# ThinkTank
# Participant Pack 1

Banyule
City Council

# Welcome from the Mayor



**It is with great pleasure that I welcome you to the Banyule Community ThinkTank - a representative group or 'mini-Banyule' that will collaborate with Council to shape the future.**

As part of the Banyule Futures project, the ThinkTank will play a critical role in recommending priorities for Council to consider over the next four years.

Your work in the ThinkTank will help us create:

- **The Council Plan**
  Council's big picture for the next four years
- **Health and Wellbeing Plan**
  What's needed to improve the community's health and wellbeing
- **Asset Plan**
  How to manage our buildings and assets
- **The Budget**
  How to fund Council's work and what to prioritise.

We are committed to working with the community and stakeholders to continually improve our municipality and create a better Banyule.

The Local Government Act Victoria (2020) states that Councils must use deliberative engagement practices to develop and review their Community Vision, Council Plan, Financial Plan and Asset Plan.

This type of engagement includes the practice of 'Deliberation', which is a long and careful consideration or discussion. Public deliberation, when used with the term 'democracy', describes a group of everyday people considering relevant facts from multiple points of view, identifying options, and coming to a group decision'.

In 2021 we collaborated with a Community Working Group as part of a deliberative process to co-author our current 2041 Community Vision. The group deliberated over aspirations and priorities shared by more than 1,300 community members. It was important and valuable to have community voices shape our guiding statement.

Your work as part of the ThinkTank will continue this model of Council working with the community to make sure the things we do are what is needed and desired from our community.

## Council's Promise

- Council will look to the ThinkTank for innovation and ideas to respond to challenges that Council and the people of Banyule are facing.
- ThinkTank members' advice will be incorporated into final decisions to the maximum extent possible.
- After consideration, Council will publicly respond to each of the ThinkTank's recommendations.

## The role of councillors and Council officers

Council officers will ensure:

- Genuine opportunity for all ThinkTank members to participate.
- Transparent and timely information for ThinkTank members to consider.

Councillors will:

- Observe the process and listen to the ThinkTank's discussion.
- Consider the ThinkTank's recommendations when endorsing the final plans.

**"Thank you for your time and commitment to this process. I look forward to hearing your wisdom to make sure our decision making reflects the community's needs and aspirations."**



**Cr Tom Melican**
Mayor, Banyule City Council

# Table of Contents

**Welcome from the Mayor** ..... **2**

**The Banyule Community ThinkTank** ..... **4**

Before we begin - Welcome Survey ..... 4

Key dates ..... 4

The remit ..... 5

Key outputs ..... 5

Your role and commitment ..... 5

What to expect at the ThinkTank sessions ..... 5

**Who is Council?** ..... **7**

Banyule Localities ..... 8

Banyule Councillors 2020 - 2024 ..... 8

**What does Council do?** ..... **10**

How Council works ..... 10

What Councils do ..... 10

How Councils make decisions ..... 10

**The people of Banyule** ..... **12**

Population overview ..... 12

Banyule diverse community demographics ..... 14

**Living in Place – what we understand** ..... **16**

**Community Vision 2041** ..... **18**

Creating our Vision ..... 18

Stage 1: 2020 ..... 18

Stage 2: Community Working Group (the 2020 equivalent to the ThinkTank) ..... 18

**What we heard during the Community Vision check-in** ..... **19**

**Community Vision 2041 workshop findings report** ..... **20-43**

# The Banyule Community ThinkTank

## Before we begin - Welcome Survey

We have this survey to help us understand ThinkTank members' current perceptions, expectations and motivations.

We will ask you to complete this survey again at the end after the final ThinkTank session, so that we can measure any changes due to your participation in the ThinkTank.

**Please scan the QR code or use the link below to complete the short survey by 1pm Wednesday 17 July 2024.**

**Link: https://forms.office.com/r/4V4nvnMZtt**

Note that the information collected will be only used by Capire Consulting Group for the purpose of delivering and reporting on ThinkTank sessions. Your responses are anonymous.




