

Community and Stakeholder Engagement Policy review

Community Engagement Summary



9 December 2020

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1 Background

This document provides a report on the first phase of community feedback on the review of Bayside City Council's Community and Stakeholder Engagement Policy.

The Local Government Act 2020 requires each council to adopt and maintain a Community Engagement Policy by 1 March 2021. Councils must, at a minimum, apply their community engagement policy in the development of the following: planning and financial management, community vision, council plan, financial plan, revenue and rating planning, asset plans. The intent is to improve practice, accountability and demonstration of compliance, and ensure that community viewpoints are included when making significant decisions.

Council's current Community and Stakeholder Engagement Policy was adopted in 2017 and was scheduled for detailed review in December 2021. This review was brought forward to meet the new requirements of the Local Government Act 2020.

Council's existing policy is strong, however, there are new requirements under the Act which must be included e.g. principle statements and deliberative engagement for the development of the Community Vision, Council Plan, Financial Plan and Asset Plan.

To update the Policy, Council planned two stages of consultation on community engagement. The first stage of consultation (the results of which are included in this report) focussed on the principles of engagement and raising community understanding of engagement practice.

The feedback from phase 1 will be used to develop the draft Community and Stakeholder Engagement Policy 2021, which will be subject to further community consultation in December 2020 /January 2021 before the policy is presented to the February 2021 Council meeting for adoption.

2 Definitions and scope

Engagement was conducted to understand community support for the Policy and how it defines when, why and how Council will engage with the community to inform decisions.

The first stage of the engagement program sought feedback on the commitment statements that clarify how Council will deliver on the five engagement principles required by the Local Government Act 2020 and the additional principle proposed by Council on equality in participation. The following table informed the scope and was published as part of the consultation:

Negotiables	<ul style="list-style-type: none">• Commitment statements that clarify how Local Government Act 2020 Engagement Principles will be interpreted and delivered.• Principle 6 on equality. This has been created by Council.• Identification of barriers to participation and how to address these.• Priorities for improvement in engagement practice and capability.• Scope and tools of deliberative engagement (Phase 2).
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Non-negotiables

- The legislative requirement to have a Community and Stakeholder Engagement Policy that contains Engagement Principles and deliberative engagement characteristics.
- Previous community engagement consultations, processes, plans and outcomes. These can be referenced as examples, but consultation will not be reopened.
- The International Association of Public Participation (IAP2) spectrum.
- The engagement and influence levels that are assigned to specific projects, plans etc.
- Bayside City Council's standard Policy template.

Table 1 lists the identified community members and stakeholders identified as having an interest in the Policy to be considered in the consultation.

Table 1: Community and stakeholder assessment

Stakeholder	Impact	Interest	Influence
Individuals who regularly participate in engagement and governance	H	H	Involve
Organisations with an existing relationship with Council (e.g. 'Friends of' groups; sporting clubs; service clubs; traders associations)	H	H	Involve
General community	L	L	Involve
Indigenous community / Traditional landowners	M	M	Involve
Young people	L	L	Involve
Seniors (considering 55 - 70, and 70+ separately)	L	L	Involve
Lower socio-economic communities	L	L	Involve
People with disabilities	M	M	Involve

Level of engagement

Engagement on the Policy was assigned at the 'Involve' level on the IAP2 Public Participation spectrum.

This is consistent with Council's application of the IAP2 Spectrum for community engagement on policy development [

Appendix 4]. Community feedback is reflected in the draft Policy, which will be subject to further consultation. This report on Phase 1 engagement results, together with a high-level summary, will be publicly available via the Have Your Say website.

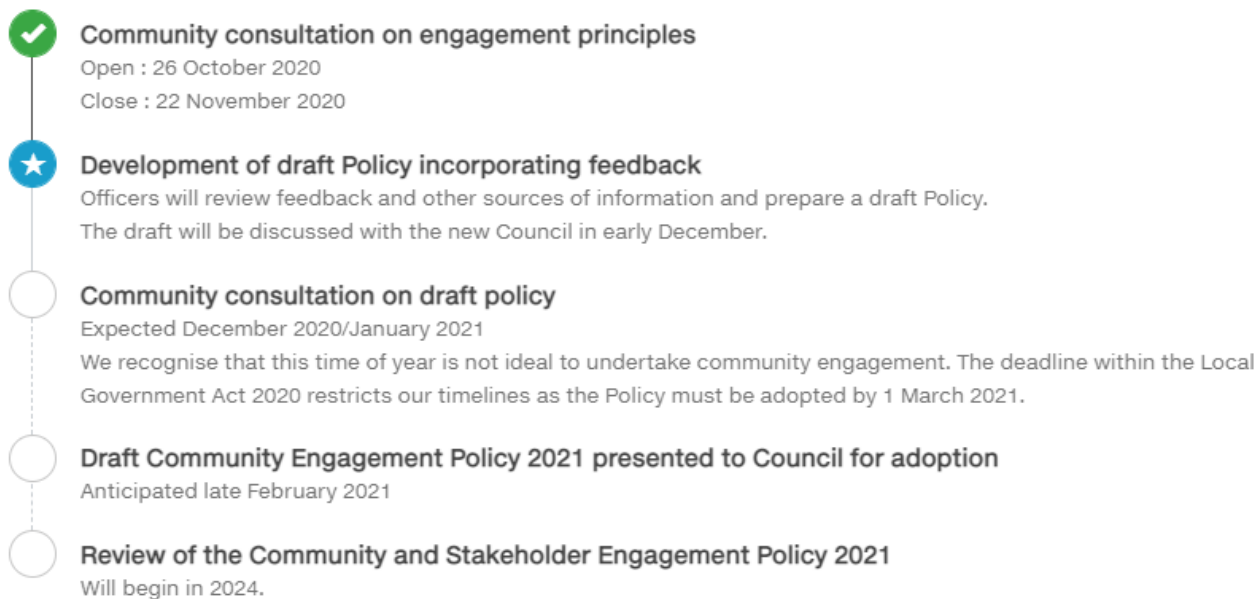
3 Consultation process

3.1 Consultation purpose

The purpose of this consultation is to introduce the Engagement Principles and test Council's commitment statements with the community. Feedback would inform the full Policy draft, and Council's understanding of the community's priorities for engagement practice.

The engagement process was open to all members of the City of Bayside municipality.

Figure 1: Timeline and phases for Policy development and consultation (Dec 2020)



3.2 Consultation methodology

The engagement plan for the project considered the project's complexity, the level of change/impact, and reputational risks. The project was assessed as 'Involve' level of engagement on the IAP2 Public Participation Spectrum (Appendix 4).

Engagement had to be conducted during COVID-19 restrictions so online tools (websites, digital surveys, video workshops/meetings) and a printed survey were the most appropriate options.

The following activities were undertaken:

- Project information and feedback survey hosted on the online engagement platform *Have Your Say*
- Printed survey distributed through Bayside Libraries
- Video meetings and workshops
- Promotion of the project using social media and Council communication channels.

Table 2: Engagement activities and participation

Details	Activity
26 October to 22 November 2020 1,014 Visitors 67 Contributors	Online Engagement - Have Your Say The page included information on engagement and an open Question and Answer board. The Engagement Plan Overview for this project was published and open for feedback, with no comments recorded (Appendix 1). A live streamed information session was scheduled for 12 November with no community attendees. The primary means of collecting feedback on the page was through a closed survey. (Appendix 2)
26 October to 22 November 2020 2,500 distributed (estimate) 78 submitted*	Hard copy survey The survey was distributed through the Bayside Library Service's click 'n' collect service. The survey was identical to the online survey, except with slight alteration to question order. (Appendix 2) *Fifty-five surveys were received within the consultation period and are included in this report. Twenty-three surveys were received after the closing date. Their comments have been considered in the Policy review; however, the data has not been included in the analysis included in this report which was already underway at the time of receipt.
12 November to 22 November 2020 146 Visitors 53 contributors	Targeted youth survey Bayside Youth Services supported the design of a survey to attract participation of young people aged 15 to 25. The survey was hosted on a sub-page on Have Your Say. (Appendix 3)
26 October 2020 18 attendees	Workshop with Bayside Healthy Ageing Reference Group An open discussion on: <ul style="list-style-type: none"> • Principles and Commitment Statements • Barriers to participation in engagement • Project types of greatest interest to this cohort

9 November 2020 14 attendees	Workshop with Community Development Network An open discussion on: <ul style="list-style-type: none"> • Principles and Commitment Statements • Barriers to participation in engagement • Project types of greatest interest to this cohort This group has a focus on working with marginalised communities in Bayside, especially Public Housing residents. Their advice on the best practices to engage with these communities and on what matters was sought.
11 November 2020 6 attendees	Workshop with Neighbourhood House Cluster <i>Note: cross over with several participants from Community Development Network</i> An open discussion on: <ul style="list-style-type: none"> • Principles and Commitment Statements • Opportunities for greater partnerships in supporting connections with marginalised communities This group were able to provide advice on how they could support the implementation on the Policy to connect with hard to reach communities that regularly access their facilities and services.
26 October to 22 November 2020 2 emails, 2 phone calls and 1 letter were sent from individuals	Correspondence to Community Engagement department The two phone calls were for more information on the Policy and extent of its application. One email and the letter included general criticism of Council and the Policy. One email, one phone call and the letter referenced application of policy to past and current projects.

3.3 Communication tools

Engagement was promoted via the following communication channels:
(results at 5pm, 22 November 2020)

Table 3: Communication tools and reach

Channel	Distribution
Print Est. 2,500 delivered	Information brochure and survey Inserted into Bayside Library click' n' collect books and displayed in Bayside Libraries

Online 466 views	Council website news stories <u>Do you think we can improve community engagement?</u> <ul style="list-style-type: none"> Published 26 October 2020 Page views 260; unique page views 120 Time on page 1.03 <u>Consultation closes soon on community engagement</u> <ul style="list-style-type: none"> Published 17 November 2020 Page views 206; unique page views 88 Time on page 0.51
Have Your Say engagement website 1,970 views	Main project page and eight subpages yoursay.bayside.vic.gov.au/community-engagement-policy-review <ul style="list-style-type: none"> 1,280 visits; 999 visitors; 178 contributions; 39 project followers
Social media (Organic) 2,605 reach	Facebook post launching consultation <ul style="list-style-type: none"> Posted 27 October 2020 Council account 1,637 reach; engagement rate 4.3%; 13 comments Facebook post promoting consultation and Q&A <ul style="list-style-type: none"> Posted 11 November 2020 Council account 869 reach; 12 engagements; 0 comments Facebook post promoting Youth Survey <ul style="list-style-type: none"> Posted 12 November 2020 Youth Services account 99 reach; engagement rate 7%; 0 comments
Social media Sponsored advertising 21,877 reach	Facebook and Instagram post for Online Survey <ul style="list-style-type: none"> Published 4 November to 21 November 2020 13,583 reach; 258 engagement; 227 link clicks; 24 comments (all out of scope) Facebook and Instagram post for Youth Survey <ul style="list-style-type: none"> Published 12 November to 21 November 2020 8,294 reach; Link clicks 141; 0 comments
Direct Email <13,038 recipients	Have Your Say members <ul style="list-style-type: none"> 6,067 members who receive notifications This Week in Bayside e-newsletter <ul style="list-style-type: none"> 29 October 2020 edition 7,792 recipients, 108 news story clicks 19 November 2020 edition 7,893 recipients, 87 news story clicks Stakeholder groups <ul style="list-style-type: none"> 400 on the Healthy Ageing Database 26 'Friends of' and other environment/open space groups A request was made to distribute to sporting clubs and environmental groups however distribution was unconfirmed at time of analysis. It was decided not to distribute to traders due to current impacts of COVID-19 on small businesses

Webpages (4) containing information about community engagement practice and design were created for Phase 1 engagement. This consisted of a main overview page and three subpages focusing on people ‘stakeholders’; participation ‘influence’; and process ‘engagement tools and reports’. The main overview page of ‘What is Community Engagement?’ was viewed 86 times (66 visitors, 6.5%).

These community engagement information pages were designed as long-term reference pages, which could be included with future engagements to support greater public understanding of community engagement in a local government context.

4 Participant profile

A total of 241 participants took part in the engagement. Twenty-three print surveys that were received after the closing date are included in this total because associated comments have been considered in the Policy review. However, the data has not been included in the analysis included in this report which was already underway at the time of receipt. Workshop participants’ responses have been included in the table summaries.

