

Bayside City Council

Community Panel Process Report

June 2021

mosaic LAB

LIMITATIONS OF USE

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The sole purpose of this report is to provide a report of the methodology and process undertaken for Bayside City Council.

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MosaicLab is a team of engagement practitioners and facilitators based in Victoria. We work with government agencies, community groups, industry and commercial organisations and support them to have meaningful conversations that lead to action. Our processes bring diverse people together to solve complex problems and make a positive difference to decision-making.

INTRODUCTION

In early 2021, Bayside embarked on another community panel process to receive feedback on the directions Council planned to go in for the 4-year Council Plan and 10-year Financial Plan. This experience built on the work of Council's previous Community Panel in 2020 to inform the Bayside Community Vision 2050. The Community Panels of 2020 and 2021 shared the same features of being randomly selected to match the Bayside demographics of age, gender, location and business/resident mix.

The Council Plan outlines Council's promise to the community about what it will deliver over and above day to day-to-day service delivery. The Financial Plan ensures that Council can deliver on its Council Plan aspirations in a manner that is financially sustainable over the 10-year timeframe.

The Bayside Community Panel of 31 members met five times online between April and June to explore, discuss and deliberate on the Council and Financial Plans. The sessions included a Meet and Greet session, Information Sharing session (9 speakers), Mid-point Check-in session and two 4 hour sensemaking workshops. Sensemaking workshop 1 focused on providing feedback on the Council Plan and Sensemaking workshop 2 focused on providing feedback on Council's financial approach.

WIDER ENGAGEMENT PROCESS

Council drew upon the directions identified in the community vision 2050 and worked collaboratively with Councillors to draft a Council Plan for 2021-2025. This draft went out for public comment in March on Council's Have Your Say page and all feedback was collated into a wider engagement report. This report was provided to the Bayside Community Panel as a key data source.

BAYSIDE COMMUNITY PANEL

In March 2021, invitations were sent out to a random sample of Bayside residents across all council wards to express interest in joining the Community Panel. An independent recruitment agency drew from this pool of EOIs to select approximately 40 people who represent Bayside's community by geography, age and gender.

The Community Panel process comprised of 5 sessions across April - June 2021. Because of the uncertainty of the situation surrounding COVID-19, it was determined that all workshops would be delivered as online workshops.

The panel had the task to:

- Respond to and write recommendations for the draft Bayside Council Plan 2021-2025
- Respond to and write recommendations for Bayside's financial approach

This report outlines the background to the project, deliberative engagement overview, community panel process and outcomes as well as the results of the pre and post deliberation survey.

Remit (the task)

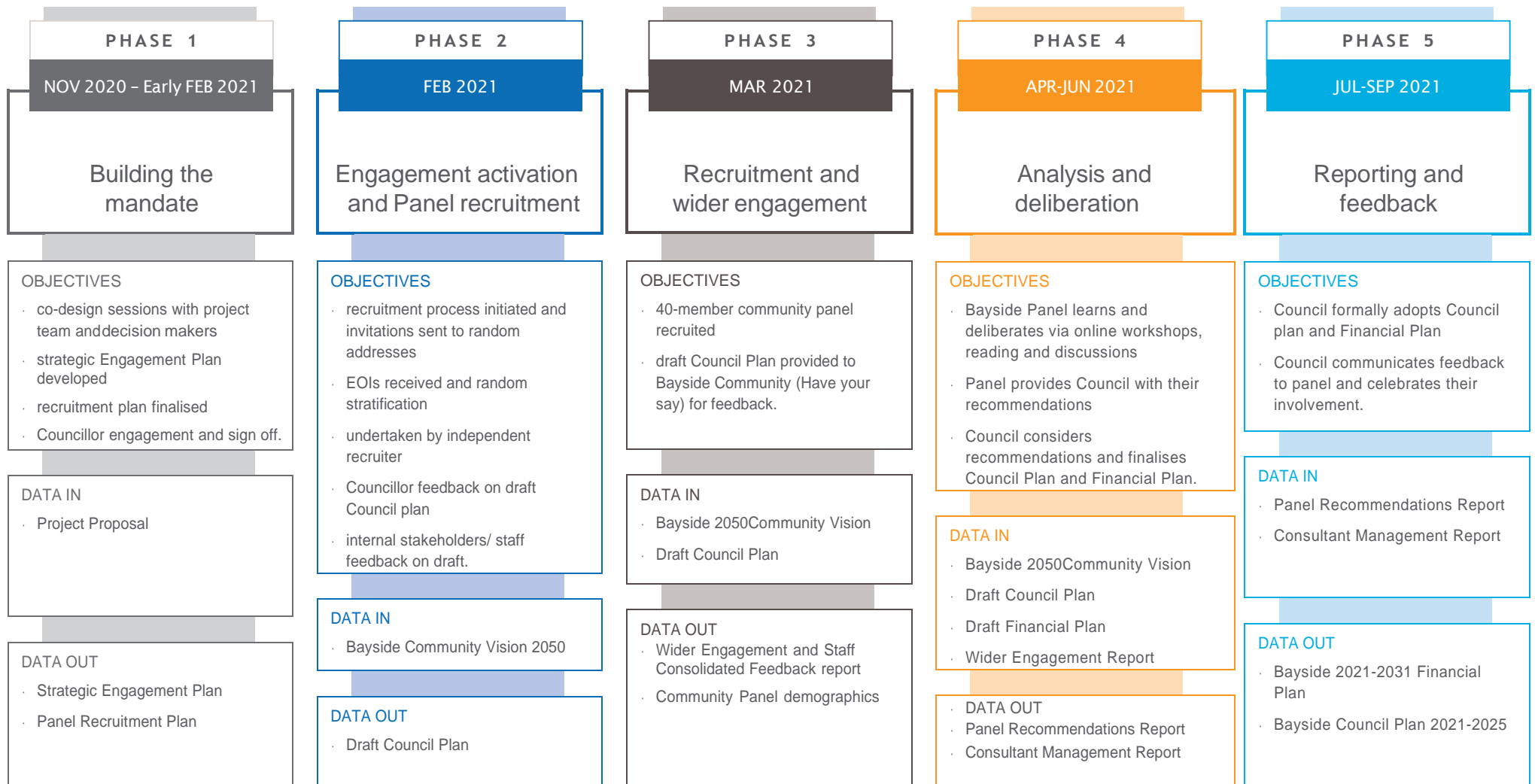
In 2020, through an extensive community engagement process, the community told us their long-term vision for Bayside in 2050. In response to this, Council has drafted its 4-year Council Plan and 10-year Financial Plan and wants to ensure the priorities reflect the community's aspirations.

Considering the Bayside 2050 Community Vision, how comfortable are we with the directions Council has proposed for the next four years and what (if anything) do we need to alter to increase our satisfaction level?



THE ROAD MAP (PROCESS OVERVIEW)

The roadmap below provides an overview of the *Bayside Community Panel (2021)* engagement process:



BACKGROUND

WIDER COMMUNITY ENGAGEMENT

Council has legislative requirements under the Victorian Local Government Act 2020 to undertake deliberative engagement processes for Council's long term strategic planning. These plans include Community Vision (20years+), Council Plan (4 years), Health and Wellbeing Plan (4 years), Financial Plan (10 years) and Asset Plans (10 years).

Council determined to undertake community engagement in two phases:

- **Phase 1** – broad community consultation through an online survey and responses to the draft Council Plan.
- **Phase 2** – deliberative engagement with a community panel that is independent and representative of the community.

Phase 1 engagement involved an online survey which was open to all residents of the Bayside Municipality and beyond. A number of materials were included to support people's participation including the Community Vision 2050, draft Council Plan 2021-2025 and FAQs.

Respondents to the survey were asked for their overall level of support for the draft Council Plan. Respondents were provided with an opportunity to comment on each of the four goal areas in the draft Plan and on the process overall. A community engagement summary report was produced to capture all of the feedback received, which was presented to the incoming Bayside Community Panel to include as part of their deliberations.

More information and documentation for the council plan engagement can be found here
<https://yoursay.bayside.vic.gov.au/council-plan-and-financial-plan>

DEVELOPING A COUNCIL PLAN AND FINANCIAL PLAN

The Council Plan 2021-2025 will represent this Council's response for the next four years to the Bayside 2050 Community Vision. The Financial Plan is a rolling plan based on Council's existing financial position combined with assumptions and forecasts designed to ensure that Council is able to deliver on the Council Plan priorities; and able to adjust to the changing financial outlook.

WHAT IS A COMMUNITY PANEL?

A community panel is a name for a deliberative forum. These processes work on the premise that people can deliver smart, long-term decisions which earn public trust if they are given enough information and time to weigh up the pros and cons and consider the trade-offs associated with an issue.

Deliberation is built around several core principles including that:

participants are selected randomly and are descriptively representative of the broader community affected by the decision

participants have access to a range of in-depth information from multiple, diverse sources

the group's report has a high level of influence over outcomes or decisions.

Expert facilitation is a vital element to foster vibrant deliberative dialogue and a supportive, open environment. Facilitators in a deliberative process work to:



design a process that is participatory and engaging, enables the group to meet their remit, and builds in key elements such as relationship building, critical thinking, information sharing and group agreement



encourage participants to express themselves freely



encourage active participation from all group members



protect process integrity, transparency and independence



ensure no one individual dominates



keep the group moving through the process at an adequate pace in order to deliver a report during the time allocated.

Bayside community panel was independently recruited by *Sortition Foundation*, an organisation that specialises in random stratified recruitment processes. More about the panel recruitment is outlined in Bayside Community Panel chapter.

BAYSIDE COMMUNITY PANEL

OVERVIEW

This deliberative engagement process saw the recruitment of 40 Bayside community members to form a Community Panel and collectively respond this overarching remit:

In 2020, through an extensive community engagement process, the community told us about their long-term vision for Bayside in 2050. In response to this, Council has drafted its 4-year Council Plan and 10-year Financial Plan and wants to ensure the priorities reflect the community's aspirations.

Considering the Bayside 2050 Community Vision, how comfortable are we with the directions Council has proposed and what (if anything) do we need to alter to increase our satisfaction level?

The Panel had two specific tasks to respond to over the 5 sessions, firstly to learn, discuss and explore over the first few sessions (meet and greet, information sharing session, mid-point check-in), then provide feedback on the draft Council Plan (sensemaking workshop 1) and lastly to provide feedback on Bayside's financial approach (sensemakingworkshop 2). These tasks and the panel achievements are outlined further below and the two reports are included as Appendix 2 Bayside Council Plan Panel report and Appendix 3 Bayside Community Panel Feedback on Financial Approach report.

Due to COVID-19, the panel was facilitated entirely online via Zoom for all five sessions. An average of 31 panelists attended each panel session. The panel also had access to a private online portal where they could discuss issues and access all materials. The panelists got to know one another, shared experiences, and ideas, and worked collaboratively using information from selected speakers, background research and their own lived experience and worked across different collaborative workspaces including google docs and GroupMap.

The Bayside Community Panel presented their final two feedback reports to the Bayside Mayor Laurence Evans at the completion of each workshop.

PROMISE STATEMENT

We promise to:



- build on the aspirations of our community from Bayside 2050 Community Vision
- provide tools and information to assist you to be involved in informed discussions
- listen and consider what people have to say
- document and record all recommendations received
- identify where the community recommendations have influenced our guiding plans
- identify where we can't incorporate a recommendation and clearly explain why.

Please see Appendix 3 *Your Community Panel Financial Approach Report* for the detail of all these recommendations.

Bayside Community Panel Process snapshot

- a randomly selected group of participants
- a clear question (remit) to focus the deliberations and a set of more specific sub-questions
- access to a broad range of information from a variety of sources relevant to the remit (including their own private have your say discussion page) including fact sheets, videos, documents, research findings
- conversations with key speakers (for example executive team responsible for each strategic plan as well as a 2020 Community Panel member)
- conversations with each other (mixed small groups and whole group conversations)
- time (five mid-week sessions ranging from 1.5hrs to 4 hrs depending on the task)
- support from three facilitators highly experienced in delivering deliberative processes online and face-to-face
- two final reports authored by the panellists (all responses are written by the panel) apart from the introductions.

PANEL INFORMATION

The Bayside Community Panel were provided with detailed, in-depth information from a range of sources that helps them to understand the issues and options related to their focus questions. At the outset they were provided with, but not limited to the following reports:

- **Community Engagement Summary Report** (from Bayside Have your Say submissions)
- **Background Report** (a summary of the opportunities and challenges facing the municipality)
- **Draft Council Plan 2021-2025**
- **Bayside 2050 Community Vision**
- **Bayside Financial approach data sets**

