential expansion within Bayside from both existing residents and from newcomers, most notably from overseas and interstate.

## Future: Where we want to go

**Overview:** *We need environmentally sustainable development. We value our streetscapes, the unique character of our shopping strips and our heritage buildings. We want our community to be safe and inclusive. Development should be carefully managed and accessible for everyone. We need to better advocate to other levels of government for the things that are important. Traffic management, public transport and the management of our facilities need long term solutions in Bayside.*

### Environmentally Friendly.

This community is strongly committed to environmental sustainability. We need to build so that we tread lightly. We need development that fits in with current housing. We need environmentally sustainable development. There are times when we can be divided on some issues, for example; people are saying that on one hand, they would be willing to make sacrifices for the planet and on the other, they want more parking. But there's a resolution process, and Council can take more of a leadership role.

### Retaining Amenity.

We value our streetscapes, the trees and the built form. We value the unique character of our shopping strips and our heritage buildings. We want our community to be safe, inclusive and accessible. We'd like to see Bayside continuing to be a good place to live where people have quiet enjoyment without traffic and parking problems. Our planning scheme needs to be mindful of these community expectations. However, liveability doesn't mean being conservative and just wanting to maintain the status quo.

### Managing Density.

We wouldn't want much of a population increase even though we know it's inevitable. Melbourne will get larger but people don't want to feel that they're being crowded in. It's not just a matter of the population, it's what is built. There is some acceptance that our major activity centres will increase in density, although we think that development should not bleed into the residential areas. We are not opposed to development but we are opposed to high rise or insensitive developments. Development should be carefully managed to ensure that it has air, light and space and occurs in and around the designated activity centres.

### Inclusive Development.

We have an ageing population who want to remain living in the area and we need to better cater for people of all abilities. Our buildings and infrastructure need to be accessible for everyone including parents with prams, older people and people with a disability.

### Improving Advocacy.

Too often the other levels of government play a heavy hand, over-ruling our development decisions or making decisions that affect us without talking to us first. We want to change

our success with advocacy with State and Federal governments. We need to advocate for support for the things that Bayside believes that it needs or wants.

### **Traffic Planning.**

The competing needs of our community are often demonstrated on our roads. Traffic management needs long term solutions in Bayside. Pedestrian paths and bike paths also need to be improved. We need to continue to learn from other Councils that are managing similar problems both here and overseas.

### **Rethinking Roads.**

Over the long term we can change our traffic and transport patterns. We can adjust the mix of streets, gardens and pathways to encourage walking over driving. Public transport can better facilitate an environmentally friendly Bayside. We would like more options for public transport and better linking of current services within the City of Bayside.

## **Present: What we need to do**

### **Amenity and Development**

It is possible to set liveability as a key goal and find benchmarks that work. We should also define the desirable density for Bayside and its distribution. We need certainty and clarity about where and how development will occur. We need to contain it to around designated Activity Centres. We need to protect the character and nature of our neighbourhoods.

### **Infrastructure Improvements**

We need to be able to maintain the infrastructure that we put in. Once we put it in, it costs the same again to maintain it. Sometimes things are a bit overworked as well, for example, paving and concreting everything; sometimes it's simpler to treat some areas with less rather than more.

### **Traffic Management**

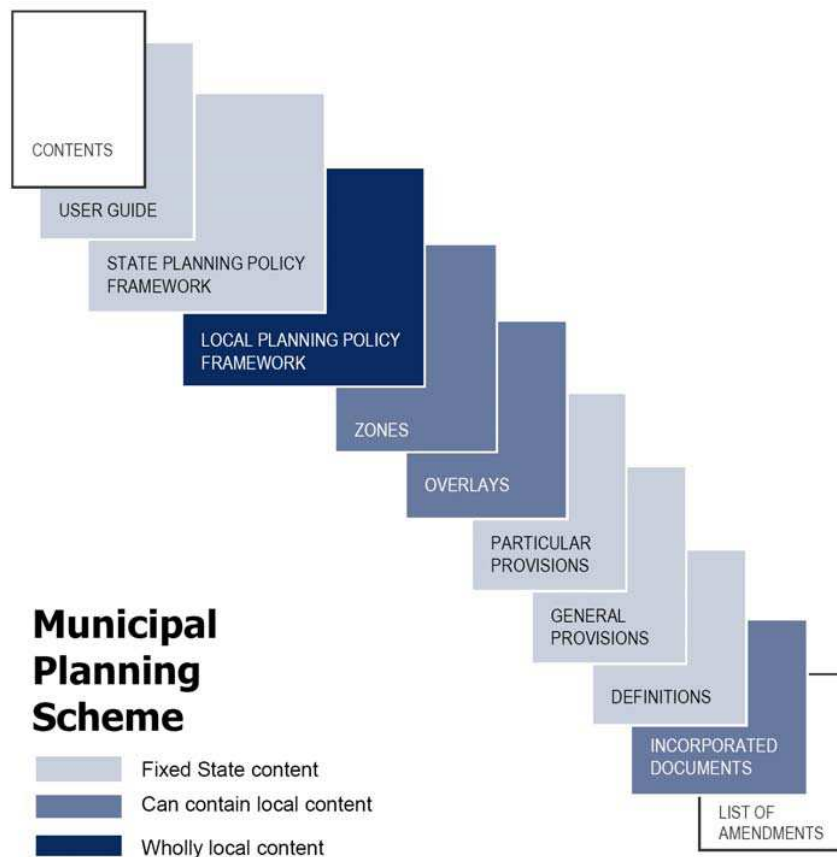
We think multipurpose shared zones (where the road is shared with pedestrians) are needed in Bayside. This has worked particularly well in Europe and places in NSW and Queensland. Prince Charles said that: "The whole of the 20th century has always put the car at the centre. So by putting the pedestrian first, you create these liveable places I think, with more attraction and interest and character ... liveability." To address intra and inter Bayside transport issues, an integrated transport plan should be created.

### **Community Plan Review Process: Ongoing Collaboration**

Council can be proactive in building the concept that we are all part of a team. Working as a coordinated community with all the very considerable connections that everybody here has, we could exert considerable influence.

## The Planning Scheme

Community often believes that Council is responsible for all planning, setting the roles and making the decisions. Victoria's statutory planning system limits the input of Local Governments to the Municipal Planning Scheme. The majority of the content is State Government controlled. The only areas to which local government can contribute wholly or partially are the Local Planning Policy Framework, zones, overlays and incorporated documents.





## Key Priority Area 4. Our Environment

### Past: Who we are and where we have come from.

This is a huge issue for our community. We are very aware and sensitive to environmental issues. We see this as a mission-critical issue, as a way forward. We want to be leaders in addressing the key environmental problems we all face; with our natural environment, sustainability energy and sustainable development. We are highly concerned about climate change. This community is probably more prepared than most to act on the issue.

Our natural assets are a large part of the Bayside identity. Our open space is the single biggest asset that we own. It absorbs a lot of Council resources in terms of management and maintenance. Open space is incredibly important to us.

We have a community that has high expectations; we've got limited resources and changing recreation patterns that urgently need to be addressed.

### Megatrends and Risks

The CSIRO in a global foresight project identified eight risks that may redefine how people live. The risks are based on the work of the World Economic Forum in 2009 and include the following two environmental risks. (CSIRO, March 2010, Our Future World, Draft Document).