Table 4 shows a comparison of reported participant demographic with the census profile of the community. There was a higher portion of females, likely influenced by more females being members of the library. While there was a spread of participation across age groups, it was not reflective of the Bayside age profile.

Participant suburbs were not considered relevant to this consultation. Steps to ensure participants were part of Bayside’s municipal community included geographic restrictions on sponsored social media posts, and print surveys distributed through Bayside library reservations.

Table 4: Age and gender of participants and population profile

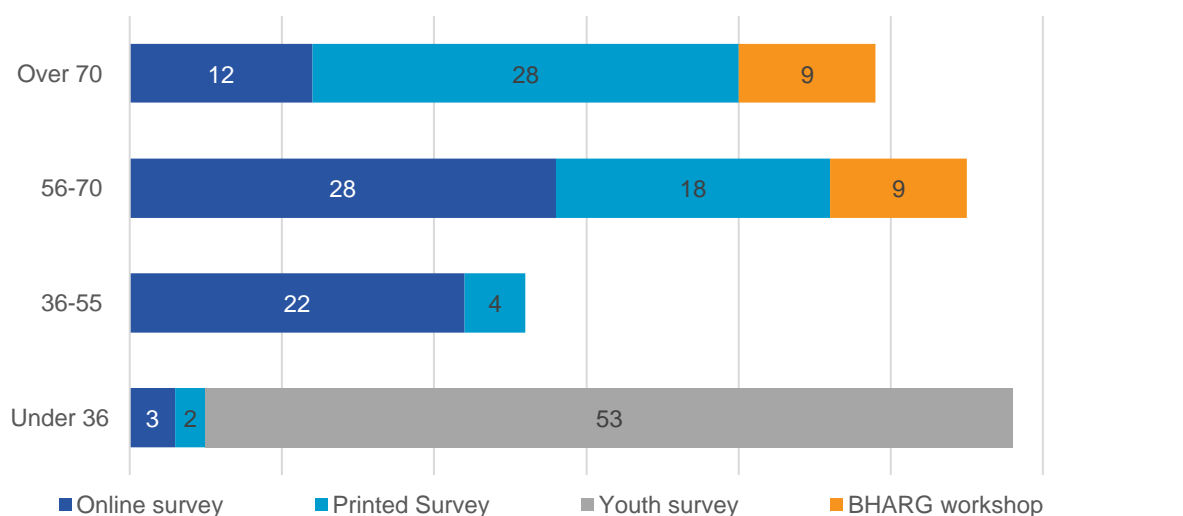
	Demographic	Bayside 2016 Census	Participants (%)
Gender	Male	47.6%	31.7%
	Female	52.4%	60.5%
	Unknown	-	6.6%
	Other identity	-	1.2%
Age	≤ 18	23.0%	8.7%
	18-25	8.2%	17.4%
	26-35	8.4%	1.9%
	36-55	29.6%	12.6%
	56-70	18.1%	26.6%
	Over 70	12.7%	23.7%
	Undisclosed	-	9.2%

As shown in the Figure 2, participants aged 36 to 70 years were mostly engaged in the online survey, while those aged 70 years and over were particularly engaged in printed surveys. Bayside Healthy Ageing Reference Group (BHARG) members did not record age, however must be over the age of 55.

To increase participation from younger Bayside residents, an engagement survey was designed for people aged under 25 and promoted through social media using an incentive (\$50 Uber Eats voucher) to encourage participation.

Participants in the Community Development Network meeting and Neighbourhood House Cluster workshop are not listed in participant demographics because they are representative stakeholder groups rather than individual community participants.

Figure 2: Age of respondents



First Nations Peoples

Representatives of the indigenous community and traditional landowners meet with Council quarterly through the Reconciliation Action Plan Working Group. They did not meet during this phase of consultation; however, a workshop is scheduled for the 9 December 2020 where a draft Policy will be discussed, and feedback considered.

People with lived experience of a disability

At the time of preparing the engagement plan it had been anticipated that the new Disability Access and Inclusion Advisory Committee would be established by December 2020. However, due to delays in establishment we have been unable to make this connection. Additional measures will be made in phase 2 to consult with this demographic.

5 Consultation findings

The following section summarises the key themes which arose in community feedback on the Community and Stakeholder Engagement Policy. In the interest of stakeholder and community privacy, individual quotes have not been included within this public document.

Where applicable, the number of responses or references to a topic is specified in brackets and italics. Themes apparent in the feedback are generally presented as statements in the tables. The statements represent a blending or synthesis of the verbatim responses.

Survey questions were designed to assess community support for Council's commitment statements to deliver each of the five new Local Government Act 2020 principles of engagement (Principles 1 to 5). Survey participants were asked to rate the commitment statements to deliver each Principle from 1 to 5 stars, or could leave no rating, with an option to comment on what they would add or change.

A rating of 1 or 2 stars was considered negative, 3 stars neutral, and 4 or 5 stars positive.

In questions regarding Principle 6, which was included by Council but not required under the Local Government Act 2020, survey participants were asked to select a level of support or opposition for including this Principle in the Policy and provide feedback on the Principle as well as the Commitment Statement.

Comments¹ have been grouped into four categories:

- **Policy edit:** Suggestions for specific inclusions in the Policy or grammatical improvements
- **Process improvement:** Suggestions for how Council's engagement practice could be improved in the future
- **Past experience:** Comments that reference previous projects or personal experiences with Council and/or Councillors
- **Other:** Comments that relate to general feedback regarding engagement or Council; that cannot be categorised within the above categories; or are not within the scope of this engagement.

In this engagement summary 'survey' includes both the online and print surveys, which contained the same questions. The Youth Survey contained more general questions on community engagement and is referred to separately as the 'Youth Survey'.

5.1 Engagement Principle feedback

At a high level the community provided an average rating of 3.8 for all principles combined, a neutral towards positive score. There were minor gender differences, with females providing an higher average rating and males on all principles individually, with the combined average being 3.5 (males) to 4 (females). Participants over the age of 55 provided moderately lower ratings than those aged 55 and under. There is no average scores provided for those aged under 36 due to limited data, as the Youth Survey did not ask for ratings and only a small number of participants aged under 36 provided ratings. This is shown in

Table 5.A total of 241 participants took part in the engagement. Twenty-three print surveys that were received after the closing date are included in this total because associated comments have been considered in the Policy review. However, the data has not been included in the analysis included in this report which was already underway at the time of receipt. Workshop participants' responses have been included in the table summaries.

Table 4 shows a comparison of reported participant demographic with the census profile of the community. There was a higher portion of females, likely influenced by more females

¹ More than one category may apply to a comment.

being members of the library. While there was a spread of participation across age groups, it was not reflective of the Bayside age profile.

Participant suburbs were not considered relevant to this consultation. Steps to ensure participants were part of Bayside's municipal community included geographic restrictions on sponsored social media posts, and print surveys distributed through Bayside library reservations.

Table 4

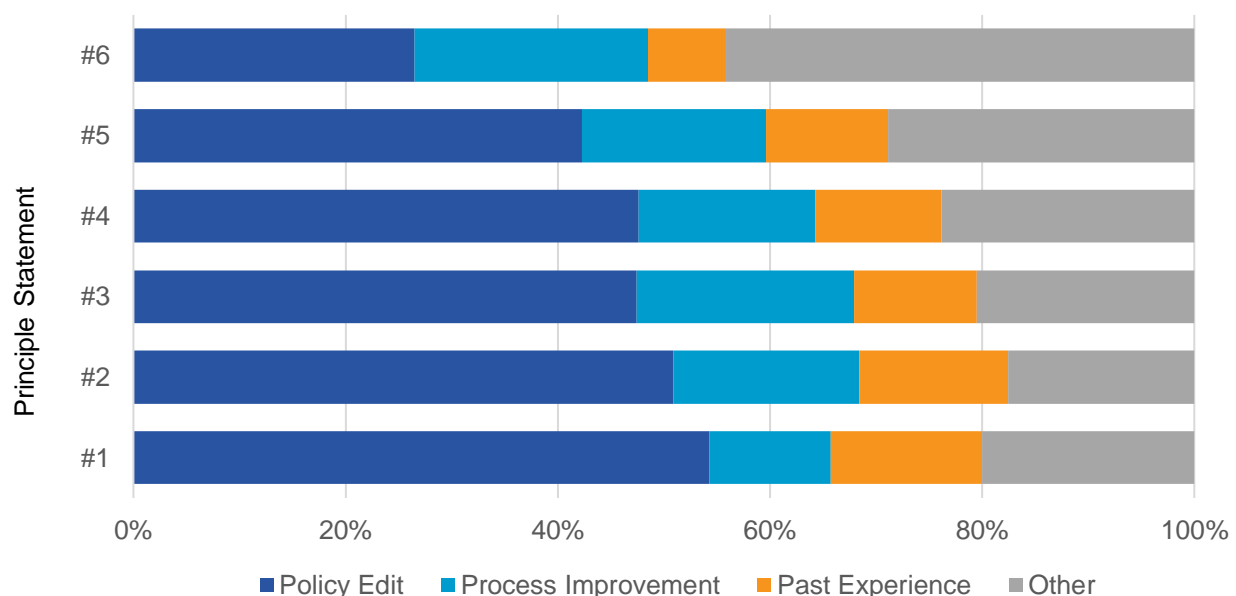
Table 5: Average (mean) ratings for Principle Statements

	Principle 1 rating	Principle 2 rating	Principle 3 rating	Principle 4 rating	Principle 5 rating	Combined average
Combined average	3.7	3.9	3.5	3.9	3.9	3.8
Females	3.9	4.2	3.8	4.06	4.1	4.0
Males	3.4	3.7	3.2	3.74	3.6	3.5
36 – 55 years	4.1	4.1	3.5	4.1	3.9	3.9
56 – 70 years	3.5	3.7	3.4	3.8	3.7	3.6
Over 70 years	3.5	3.7	3.4	3.8	3.7	3.6

Only limited ratings were provided by those aged under 36 therefore no average score has been provided.

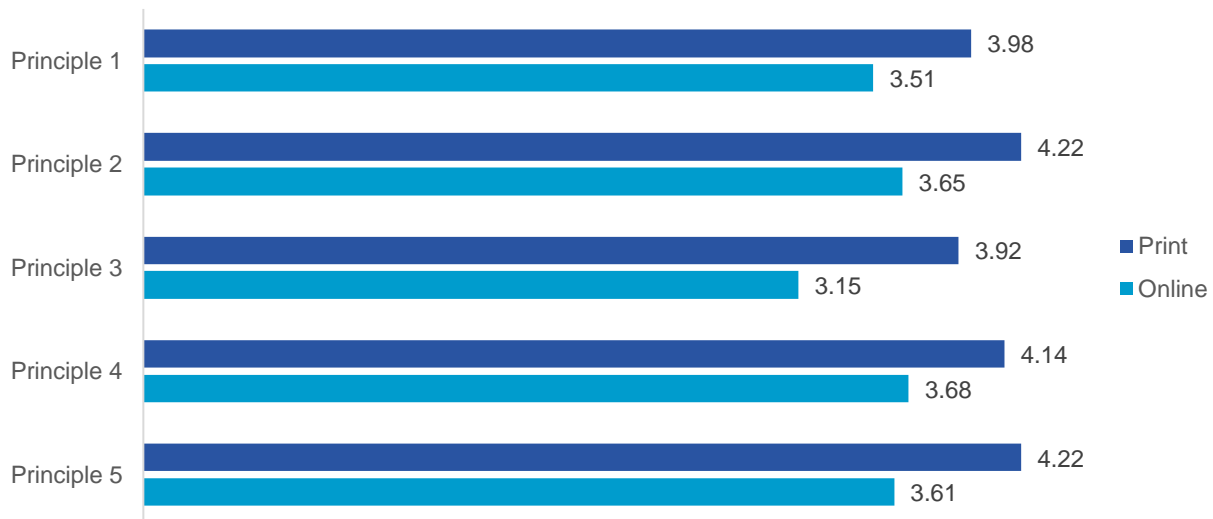
Figure 3 shows that for most Principles there was similar portion of comment type, with close to 50% being related to direct policy edits for each. The greatest different is for Principle six, where there was a higher portion 'other' or general comments.

Figure 3: Comment type provided for each Principle



There is a consistent difference between the online and print survey average participant star ratings for each Principle commitment statement, with print survey respondents more positive in their ratings of Principles 1 to 5 (Figure 4). For Principle 6, we did not ask for a star rating; we asked for overall support for inclusion in the Policy. Online survey respondents were more strongly supportive of Principle 6 than print survey respondents.