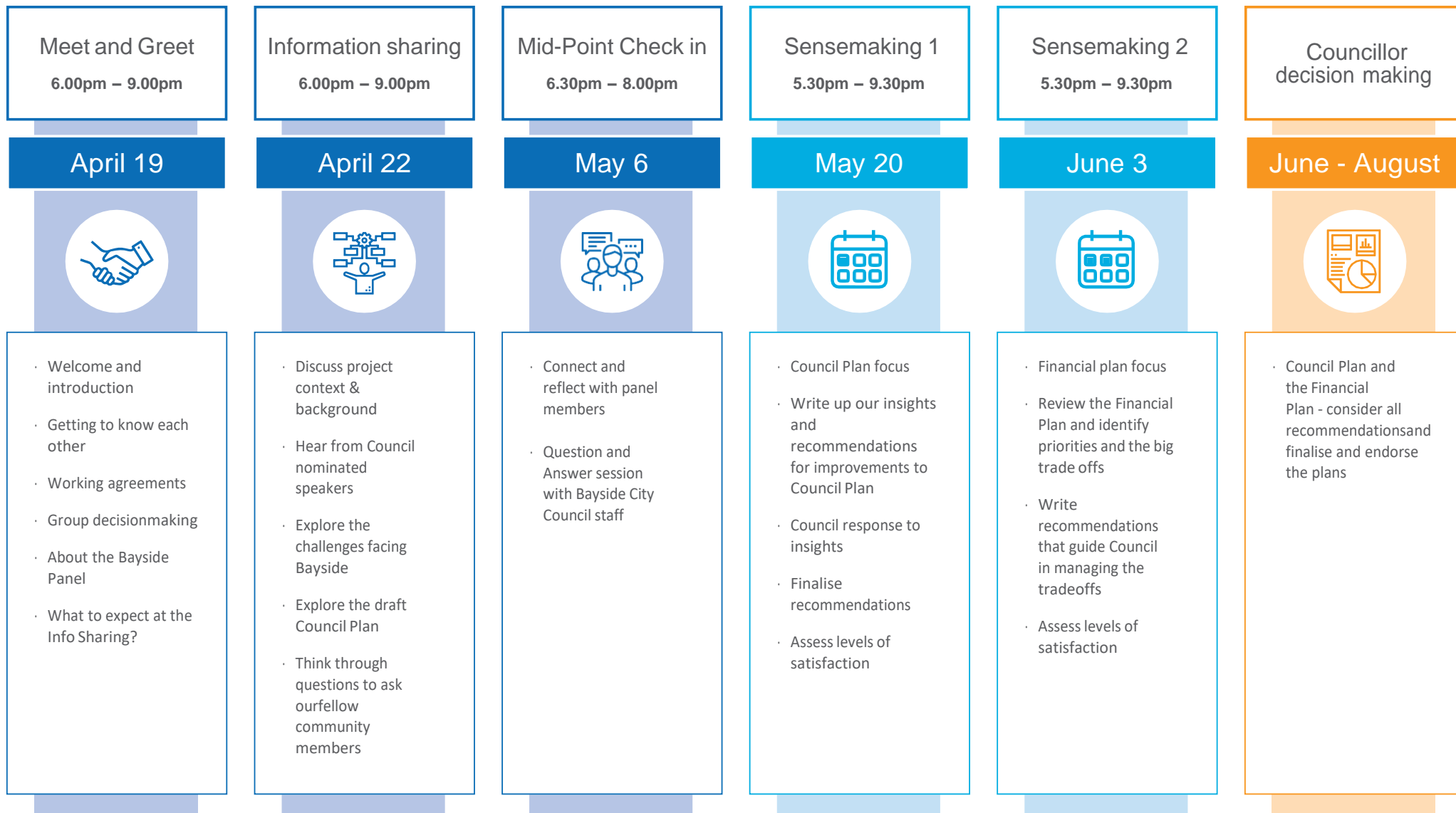
They also had access to speakers on three occasions (in particular the Information Sharing session) where they heard from the following experts:

- Bayside Mayor, Laurence Evans OAM
- Bayside CEO, Mick Cummins
- Former Community Panel Member for Community Vision, Alistair Ward
- Environmental expert, board member Bayside Climate Crisis Action Group, Dr Kylie McIntosh
- 7 Council leaders from environment recreation and infrastructure, community and customer experience, open space and wellbeing, urban strategy, financial services, corporate services.

Panelists were given the time and support they need to consider and discuss information and ideas, weigh up issues and options and agree on recommendations. Decision rules were established at the beginning of panel days reflect the 'involve' level of influence, and to seek levels of satisfaction (comfort) as well as recommendations for improvements/gaps.

Panelists wrote their own recommendations and scores which were presented directly to decision makers (Bayside Mayor) once completed (Sensemaking 1 and Sensemaking 2 workshops). These panel reports have been included in appendix 2 (council plan) and appendix 3 (financial approach).

COMMUNITY PANEL OVERVIEW



PANEL RECRUITMENT

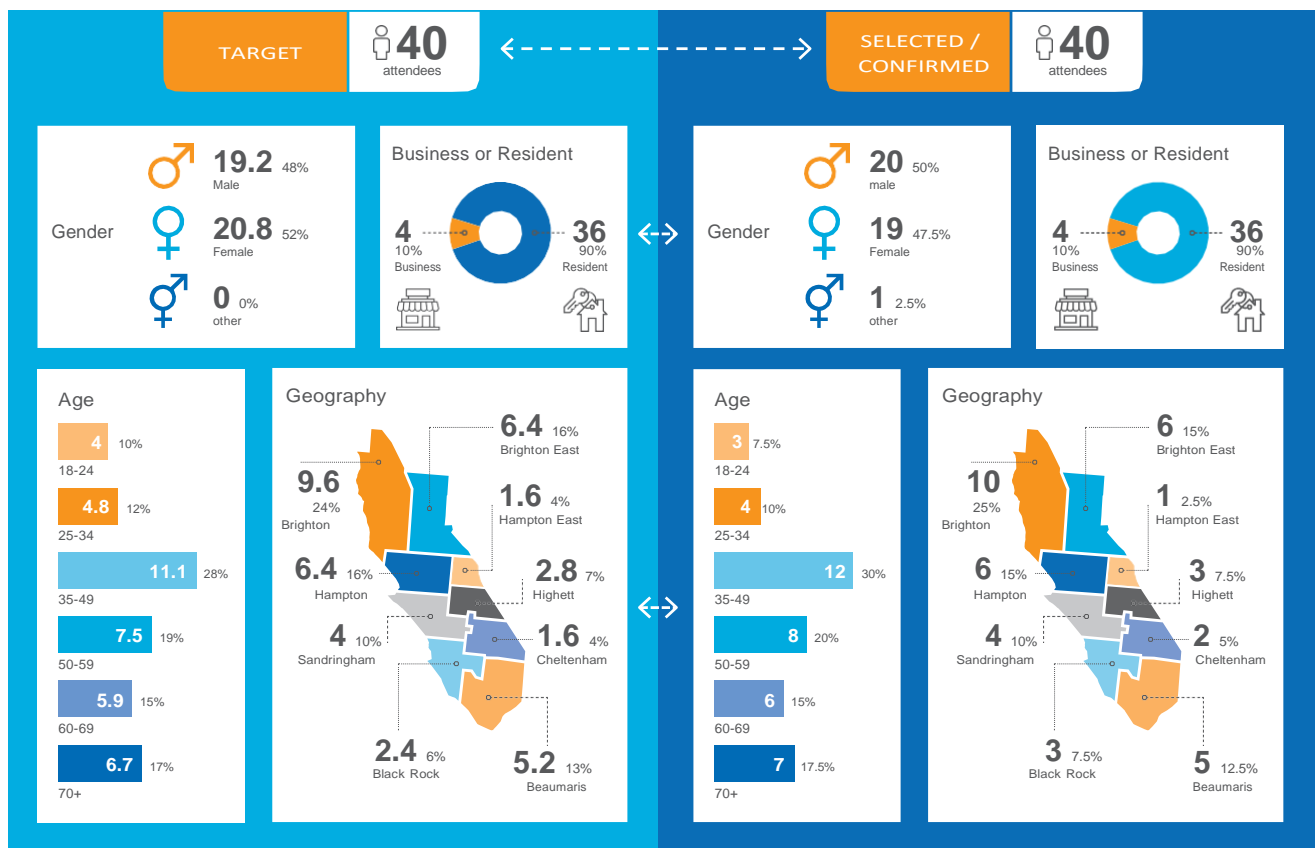
Sortition Foundation was sub-contracted to recruit a 40 person panel and worked independently of Bayside City Council and MosaicLab to manage the recruitment process (including random selection and stratification) to ensure it was fair and unbiased. The Mayor sent out 10,000 that were de-identified and randomly selected from the Bayside community. These invitations asked people to register their expression of interest to be considered for inclusion on the community panel. An example invitation is included in appendix 1.

227 expressions of interest were received. People who registered their interest were placed in a pool, which was randomly stratified by Sortition Foundation to select the final panel. Sortition Foundation used a digital stratification tool for the random stratification step, which limited human intervention in the selection process, adding further independence to the process. Stratification goals were based on demographic statistics for people aged 18 years and over in the municipality, using Council ID and the Australian Bureau of Statistics (ABS) Census data.

Once the Community Panel was notified and formally established, MosaicLab recruitment took over the ongoing communications role to convey necessary information about each session.

40 people were initially recruited by Sortition Foundation, to achieve the goal of 35 plus panellists continuing throughout the entire panel process. Panel numbers dropped to 31 at the Meet and Greet Session and stayed stable for the remainder of the 4 sessions.

At the outset the demographics of the community panel were as follows:



PANEL TASKS AND ACHIEVEMENTS

The panel focused on deliberating and collectively responding to the following tasks over the 5 sessions.

COMMUNITY VISION

Influence level: INVOLVE

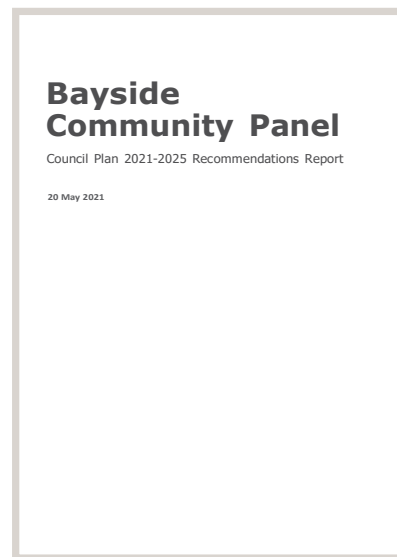
Panel Task to provide levels of satisfaction on the draft Council Plan and recommendations of what would make them more satisfied.

Focus question: *Considering the Bayside 2050 Community Vision, how comfortable are we with the directions Council has proposed for the next four years and what (if anything) do we need to alter to increase our satisfaction level?*

Input: Council Plan 2021-2025 draft outline, background report, wider engagement report and speakers

Output: Bayside Council Plan 2021-2025 Recommendations Report (levels of satisfaction results for overall plan and each of the four goal areas, 22 collective recommendations and individual feedback responses to all parts of the plan.

Levels of Support: 78% support for overall council plan approach (including varying degrees of support from 'live with it', 'like it' and 'love it'). See report for all feedback responses and scores.



Please see Appendix 3 *Community Panel Council Plan Report* for all detail of the panel's response.

FINANCIAL PLAN

Influence level: INVOLVE

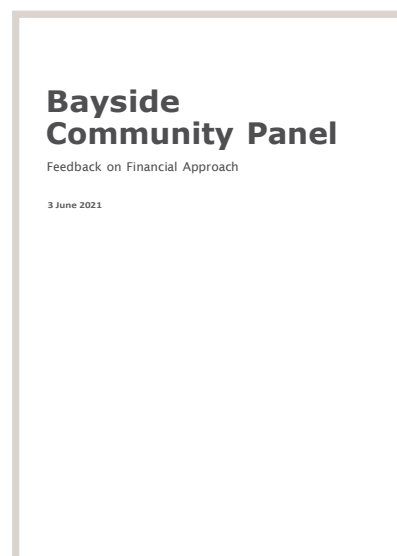
Panel Task to respond to the following focus question about Bayside's financial approach:

Focus question: *Considering the Bayside Financial Plan approach, how comfortable are we with the approach Council has proposed for the next ten years and what (if anything) do would increase our satisfaction level?*

Input: Financial sustainability approach data sets and speakers

Output: Bayside Community Panel: Feedback on Financial Approach report: Levels of comfort results for financial approach and recommendations recorded from every participant on suggestions for improvements

Levels of Support: 79% support (including varying degrees of support from 'live with it', 'like it' and 'love it') for financial approach



PRE AND POST DELIBERATION SURVEY RESULTS

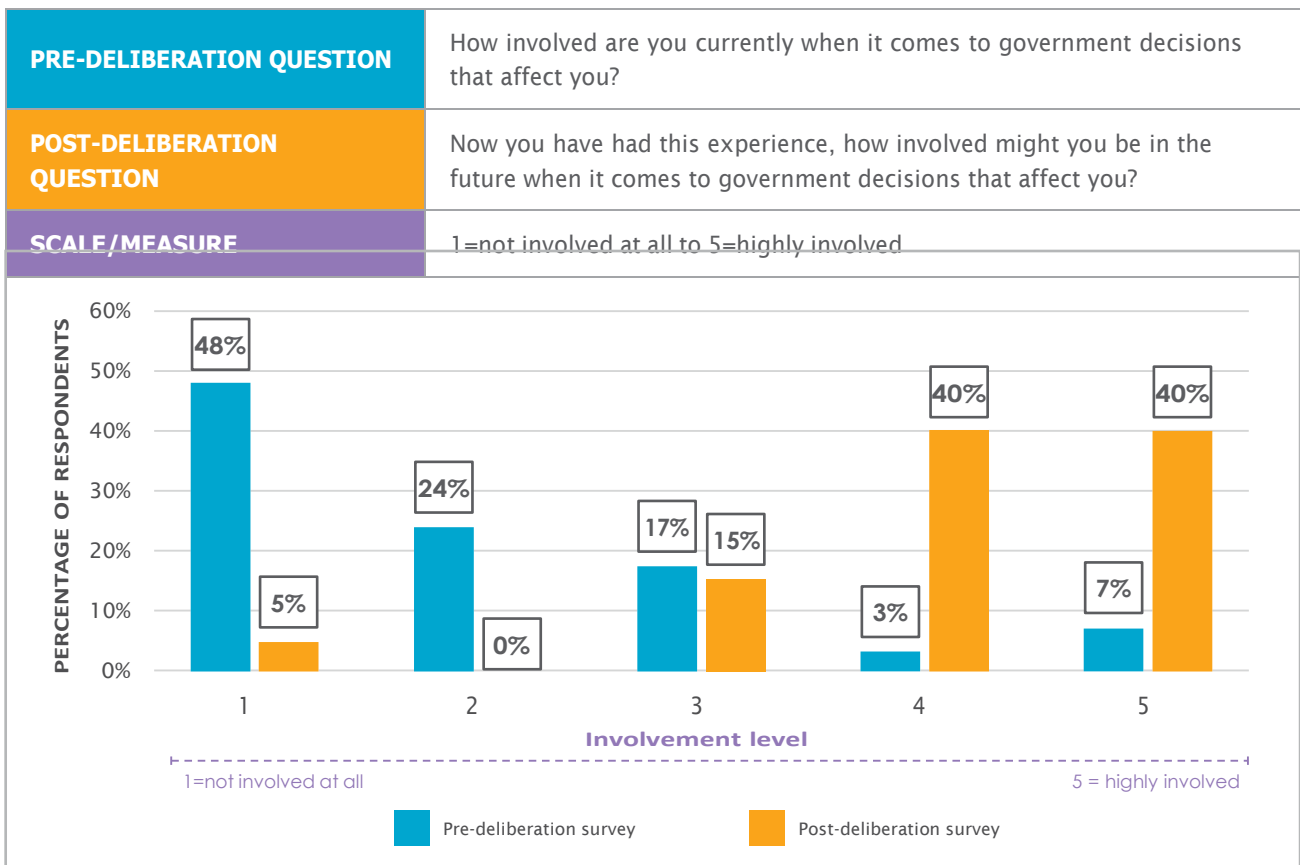
Panel participants were invited to complete a survey (via online survey tool *Survey Monkey*) at two points in the process:

1. At the start of the process, following the Meet and Greet session
– 31 people attended (29 people completed the online survey)
2. At the end of the process, following the conclusion of Sensemaking 2
– 31 people attended (21 people completed the online survey)

Feedback received has been summarised in the sections below.