**1. Extreme climate change related weather:** Through droughts, cyclones and flooding Australia is vulnerable to climate change. Most of our population is concentrated in coastal areas with high vulnerability. Recent, and future, droughts may threaten the viability of agricultural industries, mining operations and towns/cities.

**2. Biodiversity loss:** Since European arrival in Australia just over 200 years ago there has been a rapid increase in the loss of biodiversity. Many species are endangered. As a wealthy and stable country with many at-risks species or habitats Australia presents a great investment for contributing to the protection of global biodiversity.

## Future: Where we want to go

**Overview:** *Bayside is gifted with fabulous natural assets that we want to protect and enhance. We don't want to lose any more green open spaces. We want to be a leader in this area, demonstrating best practice in environmental sustainability. We care about climate change. We need to enhance the way we build and use our roads. Council can play a huge role; leading by example, educating our community and fostering collaboration.*

### Environmental Leadership.

While we acknowledge that we are a highly consumerist society, we would like to see Bayside develop as a very environmentally friendly green city, a great environment to live in. We want to be a leader in this area, proactive in environmental sustainability. If Bayside works on becoming a green city it could be a Council that others look to, as a leader in sustainable cities.

### Best Practice.

Council should now take the time to review international best practice to learn about how other countries are dealing with population pressures and how they deal with the impact this has on the environment. This should guide strategic planning.

### Asset Protection.

We do not want to lose any more green open space. It is important to protect the foreshore from degradation. It is important to protect our natural assets that are irreplaceable. We need to value and protect our remnant vegetation sites.

### Climate Change.

While there are limits to what one community can do about climate change, we can all make changes that can be readily fostered by Council. Highly-visible actions by Council that are clearly directed at climate change will help overcome barriers that prevent people taking action and help counter the inaction at other levels of government. We want our Council to be a leader, to take bold strides to address the problem and foster change at the local level.

### Encouraging Environmentally Sustainable Design.

New developments should endeavour to meet the highest levels of environmentally friendly ratings possible. We do not want an increased development footprint; we want to encourage sympathetic or sensitive green development.

### Enhancing Education.

People are better motivated and equipped to change if they understand the full extent of our environmental impact. Education needs to include reference to mitigation; adaptation should mean changing our behaviour.

## **Present: What we need to do**

### **Open Spaces**

There has been a push for urban consolidation which means increased density and fewer trees. The push to achieve ever greater density is destructive. We need to maintain the current amount of open space in Bayside, open spaces could be like a footprint; a ratio of open space per person. Trees attract people through beauty and amenity and we need more indigenous planting. To help with foreshore management, we need to get increased government support for the foreshore and sea country. The community can support Council to lobby for more funds to manage open spaces.

### **Benchmarking and Action**

It is time to set goals for action in the form of benchmarks and then assess them in a quantifiable way every two years. Benchmarks need to be set at a challenging level and could include:

- Area of open space maintained or increased
- Number of species maintained
- % of indigenous street trees increased
- Stormwater used for parks and open space
- Increased collection of waste including electronic and toxic wastes.

### **Educate and Engage**

Council has a key role in the education of residents about the reasons for maintaining the natural environment and the need for environmentally sustainable buildings and transport. It is important to promote the social value of open space for good health and amenity for all. We can engage on these issues with schools, preschools and senior citizens with environmental activities, workshops or through the internet. We could initiate a 'sustainability festival' to educate and inform the public.

We could use a local Council owned house to create an eco centre to educate people about the environment. The centre would play a range of roles; it would have advisory services, educate local residents and hold forums. The advisory services would provide information about a range of environmental issues from planting to energy usage. Meetings could be used to advocate about environmental issues in Bayside and would be a chance for Council to link in with the eco centre. Friends groups could help run the eco centre. This would strengthen the relationships between Council and these groups and Council would be viewed by the community as being proactive and taking action about the environment.

### **Climate Change Collaboration**

Climate change is an area where Council and the community can collaborate. It is a community value that needs to find concrete expression in Council action. Council can make changes at a corporate level and encourage individual action. It can also make changes in terms of future developments ensuring its planning criteria are for buildings that are extraordinarily energy efficient and environmentally friendly.

## Development Costs

We should encourage 'user pays' contributions for environmental initiatives. We could enforce a community contribution from developers and Council can levy differential rates to encourage sustainable development. Environmentally sustainable buildings that increase the percentage of sunlight for plant growth should be encouraged. We can plan for building and not allow clearing of land. We should encourage more energy efficient building applications and water catchment for all new buildings.

### Community Plan Review Process: Ongoing Collaboration

We need to continue working hard to engage and develop mechanisms by which non-organised groups and open space users can provide feedback to Council. We can link up with community centres, neighbourhood houses and other organisations. We could develop collaborations to inform, support and implement actions jointly between Council and interested groups.

### Our Environment: A Postscript

*There are tensions in our responses, we want environmental sustainability, yet acknowledge that we're a highly consumerist society. We know higher density living benefits the environment yet we don't want much of a population increase. We know that if private cars are to continue to dominate our local travel lives then design and patronage of public transport service, and bike paths, will struggle. Education, lead by Council, on these contradictions is urgent. Changing people cannot happen quickly, especially when the reason seems elusive. But Bayside does need to face up to reality and, in the Plan's implementation period, seriously begin to challenge assumptions, habits, behaviours and budgets, especially around sustainability.<sup>18</sup>*

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<sup>18</sup> Compiled largely from a response to the draft Community Plan that captures the views of many people involved in the community planning process.

## Key Priority Area 5. Recreation, Leisure, Arts and Culture

### Past: Who we are and where we have come from

Council plays a major role in encouraging people to be physically active and socially connected through maintaining and promoting open spaces and outdoor activities. The beaches, parks, walking paths and bike tracks provide affordable opportunities for people to remain active. The Bayside area also has a long association with the arts and has a rich cultural heritage.

Council currently provides a diverse range of arts, leisure and recreation facilities. It manages the foreshore and beaches and more than 70 structured play spaces. Council provides support, assistance and advice to sport and recreation clubs and organisations. Council currently supports an Artists in Residence program, an Arts and Cultural Centre, an extensive art collection and the Coastal Arts Trail.

While some groups and clubs are experiencing dwindling membership, others are now at capacity membership and cannot provide facilities to meet demand. Competition for venues between activities is often quite strong.

Bayside has limited resources and changing recreation patterns. A lot of facilities were set up for traditional uses which are declining, so now it's time for a transition from something that's been there for 80 to 100 years to different uses.

We also need to recognise the change in age and cultural demographics that is occurring and the changing range of arts and cultural activities emerging across the municipality.

## Future: Where we want to go

**Overview:** *It is time for long term planning for the future of Bayside's arts, leisure and recreation activities and facilities. A collaborative approach is needed to ensure access for all age groups and activity types. We want to nurture a sense of ownership amongst the users of all our arts leisure and recreation spaces and facilities. We can link the community through events, festivals, films and exhibitions and involve the whole community in active participation.*

### Collaborative Planning.

We need to plan and commit to action for the future, plan for changes in the types of user groups and demographics. We would like Bayside to have better infrastructure for activities all round. In the context of finite funds and resources the way forward needs to be through cooperation and collaboration between the community and Council to achieve the best outcomes for the whole community.