Figure 4: Average Principle Statement star rating and survey format



5.1.1 Principle 1: A community engagement process must have a clearly defined objective and scope

For Principle 1, 111 survey respondents (91%) provided a star rating and 58 also provided a comment (47.5%).

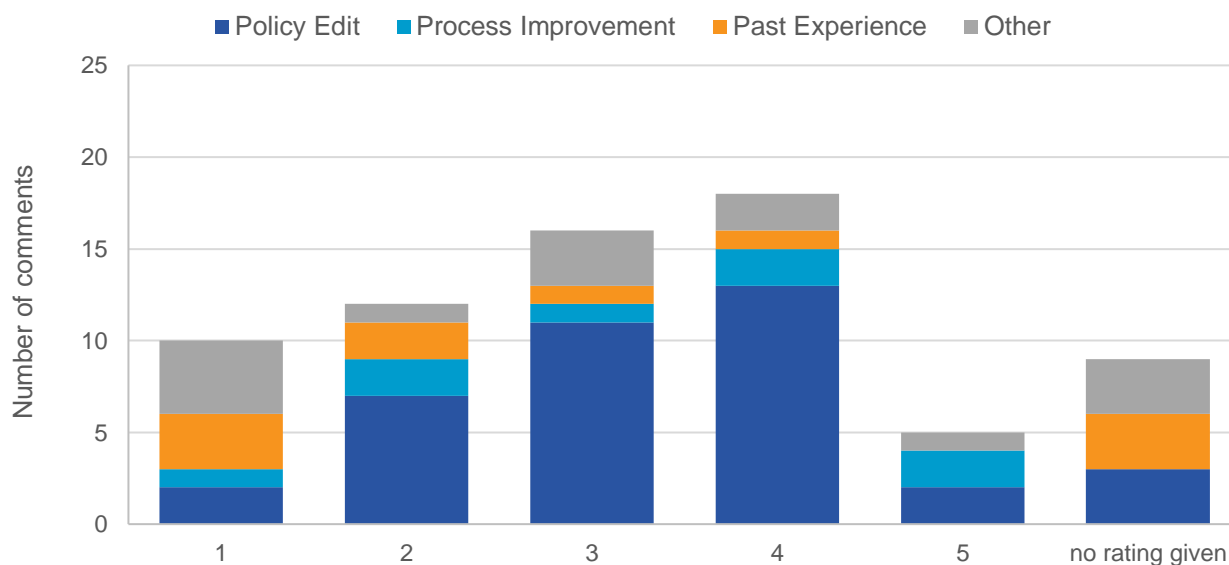
Respondents gave the commitment statement an average rating of 3.75 out of 5 stars, suggesting neutral to positive sentiment.

Sentiment behind star ratings was explored by cross-referencing the ratings with four comment categories: policy edit (38), process improvement (8), past experience (10), other (14) shown in Figure 5.

The majority of comments from respondents who did not provide a star rating or gave a low rating (1 star), referenced a negative 'past experience' with Council, or provided 'other' feedback which could not be directly applied to the Policy or Principle.

Where the Principle statements were given a neutral to high star rating (3 to 5 stars), most comments contained 'policy edits', such as suggestions of how the commitment statements could be improved. Comments containing engagement 'process improvements' were fairly evenly recorded in star ratings 1 through 5.

Figure 5: Number and type of comments on Principle 1, against star rating



Comments by 58 survey respondents referred to a range of topics and have been reviewed and summarised in Table 6. Also included is a comment summarised from stakeholder workshop.

Table 6: Summary of comments on Principle 1

Topics	Community feedback
Information (20 mentions)	<p>Include project information on:</p> <ul style="list-style-type: none"> • Origin and/or rationale/business case • Risks and benefits/impacts, and timeline • Project alternatives <p>Explain how community will be informed</p> <p>Information provided in print as well as online</p> <p>Process and timeline for responding to the community</p> <p>I want to be alerted to all projects listed for consultation</p> <p>Continued communication throughout project</p> <p>Commit to informing community of changes</p> <p>Explain where project deviates from Council policy</p> <p>Use plain English, explain jargon</p> <p>Engagement results published by a third party, with easy-to-read statistics</p>
Project budget (10 mentions)	Publish project budget and/or funding source
Stakeholders (8 mentions)	<p>Objective and scope to be defined by community</p> <p>Seek views of all stakeholders, especially marginalised and hard to reach people</p> <p>Panels must represent a broad section of interest groups</p> <p>Everything that happens in Bayside is relevant to me</p> <p>Community groups (environmental) should be involved at an early stage to prevent conflict</p> <p>Explain how Council engages non-resident groups</p>

	Communicate what % of Bayside residents will benefit
Trust (8 mentions) Group discussion from stakeholder workshop included	Reference to negative experience with specific project [Past project] Neighbours told they are not stakeholders Engagement must be unbiased and objective Setting scope allows Council to colour the project Sham consultations for interest groups Feedback from the community rarely taken into account Difference between communications and engagement can result in concern about impartiality
Influence (5 mentions) & Decision making (4 mentions)	Flexibility on what the community can/can't influence Community able to input on influence There is nothing that the community can't influence State how feedback will be used No Council decisions without consultation on plans Add commitment to consider community expectations Include method for evaluating feedback

Also included in comments on Principle 1 are requests to include engagement tools such as more letterbox drops or street stands, and 'other' feedback that expresses general support or opposition to the Principle or that references out-of-scope issues like parking and climate change.

5.1.2 Principle 2: Participants in community engagement must have access to objective, relevant and timely information to inform their participation

For Principle 2, 110 survey respondents (90%) provided a star rating, and 47 (48.5%) also provided a comment.

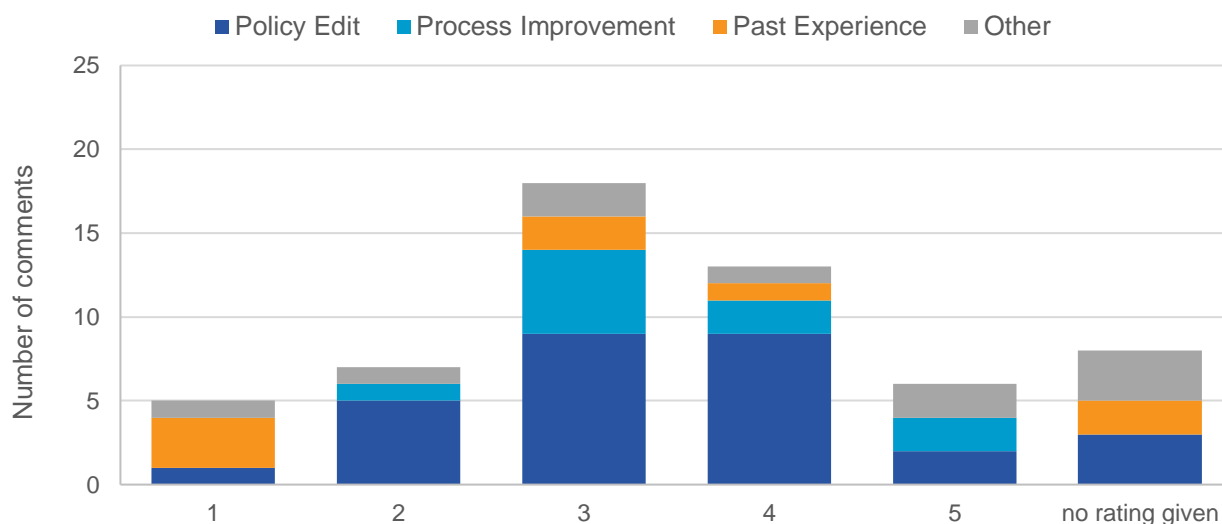
Respondents gave the commitment statement an average rating of 3.94 out of 5 stars, indicating a positive sentiment. This was the highest rating given by survey respondents to any of the Local Government Act 2020 required Principles.

Sentiment behind star ratings was explored by cross-referencing the ratings with four comment categories: policy edit (29), process improvement (10), past experience (8), other (10) (Figure 6).

As with Principle 1, comments from respondents that did not provide a star rating or gave a low rating (1 or 2 stars) typically referenced a negative 'past experience' with Council engagement in their comments or provided 'other' comments which could not be directly applied to the Policy or Principle.

Where the Principle statements were given a neutral to high star rating (3 to 5 stars), many comments contained 'policy edits' - suggestions for how the commitment statements could be improved or grammatical edits. Some of these policy edits were also categorised as 'process improvements'.

Figure 6: Number and type of comments on Principle 2, against star rating



Comments by 47 survey respondents referred to a range of topics and have been reviewed and summarised in Table 7. Discussion from stakeholder workshop has been incorporated as a single comment below.

Table 7: Summary of comments on Principle 2

Topics	Community feedback
Information (17 mentions) 1 discussion from stakeholder workshop	Provide information to participants and all affected residents Provide a balanced overview of risks vs opportunities Include business case / project budget and funding source Ensure 'jargon' related to the project is explained Provide information in a timely manner Provide information summaries Promote Have Your Say membership Information can be difficult to find on website Clarify beneficiaries of large-scale projects Diagrams and visuals have improved significantly Identify Councillors that are in support of the project Sometimes the wider community aren't informed so the quality of their feedback is limited
Tools (11 mentions)	Commitment to multi-media communication is important Add commitment to letter box drop people project affects Hold community forums to seek feedback Commit to using community channels, not just Council website Information to be accessed via web Provide print information for people without internet access Post letters using electoral database, not rely on social media Include site visits as part of engagement Provide opportunities to ask questions
Timeline (9 mentions)	Commitment should reference timely Information needs to be provided at the right time Provide enough time to consider information and provide feedback

	Allow sufficient time for feedback to influence outcomes Nominate start and completion date
Trust (6 mentions)	Past projects agreed without community notification Secrecy in dealing with affected persons Principle not delivered in past experience Appalling record of listening to the community Principle good, but I've found Council not to be transparent More transparency needed in tender process
Stakeholders (6 mentions)	Participants must represent broad section of the community
Barriers (4 mentions)	'All abilities' approach needed for diversity in gender, culture and race Engagement requires an inclusive approach Translations as standard (not requested) include Auslan and Braille Consider communication barriers between age, gender

Other comments (10) expressed grammatical edits, general support or opposition to the Principle, contained 'see previous comment', or referenced out-of-scope issues like parking, planning documentation charges, or a missed *Let's Talk Bayside* magazine delivery.

5.1.3 Principle 3: Participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement

For Principle 3, 109 survey respondents (89%) provided a star rating, and 63 (52%) also provided a comment. This was the highest number of comments received by survey respondents for any Engagement Principle.

Respondents gave the commitment statement an average rating of 3.54 out of 5 stars. This principle received the lowest average rating by survey respondents of the Local Government Act 2020 required Principles 1 to 5. Compounding this sentiment, this Principle was also selected by survey participants as the one they would most like Council to prioritise and focus its time and resources [See item 5.1.8 Priorities for policy implementation].

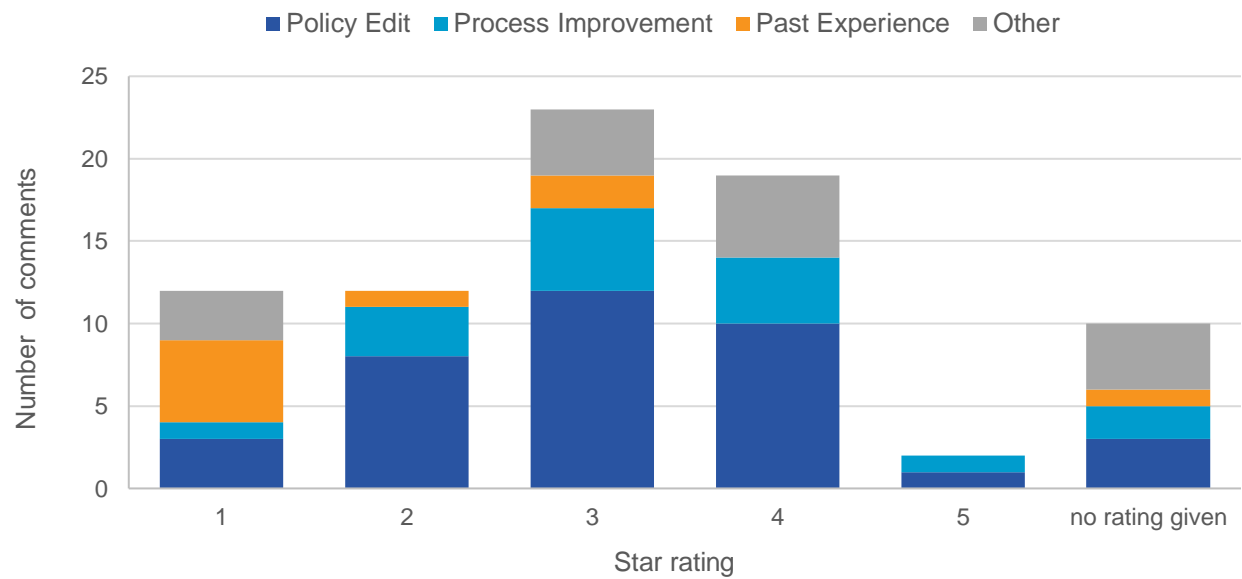
Sentiment behind star ratings was explored by cross-referencing the ratings with four comment categories: policy edit (37), process improvement (16), past experience (9), other (16) (Figure 7).