INVOLVEMENT IN CIVIC AFFAIRS

Most panellists said they were much more likely to participate in civic activities (i.e. get involved in government decisions that affect them) after being involved in the panel process. At the beginning of the process, 72% of the group either were not at all involved in civic activities in the past or had had very little involvement. By the end of the process, that percentage had swung: 80% of panellists said they thought they would be involved or highly involved in government decisions that affected them in future.

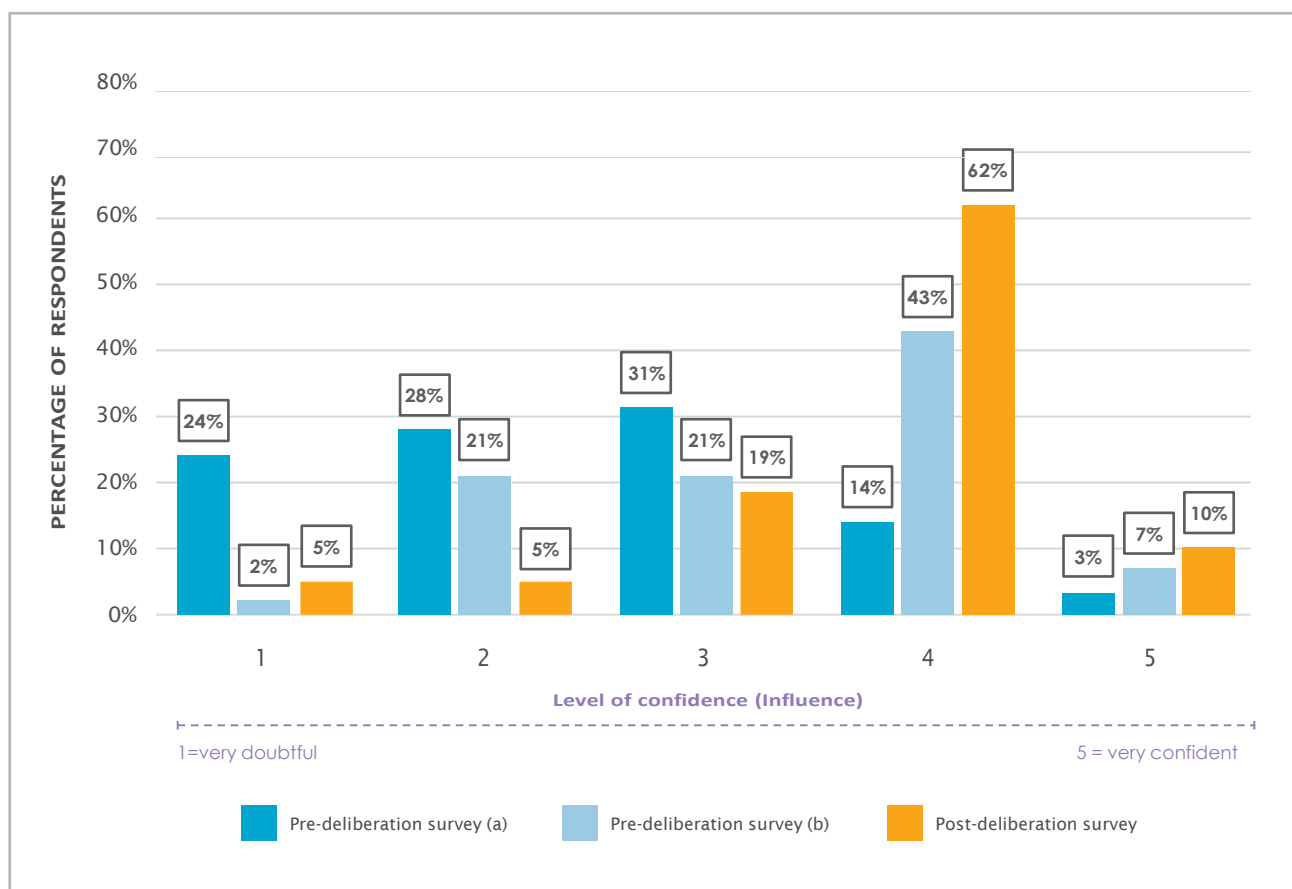


INFLUENCE

The pre-deliberation survey results showed that while panellists had a relatively low level of confidence that community input influences government decisions in general (51% said they were 'doubtful' or 'very doubtful'), they were more confident that the Bayside City Council would implement their recommendations on this current issue (50% were 'confident' or 'very confident' and only 28% were 'doubtful' or 'very doubtful').

When re-surveyed at the end of the process, the panel's level of confidence that Bayside City Council would implement their recommendations increased from 50% to 71% of panellists saying they were 'confident' or 'very confident'.

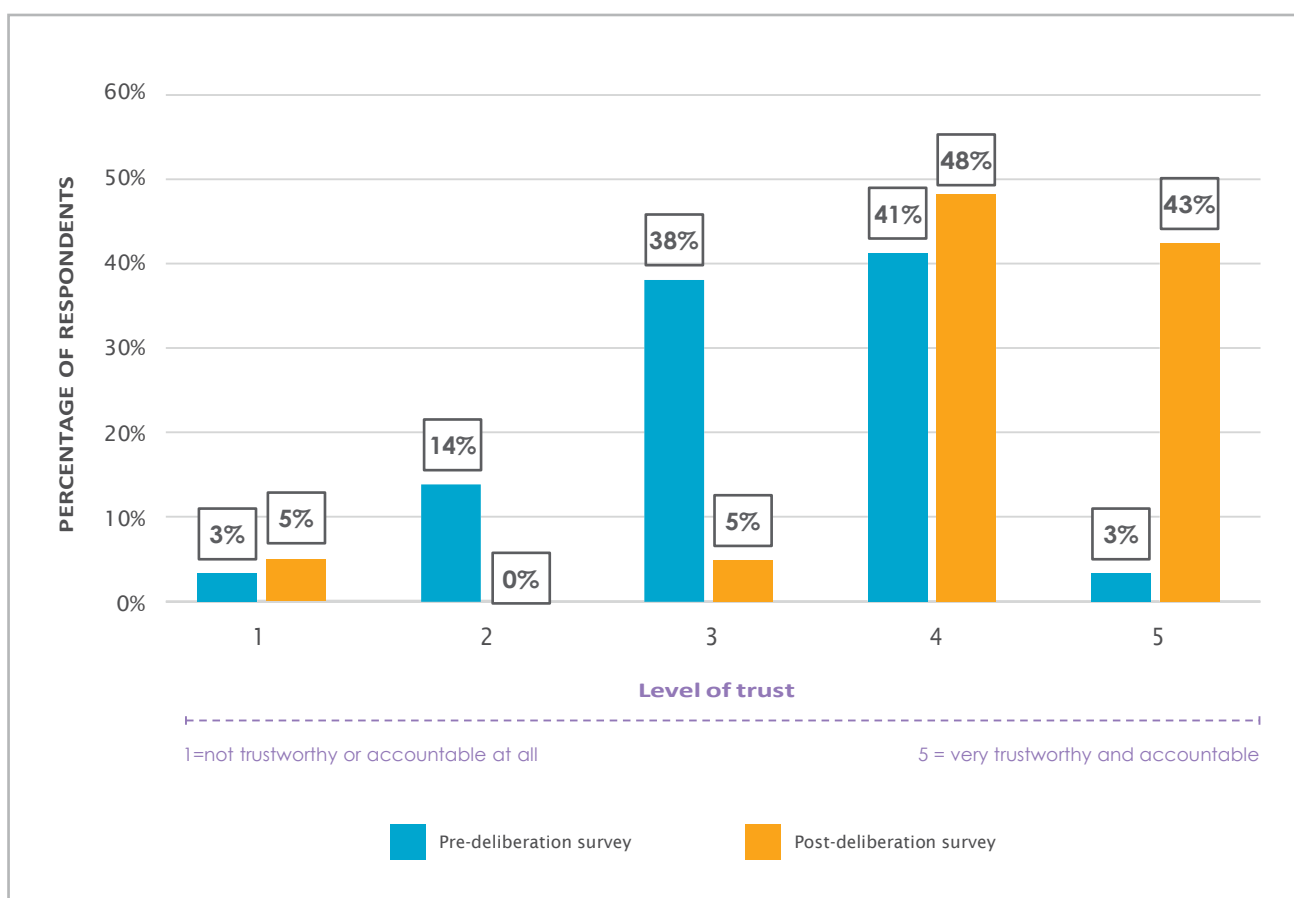
PRE-DELIBERATION QUESTIONS	a)	In the past, how confident have you been that community input will influence governments decisions?
	b)	How confident are you that your recommendations on this current issue will be implemented by the Bayside City Council?
POST-DELIBERATION QUESTION		How confident are you that your recommendations on the Vision and Council Plan will be implemented by the Bayside City Council?
SCALE/MEASURE		1=very doubtful to 5=very confident



TRUST

Overall, panellists' levels of trust in the Bayside City Council increased by the end of the deliberative process. 90% of panellists felt the Bayside City Council was 'trustworthy and accountable' or 'very trustworthy and accountable' by the completion of the process, compared with 41% at the commencement of deliberations.

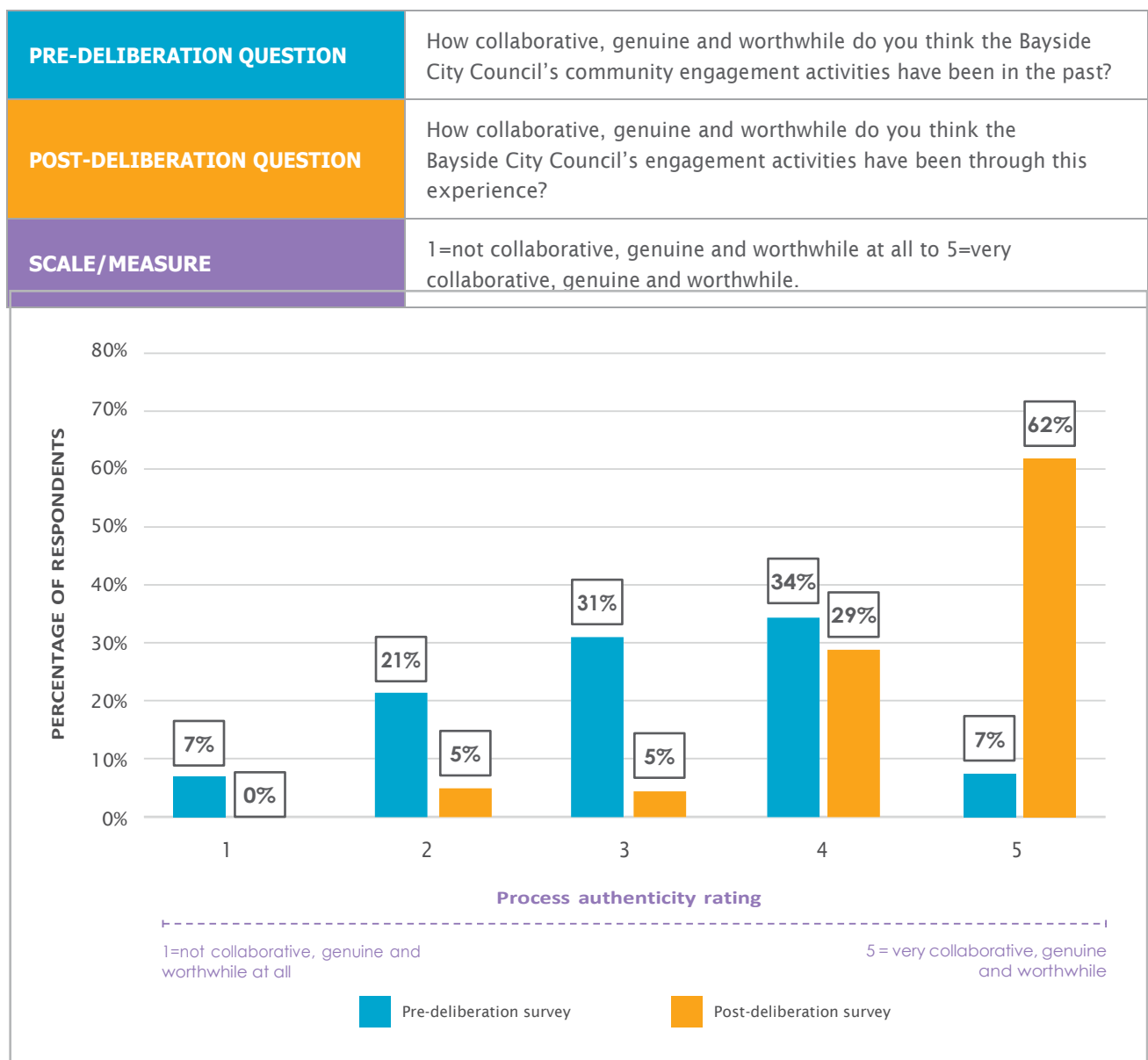
PRE-DELIBERATION QUESTION	In your view, how accountable or trustworthy do you think the Bayside City Council and other government agencies are?
POST-DELIBERATION QUESTION	How accountable or trustworthy do you think the Bayside City Council is now you have been through this process?
SCALE/MEASURE	1=not trustworthy or accountable at all or 5=very trustworthy and accountable



COLLABORATION & OVERALL PROCESS AUTHENTICITY

90% of panellists felt that this process was 'collaborative, genuine and worthwhile' or 'very collaborative, genuine and worthwhile'. No-one said the process was not collaborative, genuine and worthwhile.