### Equal Access.

We want equal opportunity for all ages to our arts, leisure and recreation opportunities. Sharing resources and assets as a community is vital. Clubs, organisations and Council need to engage the community and work together to provide ensure access for all age groups and activity types to facilities.

### Generations Connecting.

We can connect the community through the arts and recreation. We need to engage all ages, involve the whole community in active participation. We need to target younger people and engage them in events and we need intergenerational engagement and interaction. The older and younger generations want to be linked. We can have the generations collaborate and encourage and foster cross fertilisation.

### Cultural Collaboration.

Council can facilitate collaboration, cooperation and coordination between local organisations and groups. This will promote the synergies and partnerships between these groups and Council, and make for a more empowered community. There are great opportunities to link the community through events, festivals, films and exhibitions.

## **Present: What we need to do**

### **Facilities Management**

We want to nurture a sense of ownership and support groups to upgrade the facilities for themselves in partnership with Council. We would like to maximise the utilisation of facilities in Bayside and ensure that each facility is efficiently used. It is important to ensure we have the capacity to maintain our facilities over the years. Clubs and organisations should be treated as long-term clients. We need to change the tenure of facilities to create a sense of belonging and encourage participants to take responsibility for their facilities.

### **Facilities Planning**

Many facilities could be used for dual purposes to encourage more community participation. Kindergartens, aged services and children's services could be integrated to create intergenerational mixing. We need to better plan the development and use of Senior Citizens Centres, youth services, sporting facilities and community centres. It is a good time to audit all facilities jointly with the users to establish their suitability to purpose.

### **Connecting the Community**

We can connect all members of our community, families, younger people, older people, people with a disability through the arts and recreation. We can consider creating arts precincts, open studios, annual weekends, art walks, arts competitions, more public art, events and festivals. We could start an arts directory for Bayside and have a centralised calendar of activities and use libraries as key points of information dissemination. We can be more creative with existing venues and use spaces such as factories, train stations, lifesaving clubs, cafes, parks and the foreshore.

### **Community Plan Review Process: Ongoing Collaboration**

We could hold forums such as the community plan focus groups to table issues and discuss ways forward. It is important to continue to improve communication with local groups. Groups need to be able to communicate clearly and directly with Council through designated officers. We can revisit the terms of reference of advisory groups in these areas to make them more proactive. Council can hold regular but ad hoc focus groups to link groups, foster collaboration, generate ideas and get things going. It can link different groups with synergies, so that those groups can collaborate to achieve mutual goals.

## Key Priority Area 6. Local Economy

### Past: Who we are and where we have come from

Bayside is very attractive, it has outstanding amenity or liveability. There is a unique character to many of the shopping strips. It's still a village type of place, you can still walk down the street and meet three or four people you know and chat with shopkeepers. Our activity and retail centres are strong, but they're due for an upgrade in many spots and need to become more lively and dynamic.

Bayside has an estimated 31,500 local jobs and offers more retail employment than the Victorian average; 13.2% of jobs are in the retail sector compared with 11.6% in Victoria as a whole. There are substantially more wholesale jobs; 8.5% of Bayside jobs compared with the Victorian average of 4.95% and 26% of the working population both live and work in Bayside.<sup>19</sup> We traditionally think of business as retail, manufacturing and services, but the number of people working at home in Bayside is going to increase and it's already 20% of the workforce.

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<sup>19</sup> Bayside Council's Draft Economic Development Strategy 2011



## Future: Where we want to go

**Overview:** *We can continue to bring together community and business groups. We strongly believe that leadership from an economic development viewpoint is about being a leader in addressing climate change, being innovative and supporting knowledge-based industries. We can collaborate to enhance our infrastructure, investment, employment opportunities, economic development and liveability.*

### **Economic Leadership.**

Council can continue to build its leadership role in local economic advocacy with its willingness to take a stance. Examples in other areas include the work already being done on climate change and the work to protect our planning scheme. When Council knows what's important for its community and it's willing to stand up for that, it creates community support and connections to address the issues on a larger stage.

### **Sustainable Communities.**

Promoting sustainable development is not just about the built form of the community, it's far more complex. You used to have high streets and you used to live around the high street. There was less commuting, fewer cars, less parking; a greater sense of community. With the increase in home based work, we can support the return to the idea that you live and work in the same area. Working from home is a sustainable concept that can be better recognised by Council.

### **Village Life.**

We want to continue to enhance our local villages and shopping centres. There is a wonderful opportunity for them to become more vibrant, active and dynamic centres and meeting places for all age groups.

### **Stimulating Tourism.**

Bayside is a desirable destination, we love the beach and foreshore. Council could help to transform Bayside into more of a tourist destination through creating a strategy that encourages better use of the foreshore and outdoor spaces. This would stimulate the local economy and create more jobs for residents.

## Present: What we need to do

**Key priorities** for the local economy include:

- To deliver physical and social infrastructure to maximise the climate for targeted and sustainable investment in the City
- To streamline and improve policies, local laws, planning policy and joint activities with the community to ensure desirable, sensitive and conforming economic development
- To facilitate local business initiatives and collaboration
- To support the City's business community as an important local employer, investor and contractor of services
- To provide local access to, State and Commonwealth industry and economic development programs for businesses and community organisations.
- To pursue local economic development that promotes Bayside's liveability.<sup>20</sup>

### Creating Vibrant Villages

We need a greater investment in the upkeep of the villages and shopping centres in terms of cleanliness, design and kerbside activity. There is a wonderful opportunity for them to become more vibrant, active and dynamic centres and meeting places. A challenge for Council is to balance the increased population whilst maintaining the village atmosphere.

### Business Hubs

To ensure that the village atmosphere is not lost Council could consider ways of better integrating commercial and other activities. The business hubs would be places where Council facilitates partnerships, local expertise is leveraged and opportunities for cross-promotion are created. Bayside has a strong business community with intelligent and driven residents who truly value their village atmosphere.

### Improving Efficiency

A lot of things that come up to Council for decision take too long. For the people who are directly involved it can be frustrating. Council can work with the community to ensure the important issues are dealt with quickly and collaboratively.

### Collaborative Planning

We think that over the next 20 years for a range of reasons including climate change and the ageing population, there will be more people working at home and more businesses will have branch offices at home. This creates an opportunity to bring together the working and residential communities; it's an unprecedented opportunity for the economic and community plans to be brought closer together and for the resources to be coordinated and complementary.

### Community Plan Review Process: Ongoing Collaboration

Working directly with the local business community to inform Council strategy already works and should be built upon. The Bayside Business Network annual summit is a model for development in other areas. Council staff and key community members come face to face to talk priorities.

<sup>20</sup> Bayside Council's Economic Development Strategy 2011.

## **PART 2:**

### **Data Outcomes and Methodology**

#### **Community Plan Activities**

## Data Outcomes and Methodology

Over 1,140 people participated in the community planning process for the City of Bayside. Community engagement processes included:

- Appreciative Inquiry Interviews
- Community Forums
- Surveys
- Fieldwork
- Youth surveys
- Focus Groups
- Staff Forums

The following are short descriptions of the approaches used and the key themes that emerged in these processes. Defining concepts that arose in key areas are the words highlighted in **green**.