As with Principles 1 and 2, a large proportion of respondents who gave the Principle statements a low rating (1 stars), referenced a negative past experience with Council engagement in their comments.

When the Principle statements was given a neutral to high star rating (3 or 5 stars), associated comments typically contained 'policy edits', such as requesting more information on how stakeholders are identified and suggestions for including the

community and/or individuals in the stakeholder assessment process. The highest 5-star rating received few (2) associated comments.

Figure 7: Number and type of comments on Principle 3, against star rating



Comments by 63 survey respondents referred to a range of topics and have been reviewed and summarised in Table 8. Discussion from stakeholder workshops has been included.

Table 8: Summary of comments on Principle 3

Topics	Community feedback
Stakeholders (38 mentions) Group discussion from stakeholder workshop included	Community to have a say in stakeholder identification Seek input of who will be impacted from community All residents should have opportunity to engage in process Stakeholders to represent all users, not just neighbours Stakeholder groups (e.g. environmental) to be involved at all stages Steering groups need to include residents as stakeholders Flexible on stakeholder identification as project progresses Accept feedback from people not seemingly impacted Statement puts impact assessment in your hands not mine Include community input in identification of interests and representation Give community members opportunity to self-identify if they will be affected Public need to have a voice in who is affected Don't inadvertently assume others aren't affected Ensure representation (e.g. disability) not just 'old white male/lady' Most important is residents near to a proposal Include all persons deemed to be paying for the matter Stakeholder affiliations to be identified Clarify who identifies stakeholders? What are the criteria?

	<p>Stakeholders notified in writing of project and assessment</p> <p>How do we recognise reporting from groups – it is recorded as a single response/submission but represents large number of people</p>
<p>Information (10 mentions)</p>	<p>Early, widespread promotion of consultation</p> <p>List project cost estimate and financing</p> <p>Use plain English in policy statements</p> <p>Impacts specified both positive and negative</p> <p>Detail process used to determine level of stakeholders' impact/interest</p> <p>Never seen analysis of how council 'identify members'</p> <p>I wish to keep being informed of all matters and advised when matter will be considered by Council</p> <p>14-day notification before projects considered by Council</p> <p>Commit to communicating by mail, signs, social media</p> <p>How can you access the stakeholder assessment?</p>
<p>Participation (9 mentions)</p>	<p>Ensure participants are ratepayers</p> <p>There is not enough consultation</p> <p>Any resident in bayside should be able to be consulted</p> <p>Decisions affect more than just the immediate people</p> <p>Enable affected community members to have a voice</p> <p>Give people lots of notice to object, if needed</p> <p>How will people be engaged and how often?</p> <p>Send information to those potentially affected so they can self-identify as a stakeholder</p>
<p>Trust (6 mentions)</p>	<p>Negative past experience with Council engagement</p> <p>'Suspicious' of methodology to identify stakeholders</p> <p>Poor past experience (notifying as few as possible)</p> <p>Principle great, but not meaningfully done in past</p> <p>This commitment is too loose and subject to abuse</p>
<p>Influence (6 mentions)</p>	<p>Describe how stakeholders will be able to influence</p> <p>Don't want a few 'representatives' having too much influence</p> <p>State 'outside Bayside' and 'interest' groups' influence</p> <p>No 'high cost' council motions passed without plans shown to affected residents</p> <p>Too often vocal minority holds sway</p> <p>Not sure what "influence on the decisions" means?</p>

The majority of comments concerned the process, criteria and methods for identifying stakeholders. Comments also included requests for community members and/or individuals to be involved in stakeholder identification; to have the ability to self-identify as stakeholders; and/or appeal Council's assessment of their level of impact/influence.

'Other' general feedback included consideration for compensation options for affected residents, support for seeing this principle in action, using the electoral roll for correspondence, ensuring access to Council staff, and grammatical edits to the statements.

5.1.4 Principle 4: Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement

For Principle 4, 113 survey respondents (93%) provided a star rating, and 36 (30%) also provided a comment – the fewest comments received for any Principle.

Respondents gave the commitment statement an average rating of 3.91 out of 5 stars, indicating a positive sentiment. This Principle ranked last when survey respondents were asked which Principle they'd like Council to focus and prioritise its time and resources on, [See 5.1.8 Priorities for policy implementation].

In comparison, feedback from the Community Development Network meeting, Bayside Healthy Ageing Reference Group and Neighbourhood House Cluster, stated this Principle was among the most important for its stakeholders.

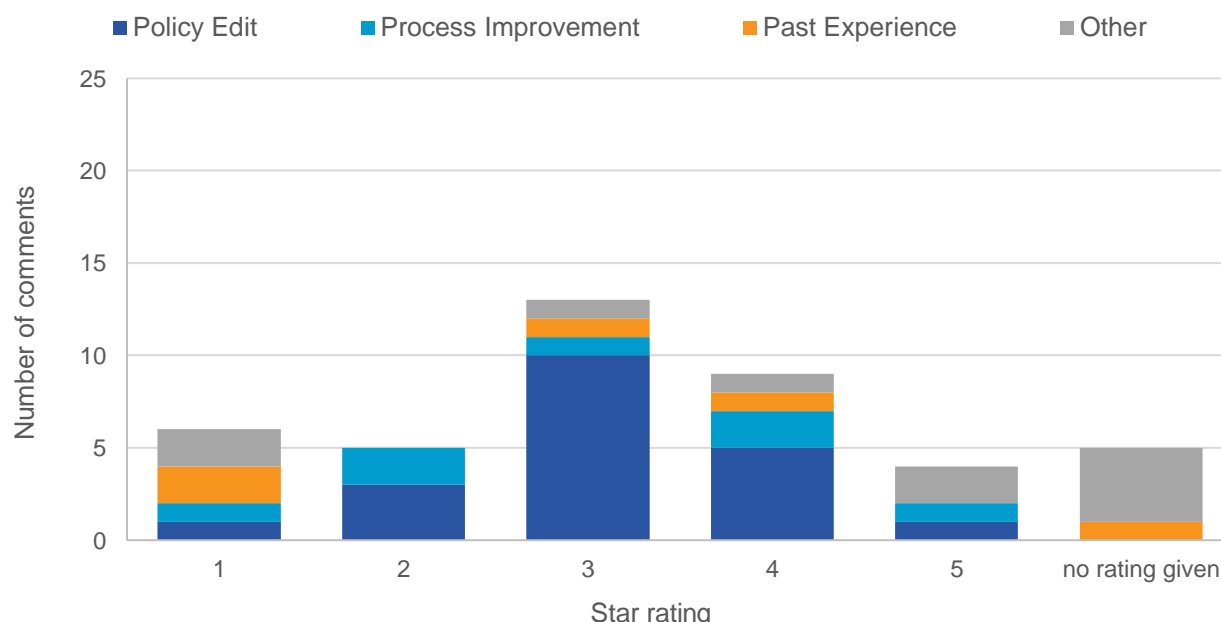
This principle is likely to be of greater priority to people who require support and are not experienced and active participants in community engagement.

Sentiment behind star ratings was explored by cross-referencing ratings with four comment categories: policy edit (20), process improvement (7), past experience (5), other (10) (Figure 8)

A high proportion of comments from respondents that rated the Principle statements 1 star referenced a negative 'past experience' with Council and/or engagement.

Where the Principle statement was given a neutral to high star rating (3 or 4 stars), associated comments typically contained 'policy edits' including suggestions to improve and strengthen the commitment statement through grammatical corrections and the use of plain English. Comments for a 5 star rating were typically general support for the Principle.

Figure 8: Number and type of comments on Principle 4, against star rating



Comments by 36 respondents referred to a range of topics and have been reviewed and summarised in Table 9. Discussion from stakeholder workshops has been included.

Table 9: Summary of comments on Principle 4

Topics	Community feedback
Tools (6 mentions) Group discussion from stakeholder workshop included	Methods/activities/schedule developed collaboratively with participants Include methodology used to design engagement features ‘Design’ engagement at what cost? Don’t use COVID as excuse not to engage all stakeholders People swamped with email/calls: consult door-to-door Surveys are great if they also allow free form commentary not just tick a box response
Trust (6 mentions)	Negative experience with past project engagement Commitment not delivered in past engagements History suggests Council will make decision then consult Agree with statement, can't see it happening Sham consultations with biased sampling Am I agreeing to a statement that helps the ‘wrong groups’?
Timeline (5 mentions)	Extend time allowed to respond Add a range of times information will be shared Stated timeframes for notification/responding to correspondence Timing of draft review by stakeholders and communication method Don’t take too long!
Participation (5 mentions) Group discussion from stakeholder workshop included	Engagement must be respectful Replace ‘reasonable support’ with ‘necessary support’ Support for all interested parties as well as stakeholders Stakeholders have different needs, but must all have support Involve community in designing engagement process Need to consider the community voice – sometimes representatives help get into harder to reach groups and they can go and consult with them for you
Influence (4 mentions)	Commit to listening to participants’ position Commit to working through issues raised during engagement Lack of motivation to participate if no influence Decision making must take account of community response

Other comments expressed general support for the principle or concerned policy edits such as avoiding jargon and generalisation and explaining terms like ‘engagement design’ and ‘resourcing’. One comment stated the public should have access to all engagement results, not just summary - this topic is covered further in Principle 5.

5.1.5 Principle 5: Participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making

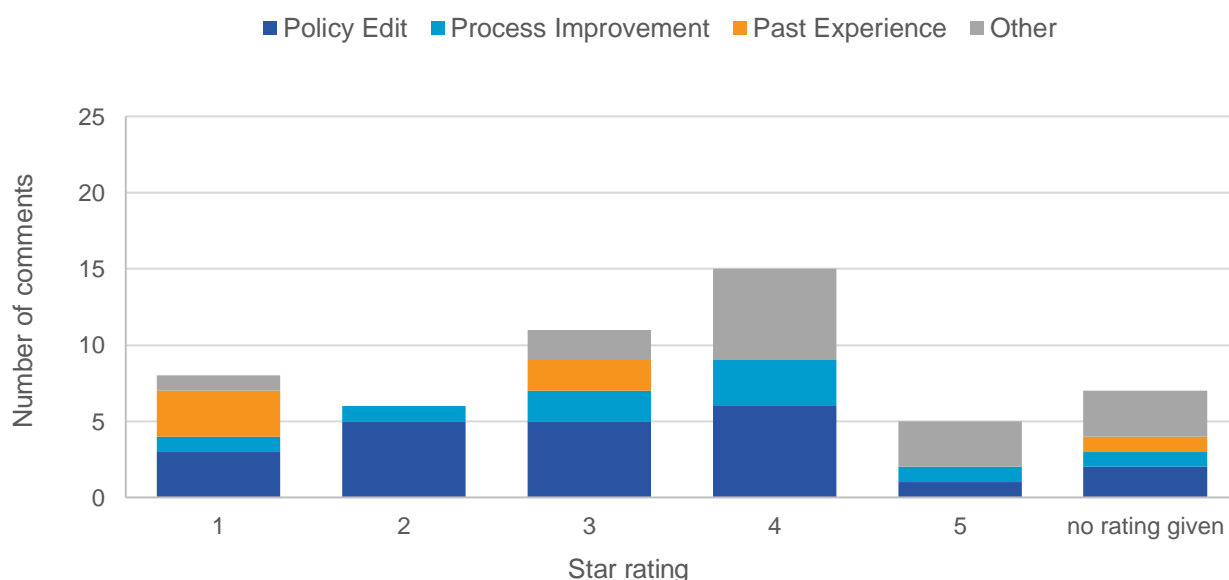
For Principle 5, 112 survey respondents (92%) provided a star rating, and 42 (34%) also provided a comment.