## Key dates

| What? | When? | Where? |
|---|---|---|
| **ThinkTank Session 1**<br>Introduction and Community Vision | Saturday 20 July 2024<br>9:30am – 4:00pm | Council Offices<br>Level 4, 1 Flintoff St Greensborough |
| **ThinkTank Session 2**<br>Information and Ideas | Saturday 10 August 2024<br>9:30am – 4:00pm | McCubbin Room, The Centre Ivanhoe<br>275 Heidelberg Road, Ivanhoe |
| **ThinkTank Session 3**<br>Consolidation of ideas | Saturday 31 August 2024<br>9:30am – 4:00pm | McCubbin Room, The Centre Ivanhoe<br>275 Heidelberg Road, Ivanhoe |
| **Caretaker Period**<br>Council caretaker period for Council elections. No community engagement during this period. | 17 September -<br>26 October 2024 | - |
| **ThinkTank Session 4**<br>Recommendation preparation and presentation | Saturday 30 November 2024<br>9:30am – 2:00pm | Council Offices<br>Level 4, 1 Flintoff Street, Greensborough |
| **Exhibition of draft documents**<br>Exhibition of draft Council Plan, Municipal Public Health and Wellbeing Plan, Asset Plan, Financial Plan and Budget for public comment. | March 2025 | - |
| **Council adopts documents**<br>Council adopts the proposed Council Plan, Municipal Public Health and Wellbeing Plan, Asset Plan, Financial Plan and Budget. | Mid 2025 | - |

# The remit

The following remit has been identified for the Banyule Community ThinkTank.

> The Banyule Community ThinkTank will identify clear priorities and principles for Council over the next four years. Members will be provided with up-to-date information to support their informed conversations with other Thinktank members, before making recommendations to Councillors based on what members agree should be Council's priorities for inclusion in its Council Plan and Public Health and Wellbeing Plan and other strategic documents.

# Key outputs

In Session 4 on 30 November 2024, the ThinkTank will prepare and **present recommendations** to the Mayor and councillors for their consideration.

Recommendations will assist Council in planning key priorities over the next four years. They will inform the next Council Plan, Municipal Public Health and Wellbeing Plan, Asset Plan, Financial Plan and Budget.

# Your role and commitment

It's important that ThinkTank members are available and committed to attending all four sessions, but we understand last minute life events happen. If you are unable to attend a session, please contact **Karol Anfuso**, on 9422 8366 or karol.anfuso@banyule.vic.gov.au.

ThinkTank members should disclose any conflicts of interest as they arise.

During the sessions you are asked to:

- arrive on time and stay for the duration of the sessions
- take advantage of the information provided to learn as much as you can about the Community Vision, community priorities, concerns and key Council documents and strategic plans
- treat all people in a respectful and courteous manner and allow others to express their views
- participate constructively in all discussions
- maintain a strategic focus for determining medium to long term priorities
- seek to represent the views of the broader community, rather than your personal views.

# What to expect at the ThinkTank sessions

The following points will help you to prepare before coming to the ThinkTank sessions.

- **Diversity of backgrounds and opinions**
  During the ThinkTank sessions you will connect with people of different ages, genders and cultural backgrounds, all of whom live in Banyule.

  You may meet people with similar views and others who have different views. This is important as it ensures the group discussions capture the community's mix of views and experiences.
- **Everything is provided for**
  You do not need to bring anything with you. We will provide you with all the information and materials you need at each session.
- **Catering**
  Morning tea, lunch and afternoon tea will be provided at each session. Please send dietary requirements to **Karol Anfuso** (karol.anfuso@banyule.vic.gov.au). Tea and coffee will be available throughout the sessions.

- **Photography and filming**
  The sessions will be photographed and filmed. If you do not wish to have your image captured, you will be given the opportunity to say so when you arrive.

  The reason we photograph and film the sessions is to create summaries to share with the broader community. Not everyone who wanted to be in the ThinkTank was able, so it is important to share the journey with everyone that's interested.

- **Independent facilitators, Council officers and councillors**
  There will be independent facilitators from Capire Consulting Group supporting the ThinkTank at all sessions. Council officers will also be present to share information, answer questions, and assist the ThinkTank to work through ideas, priorities and recommendations.