### Appreciative Inquiry Interviews

#### **‘Engage and Connect’**

The Appreciative Inquiry (AI) approach focuses on identifying and building on both individual and community strengths and capacity. While maintaining a positive focus, Appreciative Inquiry allows participants to be heard and for key stories and issues to emerge. The interviews were held with five Councillors including the Mayor and ten key staff members from Bayside Council. The interviews were approximately one to one and a half hours in length. Key themes that emerged from the interviews:

- **Engaging, listening and connecting with the community**  
Interviewees noted that engaging, listening to and connecting with the Bayside community is a key priority for Council.
- **Environmental sustainability**  
Bayside becoming a leader in environmental sustainability. Reduce the number of cars on the roads and become a green city in the future.
- **Commitment, resources and skills**  
Council to commit more resources to support staff so they can do their job to the best of their ability.
- **Ownership of community facilities**  
The community has strong direction and high levels of ownership. The community has historically been responsible for building a lot of the facilities that we have today.
- **Infrastructure**  
Improve public transport and continue to maintain and enhance current infrastructure such as the shopping strips.

## Community Forums

### ‘Value and Integrate and Enhance’

The community forums were run using the World Café facilitation technique. The World Café is a facilitation tool for supporting people to genuinely engage by “creating conversations that matter.” It is a group based facilitation process that enables individual ideas to be quickly aggregated into high level concepts and themes. We conducted three community forums, one each at:

- Brighton Town Hall: 14 community members attended
- Blackrock House: 4 community members attended
- Hampton Community Centre: 22 community members attended.

Key themes that emerged included:

- **Development**  
Residents were very strong in their opinion about protecting Bayside by limiting the amount of development. They like current housing and would like neighbourhood character overlays
- **Public transport (inter and intra)**  
To improve the public transport within the City of Bayside by increasing the number of buses between services and changing the current public transport timetable.
- **Local Government as advocate to State government**  
Advocate to State Government about limiting development in Bayside
- **History: icons | communications | past | heritage**  
Residents want to protect the stories and symbols of Bayside’s history and communicate this to younger generations.
- **Environment: Recycling | ESD**  
For Bayside to become a leader in environmental sustainability and a green city in the future.
- **Traffic management**  
To manage traffic better and minimise the number of cars on the roads.
- **Best practice: Council as role model**  
For Bayside to become a leading Council that uses best practice learning’s when undertaking projects.
- **Communication, connection, consultation and information with community**  
Improve the communication, consultation and information flow between Council and residents in the community.
- **Amenity**  
Bayside is a very liveable city and residents like the way it looks; they do not want it to change much.
- **Enhance community centres as a resource**  
Community centres are currently at capacity and need more resources. They are great places where the community can come together. Residents would like to enhance these centres so they can become an even better resource.
- **Volunteers**  
Value and acknowledge the wonderful volunteers of Bayside.

# Fieldwork

## Older People

A consultation was held with Council's Bayside Older Adults Advisory Group (BOAAG). The consultation raised the need to support ageing well in the municipality including the need to address:

- Access issues
- Transport
- Housing
- Infrastructure
- Information
- Senior citizens centres – better use

## Economic Development

We met with the Economic Development Strategy Steering Group of Bayside and discussed how they would like to see Bayside develop over the next 10 years. The following themes emerged:

- 21<sup>st</sup> century connected community
- Connected and linked – synergies and partnerships
- Community spirit – volunteerism
- Council efficiency: information, organisation, responses, leadership
- Climate change
- Ageing population
- Respect and mutual understanding

## Staff Fieldwork

Eleven Bayside staff undertook a series of interviews with 34 community members. Key themes that emerged included:

- affordable housing
- character of shopping strips
- traffic management and bike lanes
- the gap between rich and poor (wealth disparity)
- a safe, inclusive and accessible community
- environmental sustainability

## Community Centres

Interviews with key individuals from the following community centres and neighbourhood house:

- Sandringham Beach Community Centre
- Hampton Community Centre
- Highett Community Centre
- Castlefield Neighbourhood House
- Family Life

- Bayside Community Information and Support Services Inc

## **Staff Forum**

### **‘Connect and Empower’**

The staff forum was run using the World Café and Appreciative Inquiry techniques. There were 67 staff members that attended. The session went for two and a half hours. A range of ideas were developed that were taken back to individual departments for consideration and action.

Key themes that emerged from the staff forum:

- Taking opportunities to enhance community engagement
- Better identifying Community Needs
- Collaboration and partnerships – to link and network and empower.

## **Surveys**

### **‘Preserve and Protect’**

We collected 416 (+ 257) surveys in total, using a combination of paper and online surveys. The survey questions were designed to build on the strengths of the community. There were a number of ways the surveys were distributed. Staff members and steering group members were asked to distribute surveys to individuals they know or at their place of work. We also distributed the surveys on polling day, at a number of schools and a community centre. Surveys were available on the internet and were electronically submitted back to the Council.

#### **Questions asked in the surveys:**

- Can you give us examples of what makes Bayside a great place to live?
- Can you give us any examples that show how you would like the Bayside community to develop over the next 10 years?
- What are the things that will limit Bayside’s development over the next 10 years?
- Are there any other opportunities for Bayside’s future?
- Is there anything you can do to contribute or make a difference?

#### **Key themes that emerged from the surveys:**

- Development: density, liveability and amenity
- Environmental sustainability
- Infrastructure including facilities
- Public transport
- Open spaces including the beach and foreshore

## Consultation Outcomes: “Wordles”

Below are examples of “Wordle” documents that are a compilation of the key themes from the surveys. The Wordle has taken their comments and produced a graphic display where the largest words are the comments made most frequently.

How would you like the Bayside Community to develop over the next ten years?

General survey responses



Younger Peoples' Responses to the same question





## Young People

### ‘Spaces and Places’

A survey designed for young people was initially launched using the Council Facebook site. A private message was sent to everyone in that group with a link, specifying they needed to be between the ages of 15 and 30 to complete the survey. The incentive for young people to participate was a prize of an iPhone 4 for the person who got the highest number of their friends to fill in the survey.

Schools in Bayside were also contacted and asked to send the link to the survey to their students and the information about sending the survey onto their friends. A number of handwritten surveys from the school leaders of Firbank and Sandringham Secondary were completed. The age of respondents was between 15 and 30. There were 322 younger people in Bayside who completed the survey.

#### **The questions on the survey were:**

- What do you like about your suburb?
- What would you like to change in your suburb over the next 10 years?
- Who sent you this survey?
- Please tick your gender
- What is your age range?
- Which suburb do you live in?