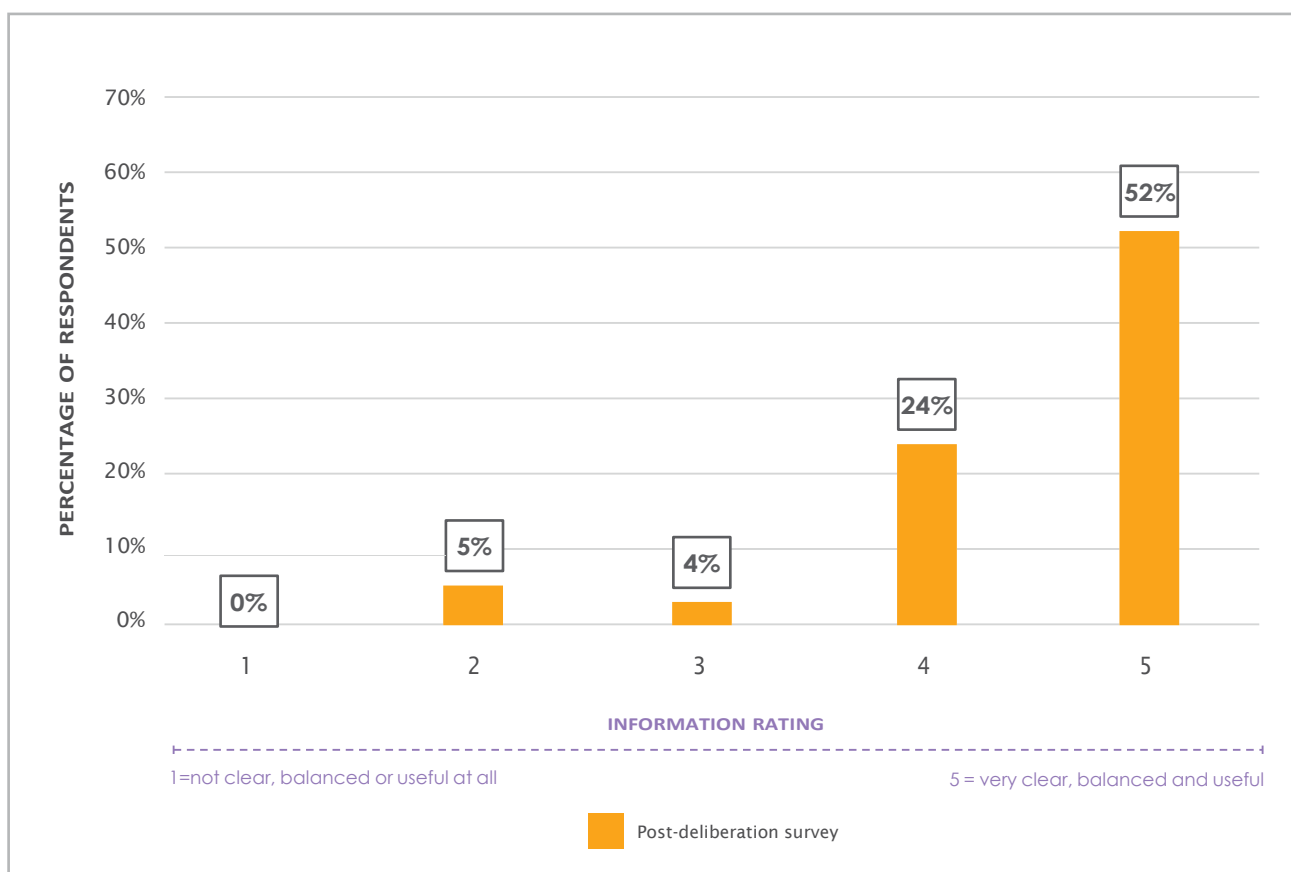
Before deliberations commenced, panellists were asked to indicate how collaborative, genuine and worthwhile they thought Bayside's community engagement activities had been in the past. 28% said they thought the Bayside City Council's past engagement activities were not collaborative, genuine and worthwhile, and only 41% said they were 'collaborative, genuine and worthwhile' and very 'collaborative, genuine and worthwhile'.



QUALITY OF INFORMATION

Participants were asked at the end of the process about the quality of the information provided to them to assist them with their task. 71% of participants reported that they felt the information provided during the process was ‘clear, useful and balanced’ or ‘very clear, useful and balanced’. Due to the nature of this question, no comparative question was asked in the pre-deliberation survey.

PRE-DELIBERATION QUESTION	N/A
POST-DELIBERATION QUESTION	How clear, useful and balanced was the information provided to you during this process? (i.e. to what extent was it helpful in supporting you to respond to your remit)
SCALE/MEASURE	1=not clear, useful or balanced at all to 5=very clear, useful or balanced



APPENDIX 1

COMMUNITY PANEL MAIL INVITATION

What should Bayside prioritise in the next four years?

An Invitation from the Mayor



Dear Resident,

I would like to encourage you to be part of a unique opportunity to help influence life in our municipality over the next four years.

What has happened so far?

Over the last year, a representative group of local residents developed the Bayside 2050 Community Vision. This Vision informs Bayside's strategic planning process including the four-year Council Plan that is created at the start of each Council term.

We have now drafted the four-year Council Plan and want to work with you to see if this draft is on track to deliver on the long-term aspirations set out in the Community Vision.

Your invitation

You are now invited to be part of a 40-member Panel to help us progress the proposed directions in our draft Council Plan 2021-2025 and the 10-year Financial Plan.

You don't need any prior knowledge to take part in this Panel. All we require from you is a willingness to listen to the information presented, read the background materials and discuss ideas with your fellow Bayside residents on the Panel to come up with your collective recommendations. More details about the Panel and the process are available overleaf.

The Panel will run across five evening sessions from April-June 2021 and you will need to be available to attend all the sessions. You will be paid \$250 as a thank you for your time. These sessions will be online in your own home, if require access to a computer or the internet we are happy to assist.

Register your interest by Friday 12 March 2021

I would encourage you to register your interest to take part on this Panel. If you are not available, then please note any member of your household aged 18+ is eligible to participate.

Please register your interest by visiting sortitionfoundation.org/rsvp or by calling 1800 979 787. I am looking forward to participating in this process with you, and to working together to shape our local Bayside community.

Yours sincerely,

Laurence Evans

Cr Laurence Evans OAM
Mayor

Your voice matters

Register your interest...

RSVP

Please note Sortition (an independent company), will coordinate recruitment of the panel. If you would like to take up this unique opportunity to represent the Bayside community, please RSVP to:

sortitionfoundation.org/rsvp
or call Freephone 1800 979 787

APPLICATIONS CLOSE ON 12 MARCH 2021.

Not all applications may be accepted if positions have been filled in each demographic.

The question...

Considering the Bayside 2050 Community Vision, how comfortable are we with the directions Council has proposed for the next four years and what (if anything) do we need to alter to increase our satisfaction level?

The task

A Community Panel of 40 people will be selected to represent a broad cross-section of the community and will debate the issues related to the important question above.

In 2020, through an extensive community engagement process, the community told us their long-term vision for Bayside in 2050. In response to this, Council has drafted its 4-year Council Plan and 10-year Financial Plan and wants to ensure the priorities reflect the community's aspirations.

Your role

If you are selected to take part, you will have the opportunity to meet with other Bayside residents and ratepayers to debate and decide what Council should concentrate on for the next four years.

You will be briefed by Council staff and experts to give you background information to help you understand what decisions needs to be made. Small group discussions will be guided by independent facilitators to make sure everyone feels supported and everyone's voice is heard.

You do not need to have any prior knowledge of the topics: all the information you need will be provided at the sessions.

Commitment

You will be required to attend five sessions from April – June. All sessions will be online in your own home, unless you need technical support.

Monday 19 April 2021	6.00-9.00pm	(3 hours)
Thursday 22 April 2021	6.00-9.00pm	(3 hours)
Thursday 6 May 2021	6.30-8.00pm	(1.5 hours)
Thursday 20 May 2021	5.30-9.30 pm	(4 hours)
Thursday 3 June 2021	5.30-9.30 pm	(4 hours)

Compensation

As a panel member, if you attend all five sessions, you will receive \$250 for your participation. For the process to be most effective, you need to attend every session. Unfortunately, no part payments will be paid if sessions are missed without a valid reason.

Outcomes

As part of the panel process, we will:

- listen and consider what you have to say
- document and record all recommendations received
- identify where the community recommendations have influenced our guiding plans
- identify where we can incorporate a recommendation and clearly explain why.

Who can apply?

Anyone aged 18 and over, who is a resident or ratepayer of Bayside and lives at an address that has received this invitation, can apply, with a few exceptions set out below. Please note that only one person from any single household will be selected to participate.

Please let us know if you have any special requirements to enable your attendance, such as accessibility requirements, carer support, interpreter/translator, technology support etc. We want this event to be as inclusive as possible.

The following people cannot apply:

- Bayside Council staff (current or past)
- elected officials – Local, State or Federal: current and past five years
- committee members of Bayside community groups and clubs
- members of Council committees (ie BHARG, DAJAS, Arts Board).

Next steps

Once registration has closed, around 40 people will be randomly selected from those who registered their interest, to take part in the panel. This random selection will be weighted to make sure we have diverse representation from across the community attending.

If you are selected, we will contact you by phone and email during the period 29 March – 2 April 2021 to let you know. We will then arrange a call with you to confirm; discuss any requirements you may have to make it possible for you to attend; and explain what happens next.

If you are unsuccessful, we will notify you by email or letter.

Bayside
City Council

More information

Visit Council's website about the Community Panel at bayside.vic.gov/have-your-say or contact Liz Peddie lpeddie@bayside.vic.gov.au or call on 9599 4432.



APPENDIX 2

COMMUNITY PANEL FINAL REPORT

COUNCIL PLAN 2021-2025

Bayside Community Panel

Council Plan 2021-2025 Recommendations Report

20 May 2021

Introduction

The Bayside Community Panel worked together to respond to their task:

Considering the Bayside 2050 Community Vision, how comfortable are we with the directions Council has proposed for the next four years and what (if anything) do we need to alter to increase our satisfaction levels?

The Bayside Community Panel came together online for the first time 19 April to understand their task and meet one another, they met again online on April 22 to hear from a range of speakers about the topic, and again evening of 6 May to explore their own areas of enquiry. Panelists were also very active offline, asking their friends, families and contacts about their hopes for Bayside community and municipality capturing this broader feedback in their private portal. The 2nd last session of the group was a 4-hour sensemaking workshop on 20 May, where the group responded with their levels of comfort to the Council Plan 2021-2025 draft and recommendations for improvements.




The report is in two parts and is a reflection of the work completed by the panel in the sensemaking workshop. The first section is the results of the survey, which was completed by the majority of the panel early on in the session. They ranked their current levels of comfort for each goal as well as the overall draft council plan. They also wrote their feedback on what would make them more comfortable with the goals/plan. This feedback helped inform the panel's next step of drafting recommendations for Council to consider for the Council Plan. The second section of the report are the 22 recommendations made by then panel and presented to the Mayor at the end of the evening.

Levels of comfort

Survey Results

How comfortable are you with the draft plan goals and content?

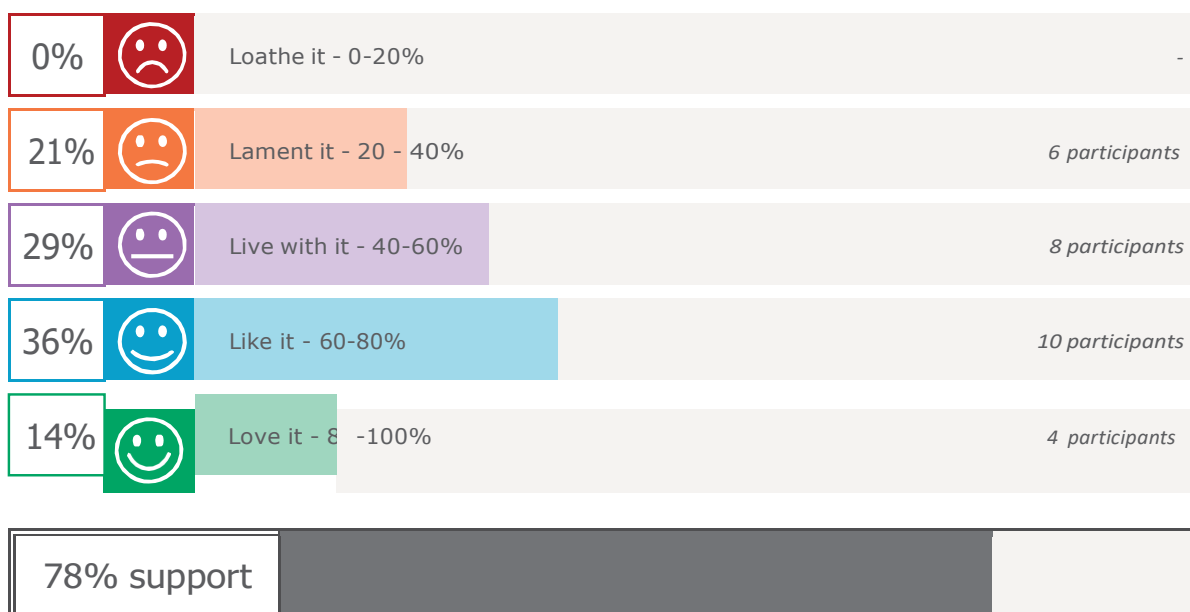
Please note:

-  **Loathe it** - means you are really uncomfortable with it
-  **Live with it** - means it's not your favourite but you can live with it as it is
-  **Love it** - means you are really comfortable with it

How comfortable are you with the OVERALL Council Plan?

Q1 OVERALL Council Plan 2021-2025

28 participants answered this question



Q2

What would make you more comfortable with the overall Council Plan?

27 participants answered this question

Nothing in the plan is wrong, and overall I am extremely satisfied with the directions identified and the work that is already being done, there are just a couple of areas that could be included as well, which I have listed below.

While the plans presented are well meaning and hitting the marks for the most part, there are certain vague areas that I struggle to gain the reasonable understanding in. Such as plan titles like "The community resilience plan", "The gender equality plan" or "The health and wellbeing" and other such plans; which I and required some real world example or scenarios to imply the actions that could take place in pursuit of that goal, or perhaps some reference to the ongoing issues that those plans are made to deter against. What standards are in consideration to improve child safety? What heritage areas in particular are taken under consideration?