Respondents gave the commitment statement an average rating of 3.92 out of 5 stars, indicating a positive sentiment.

Sentiment behind star ratings was further explored by cross-referencing the ratings with four comment categories: policy edit (22), process improvement (9), past experience (6), and other (15) (Figure 9).

Again, comments from participants who rated the statements 1 star referenced a negative past experience with Council and/or engagement.

Figure 9: Number and type of comments on Principle 5, against star rating



Comments by 42 respondents referred to a range of topics and have been reviewed and summarised in Table 10. Discussion from stakeholder workshops has been included.

Table 10: Summary of comments on Principle 5

Topics	Community feedback
Decision making (16 mentions)	<p>All groups should be aware of all aspects of a decision</p> <p>Provide feedback on why an option wasn't implemented</p> <p>Publish decision-making criteria its weighting</p> <p>Anything involving global warming and heritage must be advertised before any Council decisions</p> <p>Extend to feedback on decisions and why</p> <p>Community feedback needs to influence decisions regardless</p> <p>A report on the decision process & result needs to be published</p> <p>Allow community to respond to proposed decision-making process</p>

	Provide time for community to review information that will inform decision making
Information (10 mentions)	<p>Allow community to review decision making information and input on missing information</p> <p>Provide insight into reasoning used to determine community influence</p> <p>Use technology for cost-effective engagement</p> <p>Publish decision-making timetable once community engagement is complete</p> <p>Explain why community feedback will have that influence</p> <p>All parties should be informed</p> <p>Decision-making information must be available during community engagement</p> <p>Communicate project updates in writing</p>
Influence (9 mentions)	<p>Add commitment to the implement findings and recommendations</p> <p>Community has no influence on Council's decisions</p> <p>Community is ignored when they object</p> <p>Need to know feedback will have influence or won't participate</p> <p>Ratepayers/residents need to know that their contribution will be taken seriously</p> <p>Include opportunity for the community to respond to proposed decision-making process.</p> <p>People near a proposal should have priority say</p>
Engagement results (6 mentions) Group discussion from stakeholder workshop included	<p>All sides of community feedback are not properly distributed</p> <p>Publish results of community feedback and basis for Council decisions</p> <p>Feedback has to be inclusive, all encompassing, considered</p> <p>Feedback on the analysis and findings is really important</p>
Trust (6 mentions)	<p>Negative past experience with Council decision making</p> <p>Great for this principle to happen, not my past experience</p> <p>Community feedback holds little weight against Council agendas</p> <p>To date there has been very little transparency</p> <p>Sounds like a lot of caveats to actual value in engagement</p>

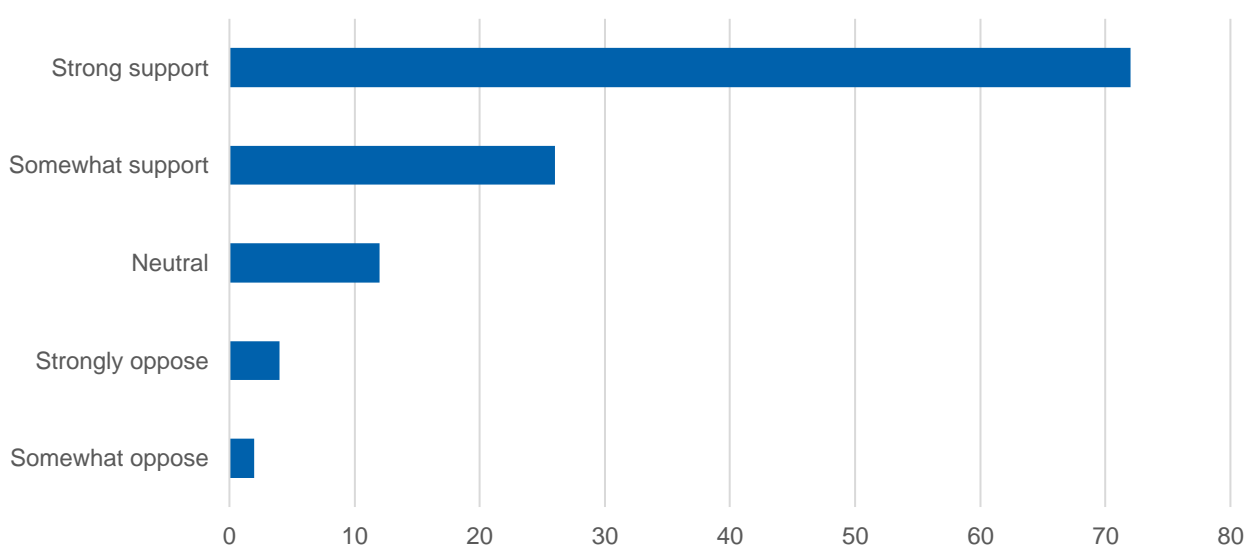
Other comments (15) expressed general support for the principle or concerned grammatical policy edits, such as include 'relevant law(s) and regulations' in the Principle statement. One comment referenced financial accountability.

5.1.6 Principle 6: A community engagement process must be designed to reduce inequality

This was an additional principle, not required by the Local Government Act, but identified by Council as an important inclusion in the Policy. Survey respondents were invited to provide feedback on the inclusion and content of the Principle as well as its commitment statement.

This survey question had the highest number of responses, with 116 participants (95%) rating their level of support or opposition for the Principle's inclusion in the Policy, and 54 comments were provided (44%).

Figure 10: Participant support for Principle 6



Significant support for the Principle's inclusion was recorded in the survey responses (98, 84%). Twice as many print survey respondents were neutral (8, 7%) compared to the online survey (4, 3.5%). Five respondents (4%) somewhat opposed or strongly opposed the Principle's inclusion in the Policy in the online survey; whereas one respondent (1%) expressed opposition in the print survey.

Comments from 54 participants are summarised in the Table 11 along with feedback from stakeholder workshops:

Table 11: Sentiment and comments from participants on Principle 6

Sentiment & number of comments	Participant comment
Support (40 comments)	Reformat statement to be clearer for non-English speakers People should be able to participate without feeling intimidated by the experience Transparency key in maintaining good governance, decision-making and outcomes Include all stakeholders, not just the ones in favour Highlight need to engage with people who work long/shifted hours, have young families

Additional engagement activities where there is geographic inequality
 Suggest an amendment to state 'where possible'
 Council too inflexible to community opinions
 Include in list of biases a note about flexibility
 Sharing knowledge benefits both parties
 No bullying or dominating behaviours
 Extend budget to remunerating presenters, such as from the CALD sector
 Use facilitators who are members/representatives a 'group', More authentic if 'representatives' engage with 'hard to reach' community members in dedicated sessions
 Facilitator to eliminate bias and 'loudest voices'
 Gender disparity and ageism are areas that require more inclusive practice
 Everyone benefits from respectful, shared and informed decision making
 Harness the silent majority: their silence is not a green light
 Special skills required to deliver this engagement process Plain English isn't present in statements
 Provide ability to participate for those who are house bound without technology
 Must be transparency around involvement, methods and moderation
 I'd appreciate an easy way to give a voice
 Balance the vocal minority with broader community needs
 Methods and tools tailored to suit marginalized stakeholders
 Everyone should have the opportunity to comment on Council matters
 Encourage minority involvement
 Reward the principle to 'inequality of participation'
 A positive step: there are plenty of 'marginalised' residents
 What determines a marginalised stakeholder?
 Add 'the use of adequate technology' to statement
 Seek to identify needs of the majority, avoiding minority bias
 Commendable proposal but 'methods' are managed by Council
 It is important to not just level the playing field but tailor the rules to the needs of people who aren't used to playing

Neutral/No opinion
 (7 comments)

Share Council agendas with transparency and patience
 Communicate with locals on a one-on-one level
 I agree with the selected section
 Who are marginalised stakeholders? Council's duty is ratepayers and tenants.
 You need to find wisdom wherever it is
 If people aren't interested you can't make them participate

Oppose
 (5 comments)

Small group discussions dissuade those in employment and favour retirees

	Prefer to see less influence from vocal minorities that form powerful lobby groups Revise Policy wording to be more positive Moderation gives too much control to Council to the benefit of some stakeholders
No rating (2 comments)	All about Council picking who gets a say More information required – only residents should get a say

5.1.7 Barriers to participation

Survey participants were asked if they experience any barriers to participation and what Council could do to reduce these barriers, with 114 responses provided (93%). A high number of respondents (95, 83%) selected 'No'.

Comments from the 15 participants who selected 'yes' to experiencing barrier(s) to participation referenced the following as barriers: lack of time to participate (5); trust in council (4); technology access and literacy (3); confidence around vocal objectors (1); age (1); health (1); socio-economic (1); CALD (1); lack of information (1).

Stakeholder workshops

The stakeholder workshops specifically targeted individuals who experience barriers to participation or organisations who regularly worked with such communities. These discussions highlighted the following barriers:

- Technology access and literacy: both for older people as well as those with lower levels of education and/or lower disposable income.
- Confidence around vocal objectors and where people felt their opinion or experience may be different and not accepted
- Ability to understand options, technical information and feedback processes
- Consultation fatigue and relevance of subject matter
- Limited relationship and trust with those leading the engagement and presenting information.

Youth perspective on barriers

The Youth Survey asked 'What might stop you from sharing your views and opinions about Council projects?' to understand why young people may not actively participate in traditional engagement activities and assist Council in addressing any barriers for future engagements.

Comments were provided by 45 respondents (85%), summarised in key themes in Table 12.

Table 12: Comments from young people about what might stop them sharing their views and opinions

Theme	Youth feedback (comments)
Influence	Feeling Council wouldn't be interested in my opinion (14) Majority of councillors don't engage enough with the youth (1)
Information	Not sure how where to start or who to contact (10) Lack of knowledge of the project and its implications (7) Difficulty finding information (1)

Confusing jargon (1)

Participation & tools	Effort/difficulty in participating (4) Personal time management (2) No easy way to express opinion (2) Difficult to find things I would comment on (1) Lack of accessibility (2) Limited ways to share opinions (1) Telemarketing phone calls (1) or being put on hold (1)
Confidence	Community backlash from people who oppose my stance (4) Being scared to voice my opinion 'perceived to be stupid' (3) Lack of anonymity. I would like to share opinions privately (2)
Stakeholders	I wouldn't comment on a project that doesn't affect me (1)
Other	I'm not sure (2)

Comments relating to the theme 'Influence' are consistent with responses to the Youth Survey question: 'Do you feel like young people's opinions are considered by Council for its projects?', which received 53 responses (100%). The majority of respondents selected 'Sometimes' (31, 58%), 19 selected 'No' (36%) and 3 responded 'Yes' (6%).

Youth Survey participants were also asked if there were other groups of people whose views were not properly considered by Council, which received 53 (100%) responses: 21 (40%) selected 'yes', 10 (19%) selected no, and 22 (42%) responded 'I don't know'.

Comments provided by 16 respondents (30%) are summarised below

Table 13: Other groups nominated by young people as not properly considered by Council

Marginalised group	Number of mentions
CALD	2
First Nations	2
Socio-economic	3
Age (older, includes 'parents')	3
LGBTQIA+	2
High-impact stakeholders	1
Women	1
People with disability	1

Other responses referred to including all community members, that youth voices were overpowered by older people's, or were out of scope as they requested mountain bike, public pool and netball facilities.

Participants (2) that selected 'no' also provided comments:

- Bayside has a diverse reach, but youth views are overlooked
- I believe residents should have more say than people who have no connection to Bayside.