#### **The key themes that emerged include:**

- Improved public transport
- More shops and cafes geared toward younger people (chill out places)
- More parks and cleaner beaches
- More and better pubs and nightlife (aligned with existing)
- More skate parks
- Provide more sport including facilities and equipment
- Ensure development is sensitive to the current Bayside feel
- Attitudes of older residents in Bayside toward the younger people could be improved

## Focus Groups

### ‘Build Community’

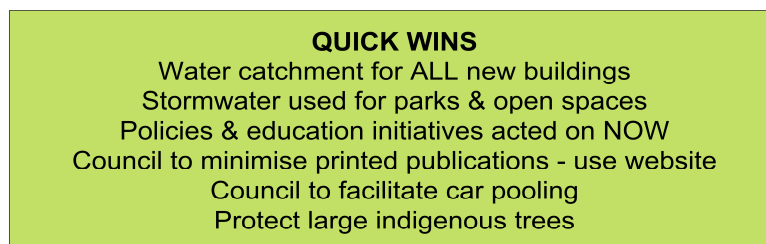
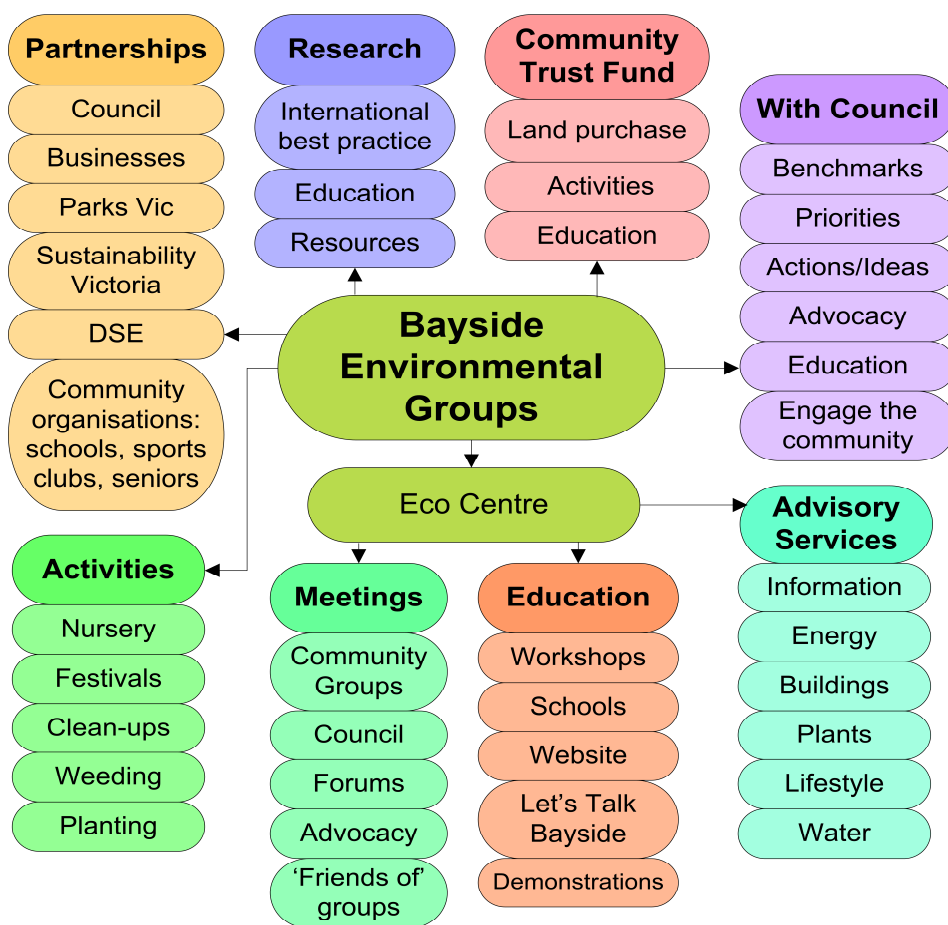
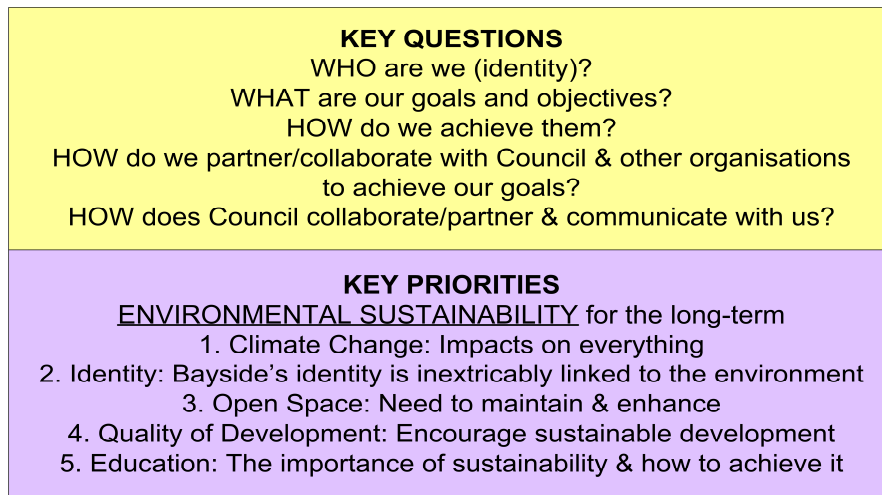
In the final stages of the community engagement process we held focus groups that included people with a leadership role or key interest in the area under discussion. The groups focussed on six key areas that had emerged in the community planning processes. The groups discussed these areas in detail and identified the scope and priority of issues that need to be addressed in the Bayside 2020 Community Plan. The size of the groups ranged from 12-35 and over 100 people participated.

The topics for the focus groups were:

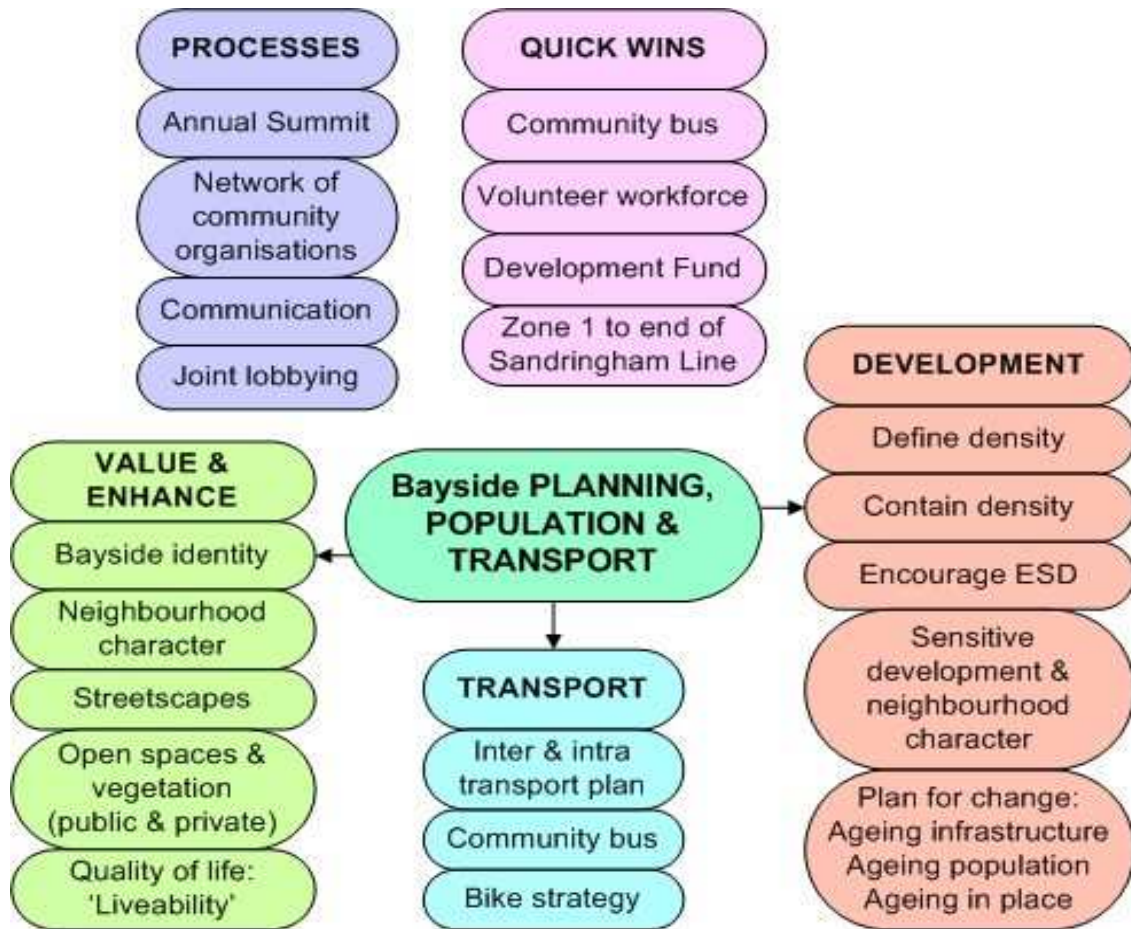
1. Environmental Issues
2. Planning, Population and Transport
3. Sport and Recreation
4. Economy, Employment and Tourism
5. Arts, Culture, Libraries and Events
6. Community Services