An overall general statement which prefaces all else and is critical in achieving the well-intentioned aims of a functional, workable Policy Plan for the next four years includes -

- Will the Policy have the power to be enforced, how will it be enforced and by whom?
- How will transgressions of the Policy be identified?
- Monitoring of the Policy?
- How will it be funded?

Overall direction and key focus areas I like and am happy with, however the Council Plan does lack the operational detail in some areas, e.g. on the Heritage review implementation which people may be interested in understanding as to whether it hits the mark or not.

With respect to the major initiatives and indicative plans it would help most people to have a minimum outcome specified and potentially a way of measuring the success of the actions/initiatives. I think most people are struggling to understand what will be achieved because most people struggle with the lack of detail. eg. Implement the new Affordable Housing Strategy - if there was detail on what the outcome is - 20% more affordable housing in the form of government funded accommodation or perhaps 20% less affordable housing.

The current document is very problematic because of the overall lack of detail. The individual goal statements are fine -- in fact, agree that these are mostly worthwhile! But that's not very meaningful, because there is almost no information about what specific things will be done, beyond a few examples in the first year.

If Council doesn't yet have any specific initiative or plans beyond the first year, it would be useful to at least include details about:

- How will specifics be proposed? By council directly? With community input? And if so through what processes?
- How will the success or otherwise of following these broad goals be evaluated? And who will do the evaluating? Council? The community? Both?

A way to see what areas are most important eg by showing % of \$ allocated to each. Having covid factored into each area/action point. SMART goals so we know what it looks like when we get there.

Currently lots of buzz words with out much substance or details. Needs more details. Doesn't have much vision. the Plan is all about small stuff. window dressing that doesn't rock any boat, with out making any real difference.

I think the direction of the plan is a positive one but to me a plan would include the 'HOW'. Many of the strategic objectives and strategies are broad and lack depth.

Some emphasis on appropriate level of residential developments.

The main priority, our planet should be the last priority, if it's a priority at all. Council has absolutely no influence over the planet as a whole.

If Council either introduced, or if it already exists make us aware of: an Audit Function being implemented on an ongoing basis; Also, it would help if council had a system in place to enable projects to be re-assessed on a regular basis - or when an event of significance effected the project

A more detailed plan with set time objectives and budget of the implementation.

It's ok but I feel it does not focus enough on community facilities such as the Hampton Hub. A key project in a community that is in desperate need of modern council infrastructure. Would like it more if this was included and so would the Hampton / Bayside community.

More detail around the 'major initiatives' that will be undertaken to achieve the council/community goals in each Framework area.

More detail.

Less emphasis on Climate Emergency more on Bayside liveability.

More details on strategies.

A little less on broad strategy statements and a little more on detail. It is a very broad plan overall.

A bit more description/KPI on what delivery of the plan will actually look like in Bayside.

More detail on HOW it will be done, but I appreciate that cant happen at this stage

Knowing which points will get more attention as opposed to others eg. the environment vs cultural events etc.

Strategic objectives and strategies are really broad and capture everything in the vision. For a 4 year plan I'd like to see some more specific priorities (like another layer) that can realistically be pursued in 4 years.

Unless there was a philosophical issues with some aspects of the plan, I'm not sure, based on the information available to us, you could have any issues as presented. As the points are quite high level it is easy to look at them and for the most part, be satisfied with its direction.

I would like to see more about safe/green transport (bikes, bike paths).

I think council is on the right direction.

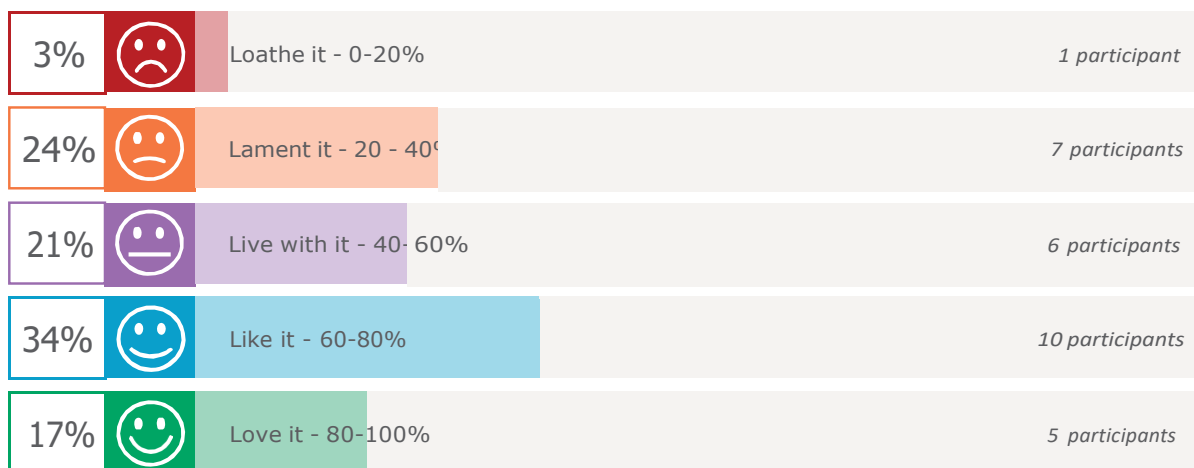
Clearer, less ambiguous language. Clear, meaningful strategic objectives with specific targets or goals that are measurable. AND priorities! We only have four years (3.5 now!)



How comfortable are you with the Goal 1?

Q3 Goal 1: Our Planet

29 participants answered this question



72% support

Q4

What would make you more comfortable with Goal 1, Our Planet?

28 participants answered this question

I think we should all help with the Climate emergency and I can see that the feedback captured does not reflect my view, which is sad. I support the following feedback items that have been raised and feel that should be a priority :-

1. Look at what Singapore is doing to manage their waste. I understand that they are very advanced. They don't use landfill and are using a special burn off low emission process. Ideally the council could get funding from the state and federal government.

2. Lobby the Federal government on how to dispose of solar panels that have reached their end of life. Apparently the poor quality ones only last 6 years.

3. Look at why the 2021-2030 budget does not allow for spend on the Climate Emergency. It is important that the money we spend now is supported by future spend.

Overall strategies I like, however I am interested in the Urban Forest Strategy and the detail strategy on how they will protect the trees on private land especially when development and dual-occupancies are on the rise. Will the Council impose tighter restrictions and do spot-checks to make sure people do as they say they will do.

I would like to see more detail of HOW Council will "mitigate coastal erosion". The methods adopted are vital for our coastal well-being.

It's good that there are examples and considered solutions already presented in this plan.

It's not a matter of comfort or how one feels about it. It's about analysis of the plan as presented. The climate emergency declaration is a tail wagging the dog. The overall plan has been captured by that decision. The issues are ones for national government

Am dubious about adopting the Council's Climate Emergency Action Plan and Urban Forest Strategy. I feel money will be disproportionately directed there for no tangible benefit instead of things residents really care about.

The Climate Emergency Action Plan is extensive and that feeds into the Council Plan, with what appears to be significant costs attached. With the climate "emergency" clearly prominent and a major focus in all of BCC's planning, there should be at least some detail as to what spending is intended. Yet there is no indication as to what may be budgeted for climate policy, and spending on the climate does not rate one solitary mention in the corresponding 2021-2030 Long Term Financial Plan.

It is also unclear as to what extent climate policy even sits within Council's remit, and commentary around that would be helpful for ratepayers to put some context around where their rates may be being spent.

I feel like Environment is a big focus at Bayside and that council is listening to the community and taking action (Climate emergency). Once again I feel as though the Strategic objections and strategies are very general.

Include some focus on pest control - foxes, possum over-population, rats along foreshore, minor birds.

So happy to see Sustainability is such a big focus. More major initiatives around the protection of animal habitats and the protection of incredible precious resources such as the Beaumaris Fossil Beach.

Erosion at Dendy Beach should read 'all Bayside beaches, based on the priority of the erosion emergency.

Like the goal/statement itself, but not comfortable with the limited detail and examples given.

Greater emphasis on community use of open space.

I believe that the Strategic Objective 1.1 is outside the remit of Councils - this is a Federal level function; Objectives 1.2 & 1.3 are OK if they related directly to Bayside matters.

A way to see what areas are most important eg by showing % of \$ allocated to each. Having covid factored into each area/action point. SMART goals so we know what it looks like when we get there.

Somehow encourage Bayside native plants in new and established homes. Provide some plants and planting ideas to residents through the Bayside community nursery. Advertise the nursery more to residents.

Clear and specific strategic objectives (outcomes) - prioritise things that we can really achieve in four years. We must be able to measure the performance over the four year plan.

Most areas seem to be in respect of vegetation, whereas I believe we should be considering more general ways to make improvements e.g. electric car recharge stations, more bike paths, walking school buses for other things not just going to school (like shopping for the elderly).

Again more detail on this will be implemented.

This may already be in consideration, but in case it isn't, I think a focus on how planning decisions impact the environment is merited. For example, density is a really big way we can mitigate the climate impact of the way we live, so commercial and residential development ought to be continued and expanded around transport and activity hubs, even in the face of the obstruction efforts that people often will deploy.

One thing I love about the plan and the 2050 vision is the environmental focus. I think wherever possible the council should take the environmental approach as opposed to weighing it against finances and choosing not to do something because it's too costly. Knowing that the funds are being appropriately spent in a way that will make a difference to not just my generation but future generations would be great.

As per my general statement on the plan, goal 1 presents as a good reference guide for the council, and I have no major issues with it.

How and when initiatives will be implemented and estimates of cost.

More detail;

1.1 I would like to see some research and forecasting done on the impact of rising sea levels on our beaches.

1.3.2 More focus on alternative energy sources. I would like to see solar panels becoming more accessible to more people

More details on strategies.

De-emphasise buying EVs - sure buy them, but only to replace end-of life vehicles

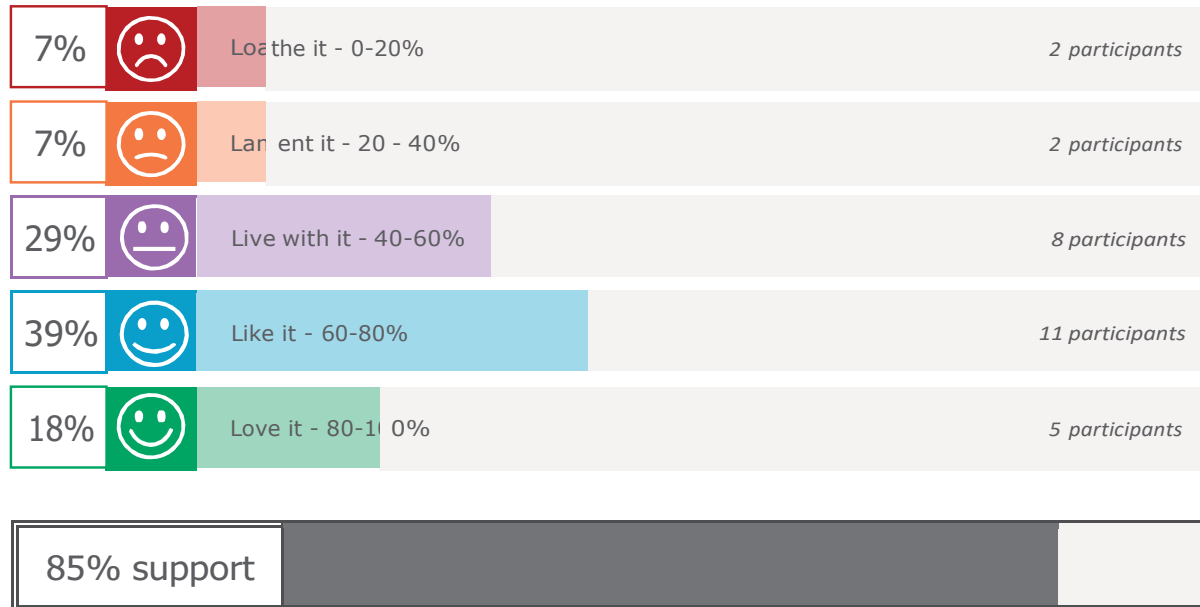
Strategic objectives and strategies ok, but council is limited at a local government level to create BIG outcomes in this area. Important to set an example and lobby the Federal and State Governments who have greater capacity in this area. Cannot improve this area I believe.

Think the goal is progressive, but community would like to see the "how" on the environmental goals- and for each subsection have a corresponding sentence "we will do this by...". If this document is not the right space, then perhaps a further document can be created?

How comfortable are you with the Goal 2?

Q5 Goal 2: Our People

28 participants answered this question



Q6

What would make you more comfortable with Goal 2, Our People?

27 participants answered this question

Unsure that 2.1.1 would actually work - even though I believe it is a priority. I'd like federal government to listen more to local councils and understand what the day to day issues are, but I think it will just get lost and we will end up losing control and autonomy

To get people walking to stations (to help environment) and walking more (for health reasons), we need to be very much more pro-active on footpath maintenance along with all the bike paths etc thats being mentioned already. Many established road side trees are damaging and uplifting footpaths and making them very dangerous. People cant walk and enjoy scenery if they need to make sure they arent going to trip over.

Youth inclusion and connection to the community. More volunteering opportunities particularly for the youth which links into community.

Overall it is great. To add to my satisfaction I'd like to see

1. Increased parking at some of the key stations like Cheltenham and Sandringham be increased, Potentially only multi level parking would be possible given the lack of space. This would make it a better place to live, make and also help with our planet by reducing the number of cars on the road

2. Get some youth programs run by our youth. I think that would give our council excellent insights into our youth and their problems and potentially reduce violence, gangs, graffiti and crime in our community

Some good stuff here but some PC issues are included. (Gender Equality action plan, Reconciliation plan? -- What are they all about?) Social housing is a politicised and conjectural topic

Strategic Obj 2.2: "facilitate an appropriate mix of inclusive, sustainable and affordable housing, including social housing". How will this be facilitated?

Strategic Obj 2.2: "Build social policy and strategy to improve equity, inclusion and diversity". This needs to be expanded on.

Under Strategic Obj 2.2: "Implement the new Affordable Housing Strategy". Again, no detail on this strategy.

Under Strategic Obj 2.2: "Develop a Gender Equality Action Plan". How is this proposed to be achieved?