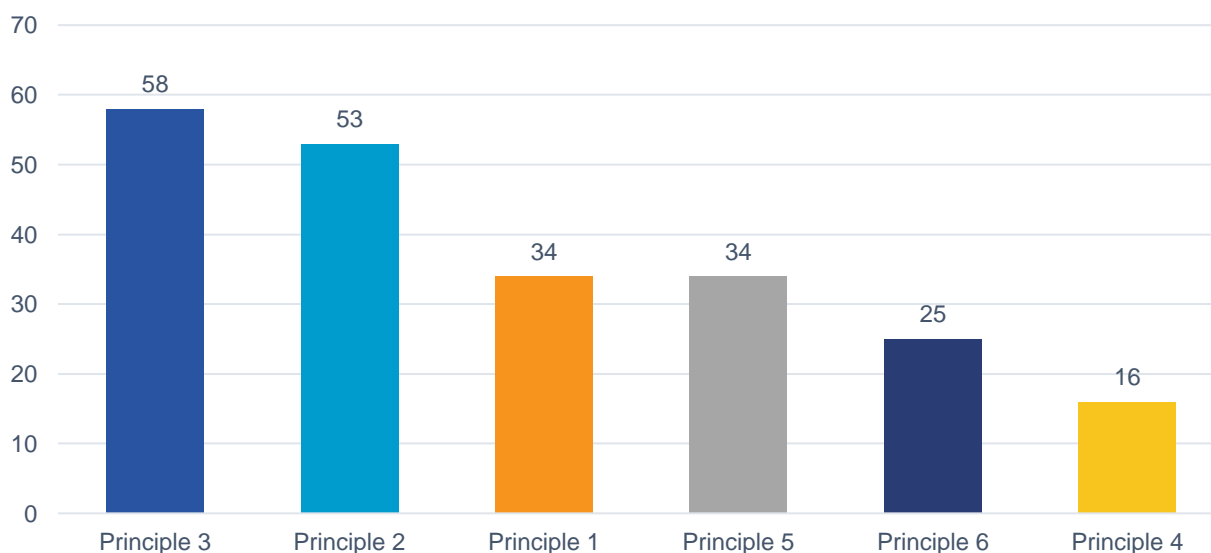
5.1.8 Priorities for policy implementation

The survey asked respondents to select two engagement principles that they would like Council to focus or prioritise its time and resources on, with 110 responses provided (90%) (Figure 11).

Principle 3 'Participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement' was the most frequent response (58), selected by more than half (53%) of respondents. This Principle also received the most comments and the lowest star rating [Figure 4: Average Principle Statement star rating and survey format] in the survey, identifying it as a clear area of improvement for Council.

Principle 2 'Participants in community engagement must have access to objective, relevant and timely information to inform their participation' recorded the next highest number of responses (53), selected by 48% of respondents. This was the highest star-rated Local Government Act 2020 required Principle in the survey and received a high number of comments (47) [Figure 4: Average Principle Statement star rating and survey format].

Figure 11: Community priority order of Principles



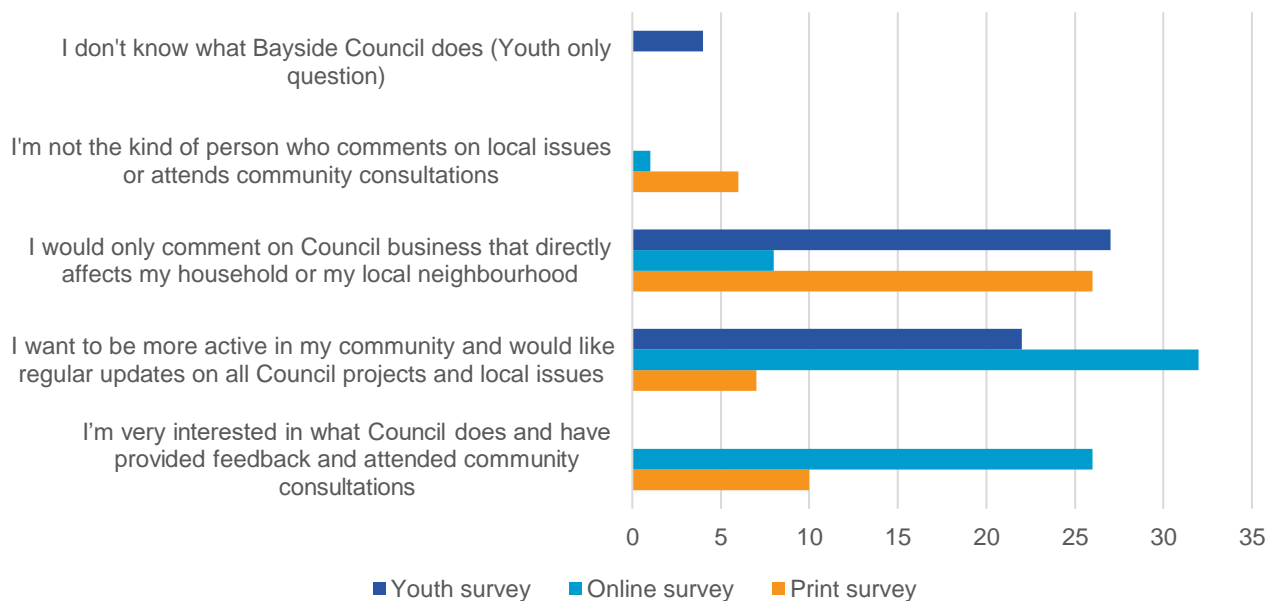
Principles 1 and 5 were selected by 30% of respondents. Principle 6 – the Council created Principle to promote equality in engagement – recorded 25 responses (23%).

Principle 4, regarding 'support to participate', recorded the least number of responses (16), with just 14% of respondents considering this a priority. However, feedback from the stakeholder workshops with hard to reach communities in Bayside and / or representative of these communities considered this a high priority.

5.1.9 Interest in, and past participation, in Council engagement

Participants in the online, print and youth surveys were asked to select a statement that best described their connection with or interest in Council decision making, with 169 participants providing a response. This was a required question in the Online and Youth surveys with 100% response rate. Six print survey participants did not respond to this question (3%).

Table 14: Connection with Council decision making



The most common response from online survey respondents (48%) was 'I want to be more active in wider community issues or have already participated in community engagement on Council projects'. Respondents to the online survey were more likely to be subscribers to Have Your Say (51, 77%) or This Week in Bayside than participants of the print or youth surveys (Table 14).

The most common response from both print (53%) and youth survey (51%) respondents was 'I would only comment on issues that directly affect my household or neighbourhood'. Few print survey respondents (7, 14%) selected they would like to be more active in the community and receive regular updates.

The Youth survey, which was advertised via a sponsored post in the social media feeds of people aged 15 to 25 years resident in Bayside, also captured the attention of people who have not previously engaged with Council.

To understand awareness within young people of Council's community engagement activities, Youth Survey participants were asked: 'Did you know that you can have your say and contribute to Council projects?', with 53 responses provided (100%).

Slightly more respondents were unaware 'No' (43%) than aware 'Yes' (41.5%) of opportunities to participate, with around 15% of respondents unsure (Figure 12).

Figure 12: Youth awareness of community engagement on Council projects

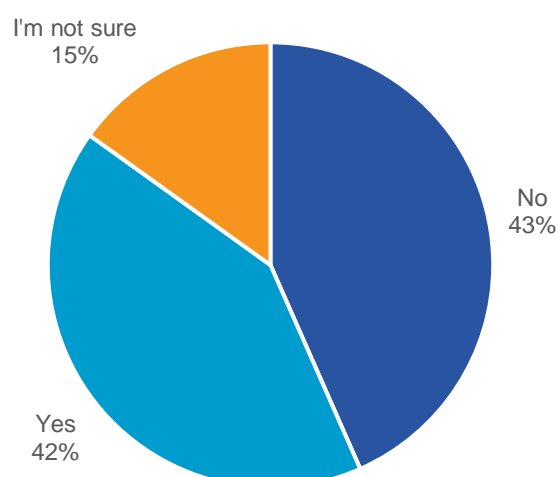


Table 15 below highlights demographic trends identified in the participation preferences. This information can be used to understand demographic groups that may be over or under represented in engagement activities and impact on the representative nature of broad engagement recruitment.

Table 15: Demographic trends in participation preferences

I'm not the kind of person who comments on local issues or attends community consultations	I would only comment on Council business that directly affects my household or my local neighbourhood	I want to be more active in my community and would like regular updates on all Council projects and local issues	I'm very interested in what Council does and have provided feedback and attended community consultations
Females	Females	Males	Females (slightly)
Residents under-represented	Residents proportionately represented	Residents proportionately represented	Workers and business owners in Bayside Ratepayers in Bayside
Over 70 year olds	Over 70 year olds 56-70 year olds (slightly)	36-55 year olds	36-55 year olds over-represented
		This Week in Bayside subscribers	This Week in Bayside subscribers (slightly) HYS registered members

Respondents under 36 years and respondents with non male/female gender not considered due to small sample sizes.

5.1.10 General feedback

Following the questions on the Engagement Principles, print and online survey participants were asked if they would like to make any further comments on the principles or the Policy, with 52 responses received (43%) from participants.

Table 16: General comments from all surveys

Topics	Community feedback
General Policy (11 mentions)	<p>Policy designed to provide first class Governance.</p> <p>Implementation critical to success</p> <p>The policy must be adhered in its fullest</p> <p>I wish principles read a little more clearly</p> <p>I'd like a 7th principle: community engagement will be a genuine and two-way process, with Council committing to listen to residents</p> <p>Policy should act upon the community consultation</p> <p>Survey has inherent biases: principles verbose</p> <p>The policy must be meaningful and language easy-to-understand</p> <p>All principles are equally important</p> <p>The more policies you have the more, the more you'll find conflict between them</p>
Trust (11 mentions)	<p>It's the intent and not the words or process that is important</p> <p>Ridiculous you expect us to take this seriously</p> <p>A policy is fine as long as every Council department adheres to it</p> <p>Lack of implementation is the biggest concern</p> <p>It is a really positive move too little too late</p> <p>Let's hope that council finally listens and acts</p>
Tools (9 mentions)	<p>Council's website is not easy to navigate</p> <p>We have no local paper; some of us are highly suspicious of social media</p> <p>Remember, not all people use the web/email</p> <p>'Motherland without methods and timelines</p> <p>Consider establishing a representative citizens jury</p> <p>Remember those without internet access and send out printed news</p>
Stakeholders (9 mentions)	<p>There needs to be true representation of community interests</p> <p>Consultation should be transparent and not influenced by groups or organisations</p> <p>Ensure respondents are genuine ratepayers</p> <p>Perhaps a resident could be involved as soon as project is being discussed</p>
Information (8 mentions)	<p>Council should have a clear method of ensuring that ratepayers are informed of all projects requiring community input</p> <p>Acute lack of information and fob off replies</p>

	Inform their participation is poorly expressed
Influence (7 mentions)	<p>I'd like a 7th principle: community engagement will be a genuine and two-way process, with Council committing to listen to residents</p> <p>Councillors must not be influenced by a vocal minority</p> <p>Rate payers must believe their voices are heard</p> <p>No point if this is just window dressing</p> <p>Statements indicate feedback doesn't necessarily affect decision making, making process irrelevant</p>
Participation (6 mentions)	<p>Have Your Say website can occasionally include slanderous and divisive comments, which causes some people to disengage.</p> <p>Bayside councillors need to remain mindful of their commitment to represent the community</p> <p>Managing time wasters or the habitual detractors is a major contributor to success</p> <p>Community input must result in better outcomes, be transparent and inclusive</p> <p>Principles will only work if the public have accessibility to those in charge</p>

Other comments expressed general support for the Policy and engagement on the policy (10); one suggested learning from other council's successful community engagement programs. Four comments were out of scope as they concerned specific development issues in Hampton and Sandringham.

5.1.11 Engagement Plan Overview

An 'Engagement Plan Overview' [Appendix 1] was published as a subpage on the Have Your Say website as part of this consultation.

Online survey participants were invited to provide feedback via a comment form on the Engagement Overview, including the type of information provided and/or its structure. The Engagement Overview page was viewed 64 times (41 visitors, 4.8%). No comments or questions were received.

5.1.12 Q&A tools

A Q&A tool received three questions, which were responded to with the stated timeframe. The answers to the questions were viewed by 8 to 9 individuals. The answer to one question received a 'thumbs up' rating as being useful. No 'thumbs down' ratings were received.

One submission was moderated and unable to publish for legal reasons, with the submitter responded to by private message.

There were no additional questions submitted for the Live Q&A zoom meeting via the Have Your Say page on 12 November 2020. The Live Q&A was attended by three Council Community Engagement staff and no community members. The event was publicised on the Have Your Say webpage and on Council's Facebook page.

5.2 Engagement Plan Evaluation

5.2.1 Data integrity

Registration on Have Your Say, or proof of Bayside residency, was not required to participate as this was deemed as a project of low risk of tampering or external influence.