The diagrams below depict the information and discussion from each of the focus groups.

## Environmental Focus Group Outcomes



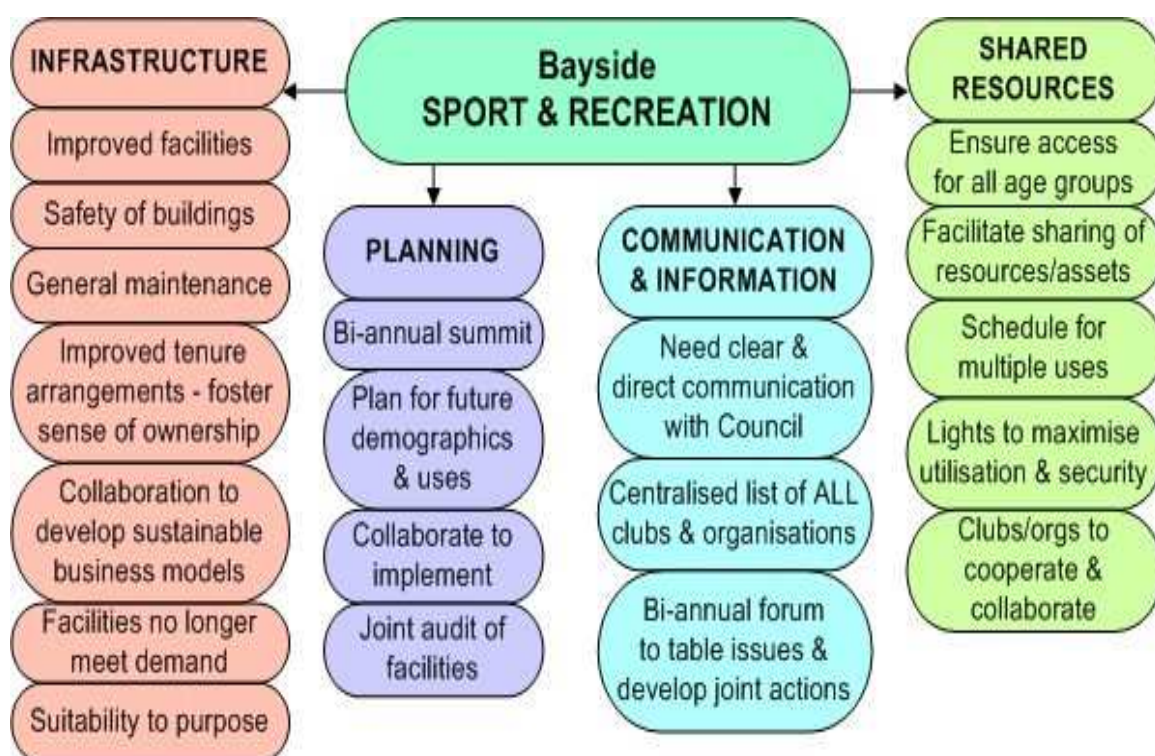
## Planning, Population and Transport Focus Group Outcomes



<p><b>COUNCIL ACTIONS   Council to:</b></p> <ul style="list-style-type: none"> <li>Develop partnerships with external agencies</li> <li>Develop guidelines &amp; regulatory frameworks</li> <li>Be proactive</li> <li>Facilitate processes and actions</li> <li>Lobby state government re planning with community support</li> <li>Facilitate lobby groups</li> <li>Educate and share/disseminate information more effectively</li> <li>Develop a clear user-friendly communication system/procedure</li> <li>Formalise ongoing communication with focus groups like these</li> <li>Organise an annual summit for community organisations</li> </ul>
<p><b>COMMUNITY ACTIONS   Community to:</b></p> <ul style="list-style-type: none"> <li>Support Council in lobbying state government</li> <li>Participate in focus groups like these that inform Council</li> <li>Formalise ongoing communication with Council</li> <li>Collaborate and cooperate with Council to achieve common goals</li> </ul>