There is a lot of strategy going on under this Goal, that requires more detail.

Not sure about 2.2 at all.

Theme 5 is 'Nurturing Creativity' yet, the document outlines no major Arts Initiative towards this goal. Initiative could be: linking with local and Indigenous Artists to create public art and how this could further enhance our Open Spaces.

Could be more emphasis on how the certain plans may support the audience in question

Too much polically correct tokenism:

Reconciliation Action Plan??

Community Resilience Plan

Gender Equality Action Plan

Affordable Housing strategy

How important is thing or is the council bowing to liberal thinking special interest groups

Clarity around affordable and social housing. Bayside is an affluent area, and current social housing areas are problematic. Fine balance to be considered.

We should be careful putting undue weight on matters related to very small sections of the community, e.g First Nation Respect and Care is fine but lets not take specific matters out of proportion

I'd like to see more emphasis on affordable inclusive housing

This should be our most important Goal, yet I feel as though it has the least direction. In the studies Bayside is an ageing population but I don't see any strategies or initiatives to engage the elderly or connect all ages

I was pleased with the overall attention to the varying needs of our area's population, and one suggestion I saw on the online forum that I think should be considered by the council is consulting an Occupational Therapist to ensure that disability access is present in public spaces, footpaths etc, as it's something a disabled family member of mine has had issues with.

Again need more detail.

Better accessibility to information. It's great that the council is focusing on the people and community but there is no centralized source of information that everyone can access to know what's happening in Bayside.

I like this. Important area for council and they seem to have covered the key areas. Just need to prioritise facilities, especially in Hampton with the Hampton Hub project.

Like the goal/statement itself, but not comfortable with the limited detail and examples given.

A way to see what areas are most important eg by showing % of \$ allocated to each. Having covid factored into each area/action point. SMART goals so we know what it looks like when we get there.

Clear and specific strategic objectives (outcomes)
- prioritise things that we can really achieve in four years. We must be able to measure the performance over the four year plan.

One of the vaguer goals. Would love more emphasis on volunteering, youth inclusion and bridging the gap between youth and senior residents of our community. If you're developing plans, have you identified the need for that plan? Is a gender equality action plan a no-brainer? (unless it's a legal requirement).

Similar to my earlier statements, I could only get more comfortable if I was less comfortable. Let me explain in the next few answers...

Confidence that the investment will deliver the outcome.

I would like to see more focus on youth. Engaging them in our community, understanding their needs and providing facilities to meet these.

More detail

More details on strategies

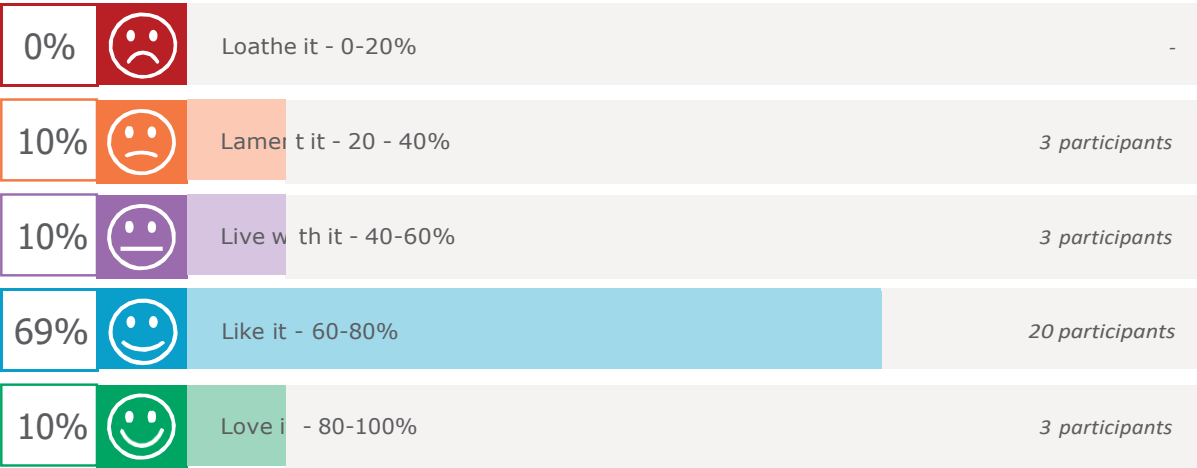


How comfortable are you with the Goal 3?

Q7

Goal 3: Our Place

29 participants answered this question



Q8

What would make you more comfortable with Goal 3, Our Place?

27 participants answered this question

There are three sections on open space and I don't believe open space should have that priority

Looks fairly harmless. Waffle about sustainable and inclusive transport and a decreased need for parking looks like dreamtime stuff, especially when one considers all the apartments and our aging population who do not wish to be trapped in their homes. Delete those. The warm water pool of the kind at Waves (can swim laps) would get my strong support

I'd like to see specific activities/objectives for increasing the support of community events.

Further details on the heritage review and what the plan will entail. Will there be an education piece. Strict enforcement of dogs on leashes. Neighbourhood character review completed and linked to the heritage review.

Overall good intent, but I am surprised that a graffiti management strategy does not appear under this Goal.

Let's only include specific Objectives/Strategies that can be implemented - 'increasing open spaces' is too broad a statement. A timeline for the improvement of Transport Systems would benefit the understanding of what Council is proposing - e.g we need to increase Parking in some spots in order to reduce the reliance of traffic on related areas. The knock back by the State Planning body of Bayside's request for multi storey parking off Church Street is worth considering - it appears to have been knocked back because Bayside had stated an over-arching aim of reducing reliance on Car Parking - a premature aim perhaps?

Not a bad plan. Focusing on increasing open space is great. Realistically how feasible though (especially considering the Highett netball development will hack into open space.)

Although the aim is to encourage more public transport connectivity to reduce traffic and carparking requirements, we still will need to increase carparking around stations especially as we won't be able to get everyone on connecting buses. etc. There isn't enough now and we need to be smart / innovative about the way we design these new carparks.

Maybe we can place them on top of new water reservoirs for council gardens water requirements etc...

Include bicycle/pedestrian/road separation strategy consideration.

Have we the budget to achieve this plan. No sacrifice of open space to achieve population growth.

"Bayside will support provision of effective, sustainable and inclusive transport services and infrastructure". This is quite a broad and sweeping statement with no clue as to what that entails.

3.3 "Develop (with the Victorian Government) policy and tools to guide environmentally sustainable design in Bayside". In what capacity?

Issues that are big and some overlooked are addressed which is great.

Very general and broad once again.

More detail on what an Integrated Transport System would look like? What are inclusive transport services?

Open space is vital to our well being and this area has been given important support in this plan. The Hampton MAC needs some green space urgently. A concrete jungle. I would like it more if Hampton green space was included specifically like Dendy Beach.

Same as my previous point, there is a lack of accessibility. It's great that the council wants to have more events like festivals and sports but there's really no way to find out about these things.

I like what is in the plan, I just worry that heritage concerns and fear of change might be used to obstruct development that is vital to alleviate the climate crisis and the housing crisis.

Like the goal/statement itself, but not comfortable with the limited detail and examples given.

...I just feel like based on the information that has been presented that the goals are enviable and correctly focused. Thus, I guess I'd be intrigued by the responses that are falling in the 'lament' and 'loathe' categories...

Community, community, community. Shopping strips must be vibrant. Encourage community spirit. Living with more dogs and inexperienced dog owners in our community requires multi-level engagement and action

Clear and specific strategic objectives (outcomes)
- prioritise things that we can really achieve in four years. Focus on the things that affect people's live now. We must be able to measure the performance over the four year plan.

A way to see what areas are most important eg by showing % of \$ allocated to each. Having covid factored into each area/action point. SMART goals so we know what it looks like when we get there.

Would like to see the criteria to be used to rank priority areas over time

More detail

More details on strategies

Other than the goals, I think there needs to be a document about the "how" - eg "how we will make more green space for community"

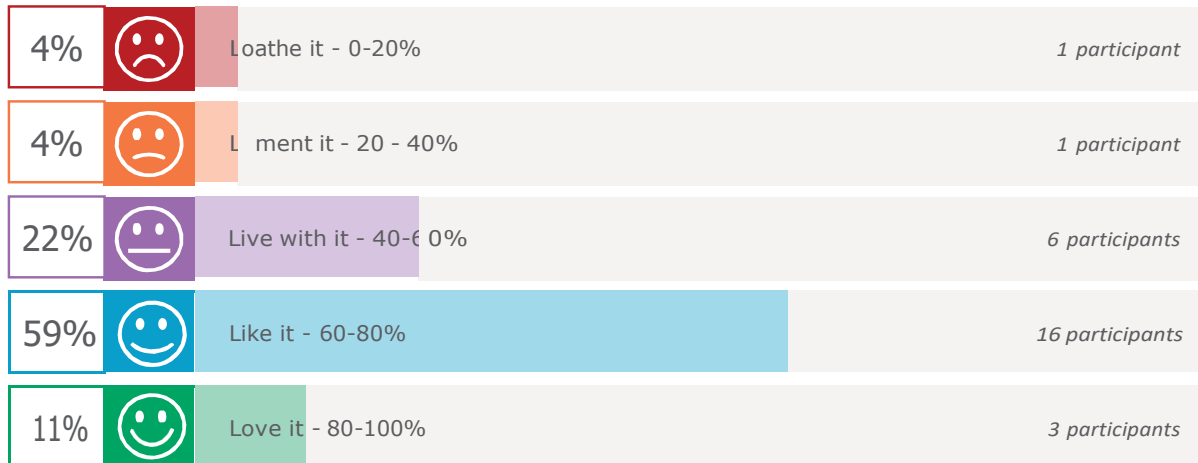


How comfortable are you with the Goal 4?

Q9

Goal 4: Our Promise

27 participants answered this question



92% support

Q10

What would make you more comfortable with Goal 4, Our Promise?

25 participants answered this question

Looks like the usual corporate motherhoods. 4.1 is questionable. If that's about getting external funding to pursue 'climate emergency' initiatives and advocacy then I would not support it.

More info on what the ethical standards would be

Agree with the Council's promise and would like to see more active community engagement - considering all views, e.g. Bayside Netball centre.

· Under Strategic Obj 4.1: "Progress our advocacy on addressing the Climate Emergency"

· Under Strategic Obj 4.2: "Establish a framework for Gender Equality Impact Assessments"

Why the overlap with prior Goals? Can the overall Plan be streamlined such that overlap in strategies does not occur between Goals?

Provide the 'data' to rate payers with which evidence-based decisions are made from?

Introducing an 'Audit' system would make the adhering to the Promise more apparent

Clarify on where need for gender equality focus comes from. Is there inequity in bayside?

Neither here nor there

Didn't quite understand the second slide

Efforts to include younger people in local government more would be good to see. This could be in consultation or just in working to ensure they/we are engaging in the political process, if at all possible.

All sounds good on paper, but wonder how this can be measured?

A more customer focussed approach

Ensuring detail of this panels proposals are open to the public/ratepayers.

This should not have to be detailed it should be something councils must always do! But comfortable that it has been included.

How much of the promise can an will be delivered on?

...it would thus make me feel a little better if I was more "uncomfortable" because then I would at least feel like I'm doing this exercise right! Alas, this is where I have landed. I'm only uncomfortable about being so comfortable with what I have been presented!

The components of the goal are okay, but "Our Promise" is not an informative name. Not comfortable with the limited detail and examples given

Clear and specific strategic objectives (outcomes) - prioritise things that we can really achieve in four years. We must be able to measure the performance over the four year plan. Sorry, but I don't have a great deal of confidence in the plan as it stands.

If pictures, names and signatures were put to it.

How will success be measured and progress reported on?

No suggestions

Agree with the website upgrade

More detail

More details on strategies

Recommendations

Goal 1 Our Planet

Recommendation 1

Heading	What is the remit of the council and what are they really able to do?
Description of intent	The council should stick to what they are able to affect, but within that should do all that they can. Transparency and accountability are important for the community.
How will this benefit the Bayside community?	Limits waste, and makes goals more realistic, and therefore more likely to have a positive outcome.
Council Response	<p>Council agrees that it should focus on what it can most affect. In terms of addressing climate change, Council has a number of roles to play including: Advocacy to other levels of government, activating our community, and deliver the Climate Change action plan including within our own operations (which are 1% of Bayside emissions).</p> <p>Waste management is an important issue for Bayside and its community and is addressed in Council Plan under Strategies 1.3.1 and 1.3.2. The Annual Action Plan 2021/22 includes 5 actions that will assist in limiting waste.</p>
Proposed actions	<p><u>2021/22 Annual Actions</u></p> <ul style="list-style-type: none">• Implement a trial of food and green waste diversion in multi-unit developments, required waste management is incorporated into all new developments, implement changes to kerbside collection to reduce waste to landfill.• Advance the procurement of an Advanced Waste Processing solution with other Councils.• Upgrading street lights to reduce energy <p>Council is also committed to reporting on specific targets aligned to the Climate Change Action Plan. The targets are published in the annual action plan and reported against at least annually.</p>

Recommendation 2

Heading	Taking care of coastal areas and vegetation
Description of intent	Erosion is a concern of many, and attention to this issue ought to be divided equally across affected areas, rather than some being neglected. Preservation of flora and fauna is another concern.
How will this benefit the Bayside community?	Erosion is something many care about and could lead to safety issues, as well as meaning the loss of the environments we cherish.
Council Response	<p>Council agrees that coastal erosion is important. Council has responsibility and control over some sections of the foreshore such as Dendy Beach. In other sections of the foreshore such as Royal Avenue cliffs and Red Bluff cliffs erosion is managed by DELWP/state government. Council has a role to advocate for these areas and to facilitate and collaborate on erosion mitigation activities.</p> <p>Vegetation planting and protection on the foreshore is also a key element to mitigate erosion, which is addressed in the broader municipal wide strategies 1.2.1 and 1.2.2.</p>
Proposed actions	<p><u>2021/22 Annual Actions</u></p> <ul style="list-style-type: none"> • Develop options to manage coastal erosion at Dendy Street Beach • Commence development of a Marine and Coastal Management Plan with DELWP input. • Implement and complete the annual review of the Biodiversity Action Plan. • Implement an increased vegetation and tree planting program.