A review of the raw data and IP addresses associated with digital responses found only one instance of multiple submissions (2) made from the same IP address. Further examination suggests these submissions are valid, and likely to have been submitted by individuals living at the same address given differences in the responses.

Other steps to contain participation to members of the Bayside municipal community include:

- Print surveys distributed through books loaned to Bayside library members
- Geographic restrictions on sponsored social media posts (i.e. posts will only be seen by people living within the Bayside municipality or its near surrounds)
- Promotion through Council channels

It is worth highlighting here that the practice of allowing participation without identification is supported by feedback particularly in the youth survey (10, 19%), with a stated preference to share opinions privately or a lack of confidence expressing opposing views in a public setting.

No questions or categories were discounted due to inadequate/irrelevant responses or lack of responses, with $\geq 90\%$ of participants responding to each question.

5.2.2 Participant reach and representation

Targets set for the reach, representation and participation, based on previous similar projects, were all exceeded as shown in Table 17.

We note the print survey was more popular with older participants who are less likely to be active in social media, receive email newsletters or feel comfortable with online surveys. During a time when face-to-face “pop up” style engagement is not feasible due to COVID-19, this was an important activity to incorporate.

The high participation rate among young people aged 15 to 25 years was achieved through sponsored promotion on social media and aided by a prize draw (\$50 Uber Eats voucher) incentive. This incentive was specifically referenced by young people as a motivator for their participation.

Table 17: Participant reach targets

Measure	Target	Actual
Participation sourced outside Have Your Say	50%	67%
Aged 70+	≥ 10	49
Aged under 25	≥ 20	54
Visitors to Have Your Say	500	1280 (146 Youth)
Print survey return rate	1%	2.7%
Contributors on Have Your Say	> 25	67 Open

		53 Youth
Project Subscribers on Have Your Say and print survey	20%	33% HYS 20% print
Percentage of visits last at least one active minute	25%	29.5% HYS
Percentage of visits with at least two actions were performed	15%	18.6%
Percentage of visits with at least one contribution made	5%	9.8% (36% youth)

The sponsored social media post for the Youth Survey ran for 10 days and reached 8,294 people whose social media accounts are registered as living in Bayside and aged between 15 and 25 years. From this reach, 146 young people visited the survey page with 36% completing the survey.

In comparison, the main project page, which was also promoted via sponsored social media for 18 days reached 13,583 people, received 831 visitors with 173 (21%) clicking through to the survey. Of the main Have Your Say page visitors (831), 67 (8%) completing the survey.

Additional targets have been set for Phase 2 consultation:

- Stakeholder satisfaction
- Council endorsement of draft policy
- 2% of visits have at least one contribution made
- 15% of visits last at least one active minute
- 10% of visits have at least two actions were performed

Q&A tools

Participation measures were not set for the Q&A board and live video session. Low participation and attendance could be attributed to the Policy review being of low interest to the general community, or that information provided on sub-webpages regarding engagement answered any general questions, so no further information was sought.

Although, live video meetings are becoming more relevant in community engagement given social distancing requirements but are likely to be more valuable for projects with high interest/impact stakeholders.

Youth

Promoting the survey directly to youth through paid social media advertisements enabled reach to an audience limited connection with Council, with 4 respondents (7.5%) selecting they 'did not know what Bayside Council does'.

The Youth Survey also highlighted opportunities to get involved in Council decision making by becoming a Bayside Youth Ambassador, with over half (27, 51%) supplying their email address to find out more information about joining the program.

Incentives

The use of incentives, including prizes or events, was highlighted as very important by members of the Community Development Network, when discussing how to best reach and include their stakeholders. It was also considered important in internal consultation with Council's Youth Services department.

A prize draw of two \$50 Uber Eats vouchers were offered as an incentive to complete the Youth Survey.

The Youth Survey achieved a high conversion rate (146 visitors, 53 responses, 36%). Participants directly nominated the prize draw incentive as a motivator for participation.

Promotion of Council information channels

Awareness of engagement/information tools increased with 22 new members of Have Your Say and 101 new subscriptions to Council's This Week in Bayside weekly e-newsletter. An additional 19 youth survey respondents (36%) also opted to join this mailing list and 22 (42%) said they'd like to join Have Your Say.

Outrage management

All feedback was received via approved consultation channels with no communication escalating to Council management or Councillors.

6 Draft Policy development

The draft Community and Stakeholder Engagement Policy has been prepared with consideration of the feedback received in this consultation as well as internal consultation, industry advice and best practice.

In the following sections we indicate primary changes and inclusions in the Principle statements made in response to community feedback. Key modifications are flagged with a **yellow highlight** and a summary is made beneath.

6.1 Principle 1

A community engagement process must have a clearly defined objective and scope

When engagement is launched, we will publish an Engagement Plan Overview including a description of the project or matter that is the subject of engagement. This will explain:

- Why the project is needed;
- What the community can influence and what they can't
- What information we need from the community; and
- **Methods in which we will gather feedback / contribution from the community**
- **The timeline in which the community can provide feedback and when the matter is expected to be decided.**
- **Community feedback on a matter will not be considered after closing date to enable reporting to be completed within this timeline.**

If the project or matter will have multiple stages of engagement, we will define the objective and scope for each stage.

We will allocate resourcing for engagement that is relative to the scope and complexity of the project or matter.

Community feedback on Principle 1 primarily focussed on access to information. The types of information requested, such as clarifying engagement methods and timelines for feedback and decision making, will be published in an Engagement Plan Overview on the Have Your Say website that will be included for every public engagement. This

page has been created to provide greater transparency about how community engagement is being conducted for each project.

Feedback also concerned including the project budget and/or funding source in project information, which has been included in Principle 2 and reporting back which is included in more detail in Principle 5.

6.2 Principle 2

Participants in community engagement must have access to objective, relevant and timely information to inform their participation

We will provide **timely** access to factual and transparent information on the project or matter, including:

- A summary of known impacts, risks and benefits including social, natural and built environment, and financial
- Relevant background information, technical and research reports, **related policies, budget estimate and funding source**².

This information will be provided **through a combination of printed, verbal, digital, audio-visual**³ formats.

We will provide information in accessible formats, plain language summaries and provide opportunities to ask questions and receive a response, either individually or via shared communications.

Translations and/or interpreters will be provided **when required**.

Community feedback on Principle 2 also focussed on providing more information to help people have a better understanding of a project, it's impacts and benefits.

We've expanded the types of project information that will be provided to include a wider range of possible impacts, including environmental, related Council Policies, and the project's budget estimate and funding source, whenever possible.

To improve the accessibility of the information we provide, a commitment to provide information in multiple formats has also been included in the Policy statement, as well as plain language summaries and opportunities to ask questions. Translations and/or interpreters will be provided not on request, but when required.

'Timely' has been referenced in the commitment statement to reinforce the intent of the Principle.

² The ability to provide indicative budget estimates may be influenced by the stage of planning; known scope and scale; and future competitive tendering processes

³ This could include diagrams, illustrations, images, videos, recordings or animations.

6.3 Principle 3

Participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement

We will identify members of the community that have a connection to the project or matter, and publish an assessment of the level of:

- Impact: what level of change will the community member experience as a result of the project/matter
- Interest: what level of interest has been expressed or is anticipated
- Influence: we use the International Association of Public Participation (IAP2) Spectrum to identify the level of influence they can expect over the end outcome or decision (the draft policy includes appendix to details influence more clearly)

This information is used to understand the types of tools and techniques that will be most effective for engagement and communication (refer to appendix).

Community members who are identified as likely to experience a significant impact from a change or decision, may be offered a higher level of engagement and influence on the decision than others.

Individuals will be able to request additional community members or stakeholders to be considered in the engagement and/or a review of assessment ratings.

The Principle 3 commitment statements had the most significant changes in response to community feedback, which also identified the Principle as the community's highest priority.

The majority of comments concerned the process, criteria and methods for identifying stakeholders.

Major changes to the Policy statement include further explanation of what we mean by 'impact', 'interest' and 'influence', and the option for community members to request consideration of additional stakeholders who may not have been identified by Council, or a review of Council's assessment ratings of the level of impact, interest and influence a stakeholder may experience from a project.

The community will be able to see Council's assessment of project stakeholders in an Engagement Plan Overview, which will be published on the Have Your Say website as part of every public engagement.

6.4 Principle 4

Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement

We will design engagement including the methods, activities and schedule to meet the needs and requirements of identified community members. This will consider:

- Multiple methods to participate, including written, visual, online and verbal
- The time participants will require to provide an informed response
- The resourcing available for engagement relative to the scope and scale of the project.

Methods and tools selected will relate to the type of project and level of influence relative to the IAP2 Spectrum and relative to the project budget. (An appendix has been added to the Policy with more detail).

For community members who may experience barriers to participation, additional resources may be considered such as:

- Information and feedback processes in alternative formats
- Support to participate, including personal care and/or support, transport
- Incentives such as an expense allowance or prize draws.

Policy changes include more specific methods of support, a focus on providing information in appropriate formats to meet individual needs, and the use of incentives to encourage participation.

Changes to the Principle 4 commitment statements were primarily driven by feedback from groups that represent hard-to-reach sections of our community, for example, elderly residents, public housing residents, and young people.

6.5 Principle 5

Participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making

We will explain how and when the decision will be made, including:

- The influence community feedback will have, referencing the IAP2 Spectrum of Participation
- Other information that will inform decision making, including technical information, research, policies, legislation, Council priorities, commitments and available budget.

Where there are multiple phases of engagement, we will describe the above for each phase.

Providing feedback to participants is crucial in respecting our relationship and partnership with our community. We will:

- Provide updates to subscribers at key progress points, including when the item will be discussed at a meeting of Council
- Publish a summary of the engagement process and results within two months of the close of engagement. This will include summary of participants and process.
- If the outcome of engagement is referenced in a report to Council or will inform a Council decision before the above deadline, the engagement summary will be published at the same time as the Council agenda
- Provide updates to subscribers on the outcome of the project or matter within one week of key decisions and milestones.

In response to community feedback, changes to Principle 5 commitment statements are designed to better acknowledge people who've participated in community engagement and improve transparency in Council's decision making.

New commitments include the timely publication of the results of engagement – that is what the community told us during an engagement, and we've included references to the policies and legislation that will inform decision making.

We're also going to improve how we communicate the outcome of a project by providing updates to subscribers (that's people who provide their contact details during an engagement) within one week of any key decisions or project milestones, as well as advance notice when the project will be considered by Council.

6.6 Principle 6

A community engagement process must be designed to promote fairness and equality

Traditional engagement activities can be biased towards the participation of those who are easy to communicate with, have a pre-existing relationship with Council, and are vocal and reasonably comfortable in a public setting.

We will design engagement programs to encourage fairness, equality and the participation of marginalised or hard to reach groups through:

- Selection of methods and tools, including one to one and small group discussion
- The ability to participate in a private or closed forum and/or anonymously
- Monitor the participation of hard to reach groups and adapt activities to promote increased participation if required
- Moderation and management of public forums to enable respectful and equitable sharing of ideas.

With significant community support for including Principle 6 in the Policy, the changes as a result of community feedback are mostly clarifying how we'll achieve this Principle through its commitment statements.

A major change is the Principle title. We've made the wording more positive; to focus on promoting fairness and equality for all rather than reducing inequality.

We've also added the ability to participate privately, which was important to young people. Monitoring participation during the engagement program will also enable us to adapt any engagement activities, if required, to ensure those who will be affected by a project are able to participate.

7 Next steps

Consultation on the draft Community and Stakeholder Engagement Policy 2021, which has been developed with phase 1 community feedback is expected to commence in December 2020/January 2021.

Following this, further amendments to the draft Community and Stakeholder Engagement Policy 2021 will be made, if required, before the Policy is considered for adoption by Council in its February 2021 meeting.

The Local government Act 2020 requires Council to adopt a Policy by 1 March 2021.

8 Appendix

Appendix 1: Engagement Plan Overview

Project name

Review of the Community and Stakeholder Engagement Policy 2017 / Development of Community and Stakeholder Engagement Policy 2021.

Project objective

We must adopt a community engagement policy that meets requirements set out in the Local Government Act 2020. This includes how we will:

- Align with the five engagement principles
- Apply deliberative characteristics to key strategies
- Communicate the findings of community engagement
- Detail a number of projects / matters where the Policy must be applied.

The Policy must be adopted by 1 March 2021.