## Sport and Recreation Focus Group Outcomes



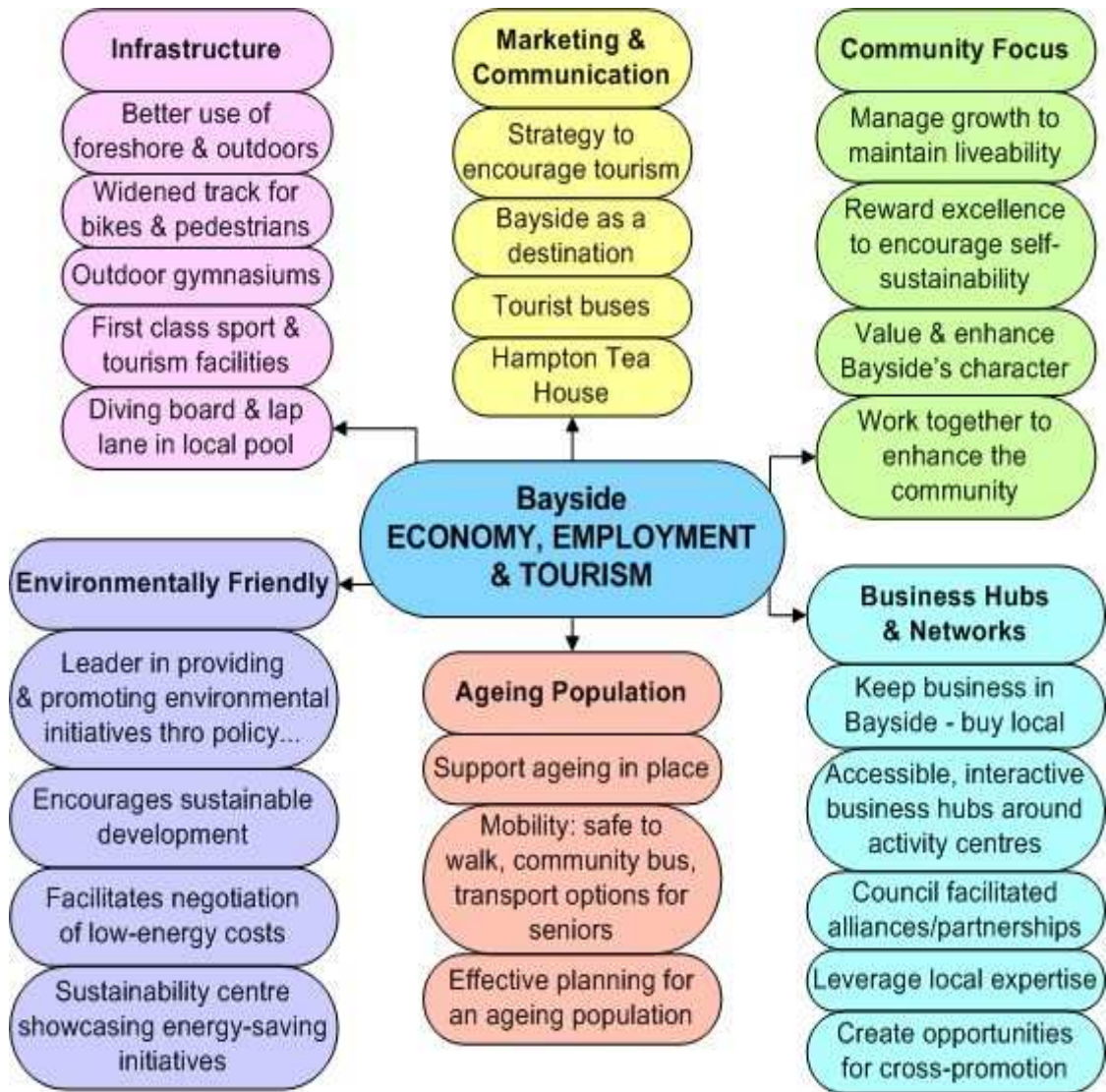
### QUICK WINS:

Develop a model of cooperation, collaboration & partnership  
 Standardise formats for applications for works, funding & improvements  
 Educate re the link between sport & health (mental & physical)  
 Develop a clear, direct, user-friendly communication system/procedure  
 Council to be more responsive  
 Install lighting to maximise use & security of facilities  
 Organise a bi-annual forum for sport & recreation organisations  
 Implement minor maintenance works quickly

### GENERAL COMMENTS

Many clubs are at capacity membership - facilities don't meet demand  
 Facilities are not fit for purpose - many date back to the post war era  
 Competition for venues is strong - scheduling for multiple uses is required  
 Frustration over the lack of a proactive, coordinated & egalitarian approach to the management of facilities. Council needs to provide leadership  
 Access to facilities is not available to the WHOLE community  
 Council does not have a full list of all clubs & organisations in this sector

## Economy, Employment and Tourism Focus Group Outcomes

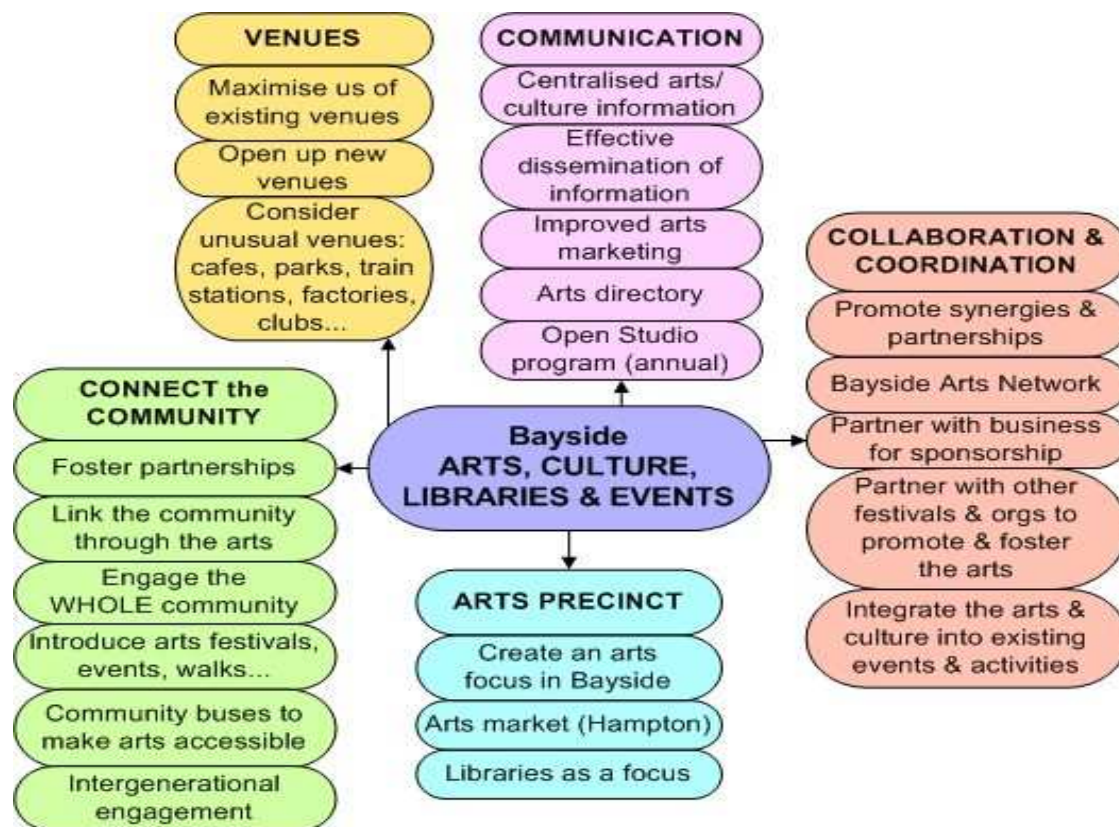


### KEY PRIORITIES:

Foster a community focus through management of growth, valuing & enhancing the character & connecting the community  
 Support ageing in place & plan for the ageing population  
 Maximise the use of the foreshore & open space through improved infrastructure (after hours use)  
 Provide bike & pedestrian accessible tracks  
 Upgrade/develop first class sport & tourism facilities as destinations  
 Become a leader in environmental sustainability  
 Encourage sustainable development (land) - ESD