Recommendation 3

Heading	Strong focus on environmental goals/outcomes
Description of intent	To succinctly describe what the 5 year environmental goals are in dot points for ease of understanding
How will this benefit the Bayside community?	Help community understand the importance of our environmental goals and feel committed and invested in the goals as individuals as well as a community.
Council Response	<p>Council agrees that Council should have a strong focus on 5 year environmental goals with tangible targets reported to the community. It is committed to deliver actions under Strategies 1.1.1 and 1.1.2 and aligned to implementation of the Climate Emergency Action Plan.</p> <p>Council is also committed to increasing community understanding and providing opportunities to contribute and promote behaviour change.</p>
Proposed actions	<p><u>2021/22 Annual Actions</u></p> <ul style="list-style-type: none"> • Implement the Climate Emergency Action Plan (CEAP): supporting local businesses, providing Sustainable Community Grants program and maintaining carbon neutral council operations • increasing the Electric Vehicles in Council fleet and negotiate a commercial light vehicle with our major contractors. • implementing a range of Community Education programs

Recommendation 4

Heading	To what extent can/should council influence and formulate climate policy, and why?
Description of intent	We'd like to see a link between tangible benefits and money spent.
How will this benefit the Bayside community?	Resources can be well allocated to our environmental goals and objectives.
Council Response	The extent to which Council believes it should and can influence Climate Policy is outlined in Council's Climate Emergency Action Plan that was adopted in November 2020. In terms of climate change, Council has a number of roles to play including: Advocacy to other levels of government, activating our community, and deliver the change action plan including within our own operations (which are 1% of Bayside emissions).
Proposed actions	To ensure the Financial Plan and annual budgets allocate appropriate funding to implement the actions as identified within the Climate Change Action Plan, and report against the actions where resources are expended to environmental (and other) goals.

Recommendation 5

Heading	What tangible environmental benefits will our community see in the next 5 years? How can we measure our environmental success between now and the next 5 years?
Description of intent	We would like to see a link between environmental KPIs and ROI/budget/financial plan.
How will this benefit the Bayside community?	Community will benefit from seeing tangible environmental results
Council Response	<p>The Council Plan aligns to the Climate Emergency Action Plan (CEAP) which outlines the measurable deliverables for the next 5 years. The Council Plan sets relevant strategic indicators and reports on performance against these.</p> <p>The Climate Emergency Action Plan is based on a number of principles including "Focus on highest impact actions given what is within our control"</p> <p>The 10-year Financial Plan anticipates related expenditure supported by a rolling Budget. Actions will not proceed unless funded within the Council Budget each year.</p>
Proposed actions	<p><u>2021/22 Annual Actions</u></p> <ul style="list-style-type: none"> Implement the all Actions under the CEAP and Council Plan, primarily under Goal 1. However environmental actions are relevant across all goal areas, particularly in Goal 3 in relation to strategic objectives 3.1 (Open Space) 3.2 (Facilities and Assets), 3.3 (Land use and built environment) 3.4 (Integrated Transport) and under Strategic Objective 4.1 Advocacy. Provide transparent reporting through (4.2.1.2) the Annual Report on performance and progress against the Council Plan and Budget.

Recommendation 6

Heading	Environmental outcomes - how have the problems been identified?
Description of intent	Provide more specificity in problems identified and solutions planned. How will we achieve our environmental goals (and how is our money being effectively spent towards environmental outcomes?)
Council Response	<p>The full extent to which Council believes are the issues and the planned solutions are outlined in Council's Climate Emergency Action Plan that was adopted in November 2020.</p> <p>The associated Action plan, Budget and 10-year Financial Plan have been adjusted to support delivery of the environmental goals.</p>
Proposed actions	<p>Ensure the Financial Plan and annual budgets allocate and report against where resources are expended to environmental (and other) goals.</p> <p>Provide transparent reporting through (4.2.1.2) the Annual Report on performance and progress against the Council Plan and Budget.</p>

Goal 2 Our People

Recommendation 7

Heading	Increasing support for business/attract new business
Description of intent	Promote and coordinate the businesses, events and activities. Ideally we would see the fostering of communication between local trading groups, strip shops and streetscapes.
How will this benefit the Bayside community?	It brings more people, money and profile. It will also enhance the community's sense of place.
Council Response	Council is committed to supporting economic activity and vitality under Strategies 2.3.1 (amenity and accessibility of shopping locales) 2.3.2 (Bayside business support and activity) and 2.3.3 (Events)
Proposed actions	<u>2021/22 Annual Actions</u> <ul style="list-style-type: none"> • Analysis and response to impact of Covid on vacancies (2.3.2.2) • Work with traders to support events that promote the local economy (2.3.3.1)

Recommendation 8

Heading	Connection of goals and plans to objectives
Description of intent	More detail on what and how of plans. Each goal should have a major initiative detailed. e.g. Theme 5 - 'Nurturing Creativity' outlines no major Arts Initiative towards this goal.
How will this benefit the Bayside community?	Transparency and clarity of HOW objectives will be achieved
Council Response	Strengthen the Strategy 2.1.2 Facilitate opportunities for people to participate in community life, through volunteering, civic leadership, artistic, cultural and social programs, to enable inclusion, social connection, creative expression and wellbeing.
Proposed actions	<u>2021/22 Annual Actions</u> <ul style="list-style-type: none"> Complete the review of the Strategic Arts and Cultural Plan for 2022/23 <p>Many of the cultural and creative events run by Council are categorized as business as usual, through the art gallery and libraries. A range of other events and activities are delivered in collaboration with other services, such as Youth Services, Economic Development, Recreation and Events teams</p>

Recommendation 9

Heading	Provide more detail of plans for affordable social housing
Description of intent	Targets for housing, increase community education on benefits of social housing. Sustainable design to avoid 'slums of the future'
How will this benefit the Bayside community?	Inclusive and safe communities, no 'us and them'
Council Response	Council is in final stages of approval for an Affordable Housing Strategy to increase the supply of appropriate and accessible affordable housing in Bayside over the next four years. Council will not provide or build affordable or social housing, however, there are ways Council will assist through: <ul style="list-style-type: none"> Advocacy to State and Federal Government Partnerships with State Government and the housing sector (private market and community housing providers) Support for affordable housing providers and Bayside residents in housing crisis Planning provisions to encourage affordable housing in appropriate locations that is sustainably designed to reflect Bayside's values.



	<p>Bayside's draft Housing Strategy identifies areas where housing growth and diversity will be targeted – areas within activity centres, well serviced by public transport, and accommodate a diversity of uses including retail, commercial and health services.</p> <p>While the Draft Strategy recommends higher-density development be directed to housing growth areas, activity centres and strategic redevelopment sites, it does not mean that proposed development in these locations that provide for affordable housing will be automatically supported. The appropriate planning assessment process will continue to apply.</p>
Proposed actions	<p>Council adopted its Housing Strategy at the June Council Meeting. Actions will be delivered across the next 4 years under the Council Plan 2021/22 Annual Action Plan</p> <ul style="list-style-type: none"> Commence the implementation of the Affordable Housing Strategy

Recommendation 10

Heading	Priority focus on youth and seniors inclusion and connection to community
Description of intent	<p>“More concrete major initiatives that keep our community connected.</p> <p>Need to foster connection for ‘in between’ youth as well as seniors understand needs/interests/wants of youth and provide opportunity for voice to be heard across diverse demographics, schools, etc.”</p>
How will this benefit the Bayside community?	Bridge the gaps to bring people together in our community, use our places and facilities to promote multiple goals, value and transfer skills of all age groups, mental and physical benefits and appreciation/celebration (rather than fear) of diversity
Council Response	<p>Providing services that meet the needs of all in our community is a fundamental consideration in the service design and delivery across every section of Council – ensuring that we meet the intersectional needs such as age, gender, identity, ability, language enabling inclusion and connection for all.</p> <p>Council also provides specific targeted services for specific areas of need such as Aged and Disability, Family and Children (including Maternal and Child Health), Youth Services, Social Inclusion, and Community Wellbeing. Some of these services are funded through state and federal government for delivery by local government and some are specific to Bayside and funded through the operational budget.</p>

Proposed actions	<p><u>2021/22 Annual Actions</u></p> <ul style="list-style-type: none"> • Council adoption and implementation of the Municipal Health and Wellbeing Plan • Complete the review of the Strategic Arts and Cultural Plan for 2022/23 • Review and evaluate the Reflect Reconciliation Action Plan and develop a new Innovation Reconciliation Action Plan. <p>Many of the programs and activities run by Council under these strategies and the associated Municipal Health and Wellbeing Plan are categorized as business as usual. A range of events and activities are delivered in collaboration with other services, such as Libraries, Galleries, Youth Services, Economic Development, Recreation and Events teams.</p>

Goal 3 Our Place

Recommendation 11

Heading	Request more detail around open spaces plan - better utilise existing spaces and acquisition war chest for new open spaces
Description of intent	Want strategic plan to better outline plan related to open spaces, in particular looking at better utilisation of existing open spaces, as well as acquisition of new open spaces.
How will this benefit the Bayside community?	More open space to cope with higher density living and increased population. Good for mental wellbeing. Improved community feel.
Council Response	<p>Council has a strong commitment to both optimising access to and ensuring multiple use of all of our Open Space.</p> <p>Council also has a commitment to increase the amount of Open Space wherever possible. Activation of open space that has recently been released and/or acquired such as the CSIRO site, Elsternwick Park, and Wangara Road will be delivered through the life of this Council Plan. It also has a commitment to audit and identify opportunities to acquire more open space.</p>
Proposed actions	<p><u>2021/22 Annual Actions</u></p> <ul style="list-style-type: none"> • Implement the Playground Improvement Plan including activity spaces for all ages and abilities at approved sites • Develop the Highett Grassy Woodland Masterplan • Commence the development of the Wangara Road Masterplan • Develop a framework to audit and identify open space opportunities within major activity centres. • Commence development of a landscape plan for Elsternwick Park South • Develop Wishart Reserve concept design including options for improving dogs off leash opportunities.

Recommendation 12

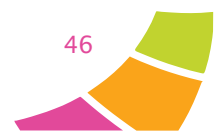
Heading	Strategy to improve shopping areas - vibrancy, events, vacancy level
Description of intent	Healthy shopping areas and more events to bring benefits to community, and increase visitors to area.
How will this benefit the Bayside community?	Events increase foot traffic for shops. Increased community togetherness. Shopvacancy levels improve the village and vibrancy.
Council Response	Similar to recommendation 7 - Council is committed to supporting economic activity and vitality under Strategies 2.3.1 (amenity and accessibility of shopping locales) 2.3.2 (Bayside business support and activity) and 2.3.3 (Events)
Proposed actions	<p><u>2021/22 Annual Actions</u></p> <ul style="list-style-type: none"> • Council adoption of the revised Footpath Trading Guidelines • Deliver Bayside Business Network events and activities • Respond to the impact of COVID-19 on the levels of vacancies and changes to the type of use in activity centres and Bayside Business District. • In partnership with Traders deliver events and programs to support and promote the local economy.

Recommendation 13

Heading	Transport planning - public (train parking), bus usage, bicycles, foot traffic, information availability
Description of intent	Improve strategic planning to consider: road congestion, parking requirements, bicycle tracks, pedestrian traffic, bus utilisation and usage level. Transport information easily available - combined map/info on train/bus services and bike routes.
How will this benefit the Bayside community?	Easier to get around. Less car use. More bus and bicycle use.
Council Response	<p>Council has a strong commitment to an integrated approach to transport options in Bayside.</p> <p>The Integrated Transport Strategy is the principal document driving Council's strategic planning for consider road congestion, parking requirements, bicycle tracks, pedestrian traffic, bus utilisation and usage level</p> <p>It is also supported by and aligned to other policies and plans in the Bicycle Strategy, Walking Strategy, Parking Strategy, as well as the sustainable elements of the Climate Emergency Action Plan.</p> <p>The 10 year action plans are integrated, delivered and reported against through the Council Plan under strategic objective 3.4</p>
Proposed actions	<p><u>2021/22 Annual Actions</u></p> <ul style="list-style-type: none"> • Implement actions from Council's Integrated Transport Strategy • Implement improvements to bicycle infrastructure, safety, and connectivity on local road networks. • Expand the network of public electric vehicle charging stations • Develop a new Bayside Parking Strategy

Recommendation 14

Heading	Prioritization of resources hierarchy.
Description of intent	Inform us of which areas or issues are getting the most funding and resources. A visualization of which topics/areas of interests are getting the most attention or funding and resources out of all of them. Establishing a visible hierarchy to show which is allocated the most resources and money.
How will this benefit the Bayside community?	It will provide the community more clarity in the areas that will impact.
Council Response	Council has a strong commitment to transparency and reporting particularly under strategy 4.2.1 which includes development and delivery of the Budget to enable the Council Plan Action Plan. These two documents are key to Council's accountability and reporting to the community to ensure resources are allocated appropriately.
Proposed actions	Report quarterly to Council and the Community on progress and expenditure against the annual budget. Audited accounts are reported each year in the Annual Report.



Recommendation 15

Heading	Better utilize the space we already have rather than applying more emphasis on “creating new open space”. Inform us of the areas under consideration for the development of open space.
Description of intent	Utilize existing spaces, rather than creating new ones. Apply more efficient techniques in utilizing pre-existing resources to its fullest.
How will this benefit the Bayside community?	It will be more cost efficient to increase open spaces.
Council Response	<p>Similar to response to Recommendation 11 - Council has a strong commitment to both optimising access to and ensuring multiple use of all of our Open Space.</p> <p>Council also has a commitment to increase the amount of Open Space wherever possible. Activation of open space recently been released and/or acquired such as the CSIRO site, Elsternwick Park, and Wangara Road will be delivered through the life of this Council Plan. It also has a commitment to audit and identify opportunities to acquire more open space,</p>
Proposed actions	<p><u>2021/22 Annual Actions</u></p> <ul style="list-style-type: none"> • Implement the Playground Improvement Plan including activity spaces for all ages and abilities at approved sites • Develop the Highett Grassy Woodland Masterplan • Commence the development of the Wangara Road Masterplan • Develop a framework to audit and identify open space opportunities within major activity centres. • Commence development of a landscape plan for Elsternwick Park South • Develop Wishart Reserve concept design including options for improving dogs off leash opportunities.