Project impacts

Our new Community and Stakeholder Engagement Policy will set the rules for how we must undertake every engagement in the future. The policy is only reviewed every four years, although its application is reviewed and monitored regularly.

The most significant change to the Policy relates to the Principles and the definition of deliberation.

What information do we need from the community

We want to understand the community support for the Policy and how it defines when, why and how we'll engage with our community to inform Council decisions.

What can the community influence?

- Commitment statements that clarify how Local Government Act 2020 engagement principles will be interpreted and delivered.
- Principle 6 on equality. This has been created by Council.
- Identification of barriers to participation and how to address these.
- Priorities for improvement in engagement practice and capability.
- Scope and tools of deliberative engagement (Phase 2).

What can't the community influence?

- The legislative requirement to have a Community and Stakeholder Engagement Policy that contains principles and deliberative engagement characteristics.
- Previous community engagement consultations, processes, plans and outcomes. These can be referenced as examples, but consultation will not be reopened.
- The International Association of Public Participation (IAP2) spectrum.
- The engagement and influence levels that are assigned to projects, plans etc.

- Bayside City Council's standard Policy template.

Stakeholders and community

This stakeholder assessment is a generalised understanding of sections of the community that have a connection to the project or matter. This information is used to understand the types of tools and techniques that will achieve the strongest and most effective outcomes for engagement and communication.

Impact: What level of change will the stakeholder / community segment experience as a result of the project / matter

Interest: What level of interest has been expressed or is anticipated

Influence: Reference to the IAP2 Spectrum

Stakeholder	Impact	Interest	Influence
Organisations who have an existing relationship with Council (e.g. 'Friends of' groups; sporting clubs; service clubs; traders associations)	H	H	Involve
Individuals who regularly participate in engagement and governance	H	H	Involve
General community	L	L	Involve
Indigenous community / Traditional landowners	M	M	Involve
Young people	L	L	Involve
Seniors (considering 55 - 70, and 70+ separately)	L	L	Involve
Lower socio-economic communities	L	L	Involve
People with disabilities	M	M	Involve

Selected tools and techniques

The tools and techniques selected for this project are informed by the project content, stakeholders and type of feedback sought.

The impact of COVID-19 restricts our ability for face-to-face communication, as well as slower distribution of mail.

Key tools for communicating the project

- Social media, especially 'sponsored' posts to increase audience
- Digital advertising targeting key demographics
- Flyer distributed through Bayside Library's Click and Collect service
- Council's e-newsletter This Week in Bayside
- Council's printed publication Let's Talk Bayside, due for distribution in November/December
- Direct emails to key stakeholder groups.

Key methods for gathering feedback

- Online engagement through Have Your Say, including opportunity to ask questions, as well as provide feedback

- Hard copy survey, distributed through Bayside Library's Click and Collect service and available on request
- Attendance at meetings with community representatives: Bayside Healthy Ageing Reference Group; Reconciliation Action Plan Advisory Group

Project timelines

Community consultation on engagement principles

- Open: 26 October 2020
- Close: 22 November 2020

Development of draft Policy incorporating feedback

- Officers will review feedback and other sources of information and prepare a draft Policy.
- The draft will be discussed with the new Council in early December.

Community consultation on draft policy

- Expected December 2020/January 2021
- We recognise that this time of year is not ideal to undertake community engagement. The deadline within the Local Government Act 2020 restricts our timelines as the Policy must be adopted by 1 March 2021.

Draft Community Engagement Policy 2021 presented to Council for adoption

- Anticipated late February 2021

Review of the Community and Stakeholder Engagement Policy 2021

- Will begin in 2024.

Decision making process

The Policy is being informed by:

- Requirements from within the Local Government Act 2020 and guidelines from Local Government Victoria.
- Community feedback across two phases of engagement.
- Best practice and industry expertise, including the International Association of Public Participation (IAP2)

Council will review the draft Policy in December 2020 and will consider feedback gathered through a second phase of community engagement before the Policy is adopted in February 2021.

Appendix 2: Have Your Say online and print survey questions

Principle 1: A community engagement process must have a clearly defined objective and scope

Commitment statement

We will publish a description of the project or matter that is the subject of engagement.

This will explain:

- Why the project is needed and needed now;
- Possible impacts of the project or matter and relevance to the community;
- What the community can influence and what they can't;
- What information we need from the community; and
- The timeline and methods in which we will gather feedback / contribution from the community.

If the project or matter will have multiple stages of engagement, we will define the objective and scope for each stage.

We will allocate resourcing for engagement that is relative to the scope and complexity of the project or matter.

How would you rate our commitment statement to deliver this principle?

☐ 1 star ☐ 2 star ☐ 3 star ☐ 4 star ☐ 5 star

What would you add or change?

[open comment box]

Principle 2: Participants in community engagement must have access to objective, relevant and timely information to inform their participation

Commitment statement

We will provide access to factual and transparent information on the project or matter through:

- A combination of written, verbal, online and audio-visual formats,
- Relevant background information, technical and research reports,
- Plain language summaries, and
- Opportunities to ask questions.

Information will be provided in accessible formats. Translations and/or interpreters will be provided when requested.

How would you rate our commitment statement to deliver this principle?

☐ 1 star ☐ 2 star ☐ 3 star ☐ 4 star ☐ 5 star

What would you add or change?

[open comment box]

Principle 3: Participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement

Commitment statement

We will identify members of the municipal community that may be affected by the project or matter, and publish an assessment of the level of:

- Impact it may have on them,
- Their interest in the matter, and
- Influence on the decision/s.

This information will inform the level of engagement relative to the IAP2 Spectrum.

How would you rate our commitment statement to deliver this principle?

☐ 1 star ☐ 2 star ☐ 3 star ☐ 4 star ☐ 5 star

What would you add or change?

[open comment box]

Principle 4: Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement

Commitment statement

We will design engagement including the methods, activities and schedule to meet the needs and requirements of identified stakeholders. This will consider:

- Multiple methods to participate, including written, visual, online and verbal;
- The time participants will require to provide an informed response;
- Additional resources to stakeholders that may experience barriers to participation; and
- The resourcing available for engagement relative to the scope and scale of the project.

How would you rate our commitment statement to deliver this principle?

☐ 1 star ☐ 2 star ☐ 3 star ☐ 4 star ☐ 5 star

What would you add or change?

[open comment box]

Principle 5: Participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making

Commitment statement

We will explain how and when the decision will be made, including:

- The influence community feedback will have, referencing the IAP2 Spectrum of Participation, and
- Other information that will inform decision making, including technical information, research, Council priorities, commitments and available budget.

Where there are multiple phases of engagement, we will describe the above for each phase.

How would you rate our commitment statement to deliver this principle?

☐ 1 star ☐ 2 star ☐ 3 star ☐ 4 star ☐ 5 star

What would you add or change?

[open comment box]

Principle 6: A community engagement process must be designed to reduce inequality

This is an additional principle, not required by the Local Government Act, but identified by Council as an important inclusion in the Policy. You are invited to provide feedback on the Principle as well as the Commitment Statement.

Commitment statement

Traditional engagement activities can be biased towards the participation of those who are easy to communicate with, have a pre-existing relationship with Council, and are vocal and reasonably comfortable in a public setting.

We will design engagement to reduce inequities and encourage participation of marginalised stakeholders through:

- Selection of methods and tools, including one to one and small group discussion; and
- Moderation and management of public forums to enable respectful and equitable sharing of ideas.

Do you support the inclusion of this Principle along with its commitment statement in the Policy?

- ☐ Strong support
☐ Somewhat support
☐ Neutral
☐ Somewhat oppose
☐ Strongly oppose

Please comment on your response. What would you add or change?

[open comment box]

Do you experience any barriers that affect your ability to participate in community engagement?

Examples of possible barriers could include: disability, health, literacy, access to technology/internet, language.

☐ Yes ☐ No ☐ Prefer not to respond

If yes: What could we do to reduce these barriers? If you feel comfortable, please describe the barrier(s) you experience.

[open comment box]

Prioritisation

We will work to achieve each of the principles through our commitment statements. To help prioritise time and resources, we would like to understand which are most important to our community. Select two principles you would like us to focus on

- ☐ A community engagement process must have a clearly defined objective and scope
- ☐ Participants in community engagement must have access to objective, relevant and timely information to inform their participation
- ☐ Participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement
- ☐ Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement
- ☐ Participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making
- ☐ A community engagement process must be designed to reduce inequality

Final comments

Would you like to make any further comments on the principles or the Policy?

[open comment box]

About you

Which statement best describes your connection to Council decision making?

- ☐ I'm not the kind of person who comments on local issues or attends community consultations
- ☐ I would only comment on Council business that directly affects my household or my local neighbourhood
- ☐ I want to be more active in my community and would like regular updates on all Council projects and local issues
- ☐ I'm very interested in what Council does and have provided feedback and attended community consultations

Age Group

☐ Under 18 ☐ 18 – 25 ☐ 26 – 35 ☐ 36 – 55 ☐ 56 – 70 ☐ 70 +

Gender

☐ Female ☐ Male ☐ Other identity ☐ Prefer not to say

Please describe your connection to Bayside (you can select more than one option)

- ☐ Live
- ☐ Work
- ☐ Study
- ☐ Own a business
- ☐ Visit
- ☐ Pay rates
- ☐ Other

Your email (If you would you like to stay updated on the Community and Stakeholder Engagement Policy)

Appendix 3: Targeted youth survey

Section 1: Which statement best describes you: (please select one)

- ☐ I don't know what Bayside Council does
- ☐ I'm not interested in Council projects
- ☐ I would only comment on Council projects that affect me or my neighbourhood
- ☐ I want to be more involved in Bayside and comment on upcoming Council projects

Section 2: Do you feel like young people's opinions are considered by Council for its projects?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Would you like tell us more?

[open comment box]

Are there other groups of people whose views you believe are not properly considered by Council?

- ☐ Yes
- ☐ No
- ☐ Sometimes

Who are these groups?

[open comment box]

Section 3: Which types of Council projects would you comment on?

- ☐ Beaches, foreshore and the Bay
- ☐ Council budget and strategic plans
- ☐ Environmental sustainability, climate change, rubbish and recycling
- ☐ Arts, events, hobbies and culture
- ☐ Local business and small shopping centres
- ☐ Planning for population growth and new housing
- ☐ Sport facilities and parks
- ☐ Traffic, parking and bike paths
- ☐ Health and wellbeing
- ☐ Public buildings, such as libraries and Peterson Youth Centre
- ☐ Other [open comment box]

Section 4: What might stop you from sharing your views and opinions about Council projects?

[open comment box]

Section 5: What's the best way to let you know about Council projects?

- ☐ Email
- ☐ Poster or sign
- ☐ school newsletter
- ☐ SMS
- ☐ Messenger
- ☐ Snapchat

- ☐ TikTok
- ☐ YouTube
- ☐ WhatsApp
- ☐ Instagram
- ☐ Twitter
- ☐ Google+
- Other [open comment box]

Section 6: Would you be interested in becoming a Bayside Youth Ambassador?

The Bayside Youth Ambassadors Reference Group promote youth voices in leadership and Council decisions. The group will be operating in 2021 monthly and encourages all young people aged 12-25 with a connection to Bayside to consider applying.

Please enter your email if you'd like to know more:

[open comment box]

Section 7: Do you have any suggestions or ideas about how we can include more young people's voices in Council projects?

[open comment box]

Section 8: About you

Please select your age group

- ☐ Under 15
- ☐ 15 – 18
- ☐ 19 – 21
- ☐ 22 – 25
- ☐ Over 25

Gender

- ☐ Female
- ☐ Male
- ☐ Other identity
- ☐ Prefer not to say

Want to join Have Your Say?

Have Your Say members are first to find out about opportunities to participate in Council projects and decision making. You can sign up by selecting 'Join' at the top of the page

- ☐ No
- ☐ Yes (Sign up by selecting 'Join' at the top of the page)

Want to receive a weekly email about Bayside news?

This Week in Bayside is Council's e-newsletter that covers what's happening in your local area, including events and Council projects.

- ☐ No
- ☐ Yes (please enter your email)

Appendix 4: Bayside application of the IAP2 Spectrum

Inform	Consult	Involve	Collaborate	Empower
		Deliberate the options Strategic planning and prioritisation		
		Decide the change Strategy and policy development		
	Design the change Project planning and concept design			
Deliver the change Detailed design and implementation				