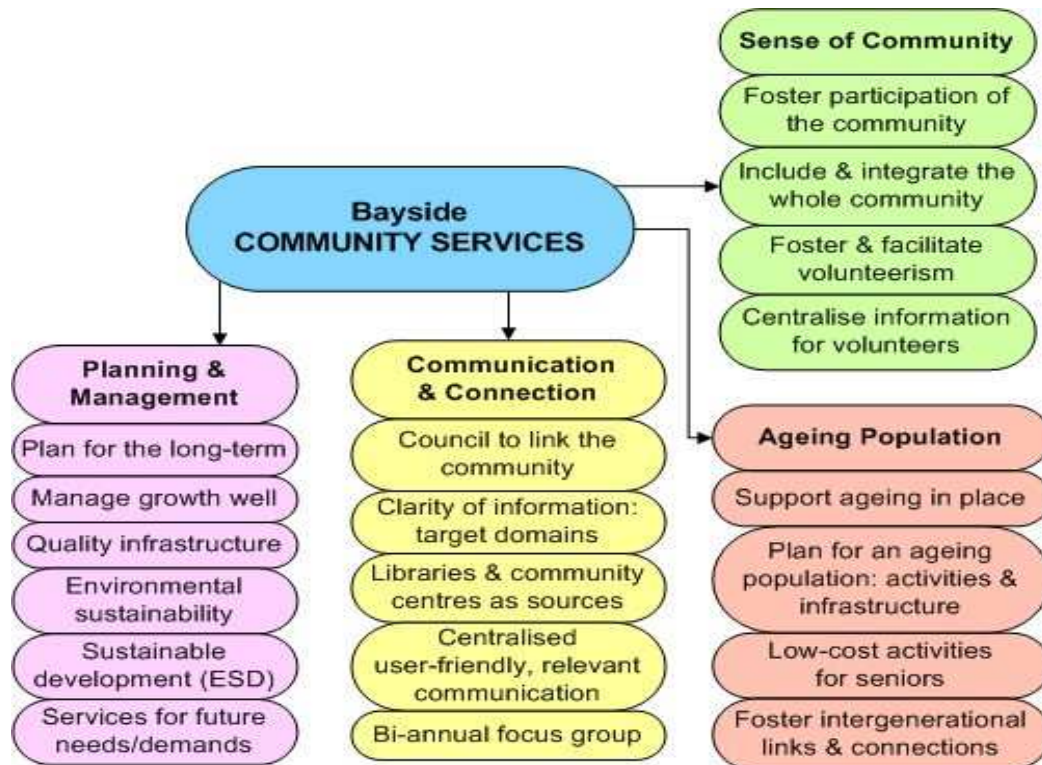


## Arts, Culture, Libraries and Events Focus Group Outcomes



<p><b>COUNCIL ACTIONS Council to:</b></p> <ul style="list-style-type: none"> <li>Be more proactive in promoting synergies &amp; partnerships</li> <li>Facilitate processes &amp; actions such as the use of venues</li> <li>Organise &amp; share/disseminate information more effectively</li> <li>Develop a clear user-friendly communication system/procedure</li> <li>Be clear about what it can &amp; can't do to promote the arts</li> <li>Facilitate the formation of a Bayside Arts Network</li> <li>Formalise ongoing collaboration &amp; communication through groups &amp; forums like these (annual or bi-annual)</li> <li>Revisit the Terms of Reference of the Cultural Advisory Group to make it more proactive</li> </ul>
<p><b>QUICK WINS</b></p> <ul style="list-style-type: none"> <li>Facilitate links between arts organisations &amp; groups</li> <li>Community buses to venues for events</li> <li>Centralised source of arts/cultural information</li> <li>Promote partnerships &amp; synergies</li> <li>Bring ALL the arts together: Bayside Arts Network</li> <li>Promote the arts: income   sponsorship   markets   festivals</li> <li>Inaugurate an Arts Party as a community event</li> <li>Improve communication between Council &amp; the community</li> <li>Encourage/facilitate collaboration to achieve common goals</li> </ul>

## Community Services Focus Group Outcomes



<p><b>QUICK WINS:</b></p> <ul style="list-style-type: none"> <li>Improved communication - clarity &amp; organisation</li> <li>Improved interface between Council &amp; the community</li> <li>Council + the community working together</li> <li>Collaboration with existing groups &amp; organisations</li> <li>Improved organisation of volunteer network (inc. sports clubs)</li> <li>Planning &amp; management of services into the future</li> <li>Consult more with community groups via forums</li> <li>Promote collaboration amongst service providers - remove overlap</li> <li>Provide low-cost activities for seniors in life activity clubs</li> <li>Provide more &amp; smaller community buses</li> </ul>
<p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>Water tanks for all community facilities &amp; open spaces</li> <li>Solar panels for street lighting &amp; community facilities</li> <li>Link community groups &amp; promote cross pollination</li> <li>Central volunteer register</li> <li>Facilitate the OH&amp;S training process for volunteers</li> <li>Maintain &amp; enhance the liveability of Bayside</li> <li>Develop a community hub for activities &amp; events</li> <li>Embed a group like this one in Council operations to inform, support &amp; collaborate</li> <li>Initiate a bi-annual forum for benchmarking, development of actions, generation of ideas &amp; engagement with the community</li> <li>Better promote Council services &amp; activities</li> <li>Clarity around the role &amp; responsibilities of Council</li> <li>Internal integration of Council for clarity</li> <li>Centralised, coordinated, well-organised &amp; targetted information dissemination by Council</li> </ul>



## Community Plan Activities

The following activities provided broad coverage of the community at different levels:

<i>In-depth interviews</i>	<i>Top of mind, big picture</i>	<i>More detailed</i>	<i>Focussed and detailed group consultations</i>	<i>Group discussions</i> <i>Informal interviews</i>	<i>In-depth exploration of themes and domains</i>
<b>AI INTERVIEWS</b>  <b>Other Interviews</b>	<b>SURVEYS</b>	<b>ONLINE SURVEYS</b>	<b>PRIVATE FORUMS</b>	<b>STAFF FIELDWORK</b>	<b>COMMUNITY FORUMS and FOCUS GROUPS</b>
<p>15 Appreciative Inquiry interviews with key council staff and councillors.</p> <p>This provided a starting point for the subsequent range of community activities</p> <p>&gt; Sandybeach, Hampton and Highett Community Centres</p> <p>&gt; Bayciss</p> <p>&gt; Family Life</p> <p>&gt; Castlefield Neighbourhood House</p>	<p>220 Election day</p> <p>20 Parents from Brighton Primary School</p> <p>30 Hampton Community Centre</p> <p>20 Quick Poll responses</p> <p>322 Youth surveys including the Facebook competition</p>	<p>65 Surveys</p>	<p>Economic Dev. Strategy SG</p> <p>Forums at homes (SG)</p> <p>Mentone Girls Grammar</p> <p>Business leaders</p> <p>BOAAG/EDSSG/OSS forums</p> <p>BBN Business breakfasts and lunches</p> <p>Bayside Staff Forum (67)</p>	<p>Community Events Calendar</p> <p>Community Directory:</p> <p>Arts and culture</p> <p>Environment</p> <p>Senior citizens</p> <p>Infrastructure and planning</p> <p>Economic development</p> <p>Tourism</p> <p>Community services</p> <p>Transport</p> <p>34 staff interviews (TBC)</p> <p>Primary School parents (20+)</p> <p>Secondary Colleges – youth</p>	<p>One forum per ward:</p> <p>Black Rock House</p> <p>Hampton Community Centre</p> <p>Brighton Town Hall</p> <p>Six domain based focus groups:</p> <p>Environment</p> <p>Planning, population and transport</p> <p>Sport and recreation</p> <p>Economy, employment and tourism</p> <p>Arts, culture, libraries and events</p> <p>Community Services</p> <p>Existing organisations and groups were personally invited to focus groups</p> <p>Media used to advertise and promote the forums and other activities: Let's Talk Bayside   The Leader   Bayside website</p>