Recommendation 16

Heading	Focusing the open space plan on select areas.
Description of intent	Rather than a sweeping broad movement, it could be more dedicated to certain enclosed areas. Only apply this solution to the communities that really need it rather than applying it to everyone.
How will this benefit the Bayside community?	Resources are saved, and instead only reserved for the communities that actually need it.
Council Response	<p>Open space planning is guided by the adopted Open Space Strategy and supported by a Suburb Analysis and Action plan.</p> <p>The OS Strategy principles that inform planning and prioritisation include: 1. Accessibility 2. Appropriateness 3. Affordability 4. Environmental Sustainability 5. Connections 6. Communication</p>
Proposed actions	Actions under Council Plan Strategy 3.1.1, 3.1.2 and 3.1.3 to increase, manage and develop open space will be consistent with the OS strategy.



Goal 4 Our Promise

Recommendation 17

Heading	Express Strategic Objectives in Clear Language
Description of intent	Plain speaking, no ambiguity
How will this benefit the Bayside community?	Clear understanding of the goals will enable greater community engagement
Council Response	No specific response.
Proposed actions	Understanding of goals in more depth is expressed in the Annual Action Plan.

Recommendation 18

Heading	Clear goals and targets
Description of intent	Allow achievements to be measured and conveyed to ensure promises are fulfilled.
How will this benefit the Bayside community?	Performance is measured which will increase confidence in the Council and give a better understanding of the objectives
Council Response	Goals and targets will be included in the Council Plan and Action plans.
Proposed actions	<p>Actions, goals and targets to be reported against on a quarterly basis and in the Annual Report. The Annual report is independently audited</p> <p>Performance on key indicators can also be viewed annually on the Know your Council website – provides comparative data on Local Government Performance Reporting Framework (LGPRF) measures</p>

Recommendation 19

Heading	Accountability, transparency, disclosure and reporting
Description of intent	Clarity about how decisions are made, and by whom. Tracking decisions that are made and execution/actions taken as a result
How will this benefit the Bayside community?	Increased trust and confidence in Council, community “buy in” to vision and plan
Council Response	Goals and targets will be included in the Council Plan and Action plans. Council has also recently adopted a Community Engagement Policy which outlines Council's commitment to engagement and transparency through the decision-making process of Council.
Proposed actions	As for Recommendation 18 - Actions, goals and targets will be reported against on a quarterly basis and in the Annual Report. The Annual report is independently audited. Performance on key indicators can also be viewed annually on the Know your Council website – provides comparative data on Local Government Performance Reporting Framework (LGPRF) measures

Recommendation 20

Heading	How are specific priorities determined, how are flexibility and responsiveness to change incorporated
Description of intent	Give community an opportunity to have input and “buy in” before specific commitments are made. Clarity in case unexpected developments arise, and how contingency management of money and time will affect priorities
How will this benefit the Bayside community?	Increased engagement with Council and its activities, opportunities for community views and voices to be heard on specifics (as well as high-level plans). Confidence in financial management and that money is well spent
Council Response	The strategic intent of the Council Plan helps set the priorities. The Annual Action plans detailing what and how Council delivers those priorities are able to be more flexible to respond to changes and contingencies that emerge. Council engages with the community in accordance with the IAP2 (International Association of Public Participation) framework and Council's Community Engagement policy. The nature and scope of the program/activity will determine which sector (if not municipal wide) of the community is engaged and consulted.
Proposed actions	Deliver actions under 4.2.1 to engage and communicate with the community and specific groups when changes affect them.

Recommendation 21

Heading	Independent assessment of feedback and whether it's accepted or not
Description of intent	Auditing and reviewing the outcomes by an independent assessor
How will this benefit the Bayside community?	Comfort and reassurance of reported outcomes, avoidance of COIs
Council Response	<p>There is no requirement to independently audit Council's adoption of feedback. However, Council will review and report back on all feedback from this panel.</p> <p>Council will report to its Audit and Risk Committee to confirm that Council has met its obligations under the Local Government Act for deliberative engagement on the Council Plan.</p>
Proposed actions	The Community Panel recommendations and Council's response will be reported on the website.

Recommendation 22

Heading	Measuring success, quantifiable targets
Description of intent	Provide clarity to community in terms of declared intentions, outcomes, and measures that will objectively be used to determine success (KPIs) at key deliverable stages
How will this benefit the Bayside community?	Clear understanding of Council's activities and satisfactory progress with respect to the 4 year plan (i.e. what "good" looks like)
Council Response	As for Recommendations 18,19 and 20 - Goals and targets are included in the Council Plan and Action plans.
Proposed actions	<p>Actions, goals and targets to be reported against on a quarterly basis and report to Council on a quarterly basis.</p> <p>Performance on key indicators can also be viewed annually on the Know your Council website – provides comparative data on Local Government Performance Reporting Framework (LGPRF) measures</p>

APPENDIX 3

FINAL REPORTS COMMUNITY PANEL FEEDBACK ON FINANCIAL APPROACH

Bayside Community Panel

Feedback on Financial Approach

3 June 2021

Introduction

The Bayside Community Panel worked together to respond to their task:

Considering the Bayside Financial Plan approach, how comfortable are we with the approach Council has proposed for the next ten years and what (if anything) do we would increase our satisfaction level?

The Bayside Community Panel had come together to explore, discuss and respond to the draft Council Plan from April 19-20 May and produced a recommendations report. Their next task was to explore the financial approach for Bayside for the next 10 years. The Panel came together for another four hours on 3 June to learn about, explore and collectively discuss and finally reflect on their level of comfort for the financial plan. The Finance Manager Bill Shanahan was available to present and respond to all questions in this workshop to help the Panel understand the rationale behind the proposed approach.




This report contains the survey results of the Community Panel. They ranked their current levels of comfort for the financial approach as well as commentary around what would make them more comfortable. This feedback was presented to the Mayor at the end of the evening.

Levels of comfort

Survey results

How comfortable are you with the draft plan goals and content?

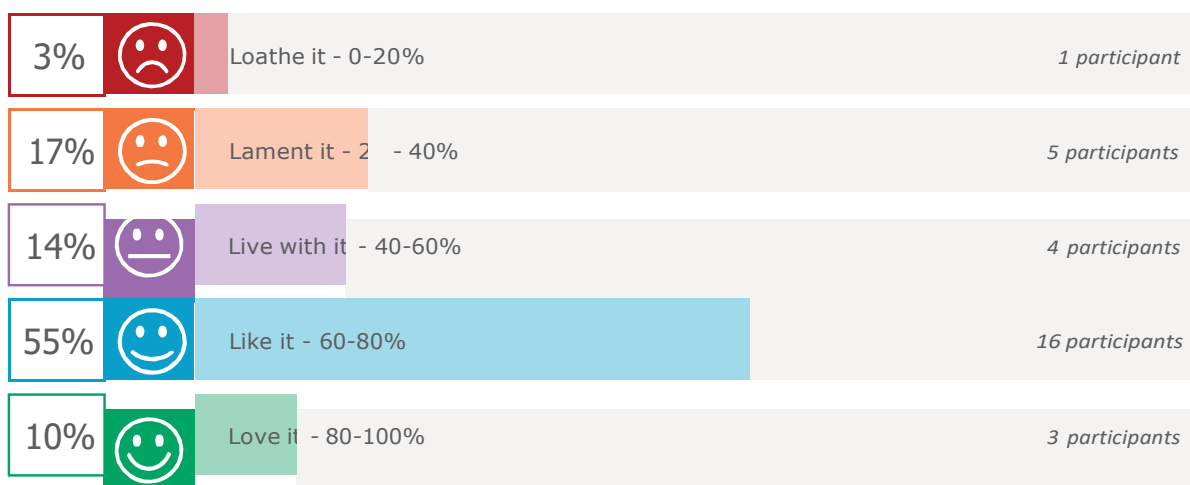
Please note:

-  **Loathe it** - means you are really uncomfortable with it
-  **Live with it** - means it's not your favourite but you can live with it as it is
-  **Love it** - means you are really comfortable with it

Q1

How comfortable are you with Bayside's Financial Plan approach?

29 participants answered this question



Q2

What would make you more comfortable with the overall Financial approach

The top line items didn't have information on the community benefits, also if this conversation was brought in earlier that would've been great.

Overview of options considered on major initiatives/ capital spend decisions to under why specific options were chosen.

Plans to ensure council spend on facilities run by commercial enterprises (e.g. basketball courts) give council better return rather than a company reaping the benefits. Consideration to run as not-for-profit or even council-run facilities.

I cannot understand why \$16.9m is being spent on the new netball courts: 1. It seems a huge amount of money compared to spending on other projects 2. Netball wouldn't appear to be the most popular sport to spend monies on 3. A space which can be used for many activities rather than one specific one would be preferable. So, I question the priority of this and whether any pressure was put on the businesses involved council to approve it. !

Although I don't feel I had enough information in the slides to link the Council Plan initiatives with the 10 year Financial Plan, when Council was asked if there is enough money to deliver on the 4 year Council Plan, the answer was Yes, and the bonus comment was "without borrowing money". So if this is true, I'm happy with the Financial Plan. I would LOVE it, if this Community Panel process included access to the annual review that will measure Progress against the Plan for each of the next 4 years :-) Then our involvement would feel complete.

Overall, I'm happy with the direction of the Council spending, whilst maintaining a level of surplus in the kitty. I believe it is sound for Council to direct their resources and investments into Capital works which will in turn support the community, create jobs and allow everyone to prosper in the future. My only concern is how these funds are allocated and thus aligned with the ratepayer/community interests, particularly the environmental. The 'coastal neighbourhood amenity' character is why we all love to call Bayside home.

Overall the proposed framework and goals seem sensible and appropriate. However, there is again a need for further information.

In particular, would be more comfortable if further details were available about how things are prioritised, e.g. in the Q&A a ranking framework was mentioned, what is this framework, what are its components, and perhaps most pertinently how does this instrument align with the council short and longer term plans?

Quite possibly short outlines on what the data is trying to represent; the message it's trying to imply for people to easily digest its importance or priority in the grand scheme of things

Tonight has made me incredibly comfortable with Bayside Council's Financial Approach. Bill is extremely knowledgeable and his answers to our questions left no gaps in understanding.

Bayside could still consider low risk debt in the future to fund important community projects.

It is great to see that almost all of our questions and suggestions had already been considered by council. I have a deeper appreciation for the parameters in which council needs to plan financially.

I would have liked to see a little more detail/ information on fund allocation.

Overall I believe Council has attempted to present the 4 year Council Plan and Financial Plan to us with reasonable transparency. My hope is that this will continue in the years to come and that Council will continue to seek broader community engagement and feedback.

Finding some good opportunities to take on debt could be worthwhile, debt-free status is nice but we don't need to be chained to it. It's good to see that issues like the lack of netball facilities are being addressed but it has been quite a long time coming. Overall, however, from what I could tell there is little to be concerned about within this Long Term Financial Plan.

A more detailed plan with set time objectives and budget of the implementation.

It's ok but I feel it does not focus enough on community facilities such as the Hampton Hub. A key project in a community that is in desperate need of modern council infrastructure. Would like it more if this was included and so would the Hampton / Bayside community.

More detail around the 'major initiatives' that will be undertaken to achieve the council/community goals in each Framework area.

More detail.

Less emphasis on Climate Emergency more on Bayside liveability.

More details on strategies.

A little less on broad strategy statements and a little more on detail. It is a very broad plan overall.

A bit more description/KPI on what delivery of the plan will actually look like in Bayside.

More detail on HOW it will be done, but I appreciate that can't happen at this stage

Knowing which points will get more attention as opposed to others eg. the environment vs cultural events etc.

Strategic objectives and strategies are really broad and capture everything in the vision. For a 4 year plan I'd like to see some more specific priorities (like another layer) that can realistically be pursued in 4 years.

Unless there was a philosophical issue with some aspects of the plan, I'm not sure, based on the information available to us, you could have any issues as presented. As the points are quite high level it is easy to look at them and for the most part, be satisfied with its direction.

I would like to see more about safe/green transport (bikes, bike paths).

I think council is on the right direction.

Clearer, less ambiguous language. Clear, meaningful strategic objectives with specific targets or goals that are measurable. AND priorities! We only have four years (3.5 now!)

I believe that Council should take more consideration of Parking shortfalls in a number of their developments, and the need for assessing Contingency cost overruns:

1. Netball Facility Upgrade: no mention is made of the likely increase in demand for parking and how this will be addressed;

2. Dendy Beach Development: The car parking spaces are actually being reduced in the proposed plan, whilst the demand for spaces will be increased by the introduction of a 'cafe'; my current experience shows at least 30 of the car space being taken up at 7am - and we are in lock-down with no cafe;

3. Contingency Costs: No mention is made in any of the Project Proposals to likely/possible contingency costs e.g. Contaminated Soil remediation.

Overall satisfaction with the Financial Plan and its administration within the constraints placed on how Council's can operate.

Perhaps push the boundaries to look into means of raising further revenue from rates eg those deemed not to pay (State Government?), leasing, be it commercial or community, invest the rates revenue at a higher rate and to move swiftly on contaminated sites in order to foreshadow the amount required to remediate.

I don't think it is reasonable to have a couple of hours to review financial information, in a very basic and superficial way and to reach a conclusion which is extreme at any end of the spectrum. So, on the surface it seems fine and maybe with a deep dive and guidance, I could get to 'like' or 'love' but with the information offered, it is a 'live with it' mark

I'd like to see budgeted spending on climate policy itemised in the operating and capital budgets, for the ten years projected.

I would need to have a greater understanding of all financials which is not viable in a short amount of time.

An important project for Hampton the Hampton Hub only has an allocation of \$100k for further analysis. The Hampton Hub is a major project that will require significant funding from Bayside Council and the State Government and the Bayside Financial Plan should have given greater priority / funding for this project.

I feel the current plan has missed an opportunity to fund this project. Other than this specific project the Financial Plan seems to be well considered with logical analysis and conclusions.

To understand how and when the community could best influence the project priorities. Now that I have been involved and understand better the expenses and revenue I would like to see if some of the great ideas that have surfaced in this panel gain any momentum in the future.

I don't think there is anything that I need now to make me more comfortable with the plan.

I am curious about whether the capital being spent on basket and netball sporting facilities actually ends up being "valued" by our community. Could we have spent the money on something else.



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