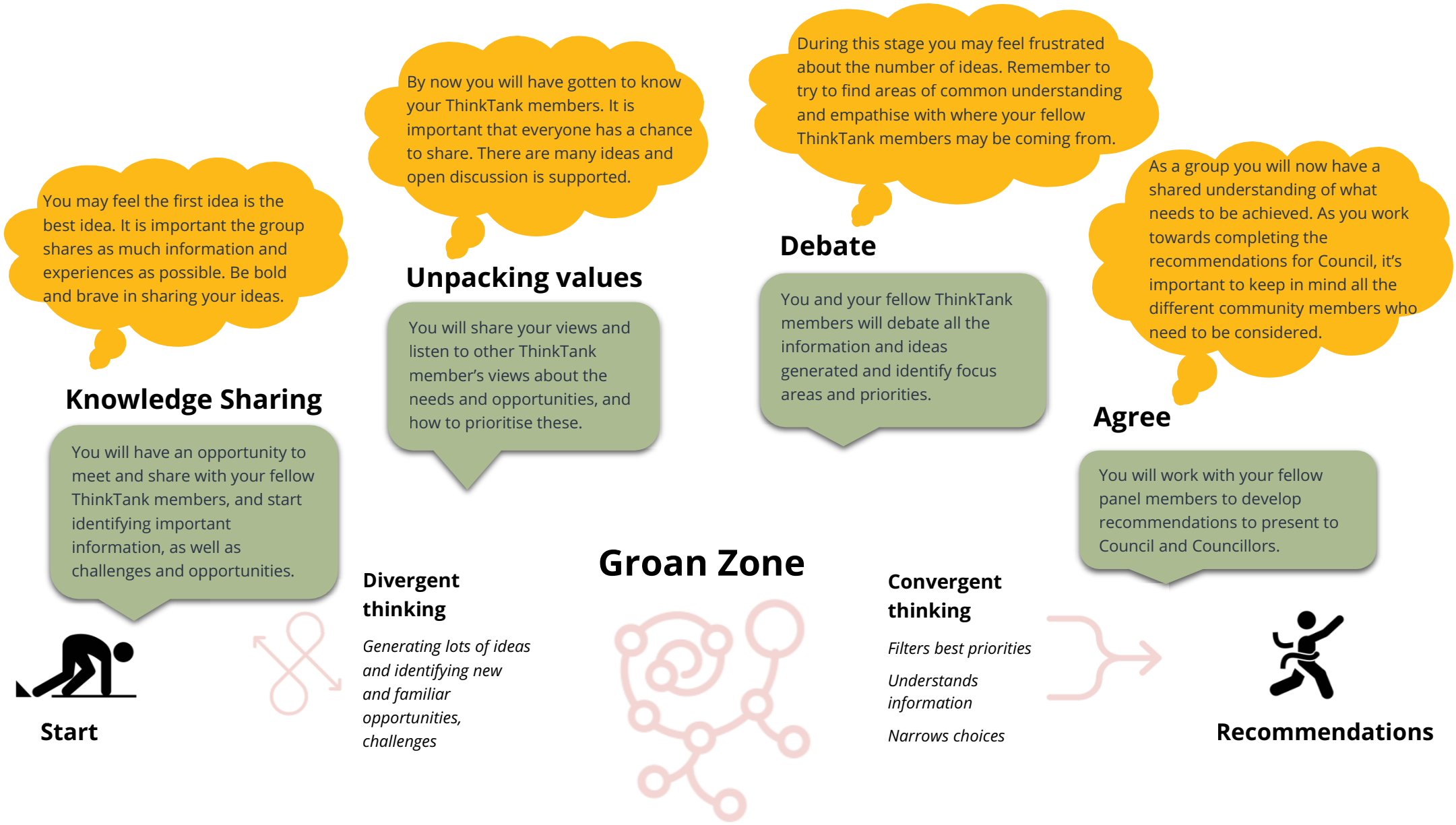
  Councillors will observe the process, listen to the ThinkTank's discussion and consider the ThinkTank's recommendations when endorsing the final plans.

- **ThinkTank Process and group work**
  The ThinkTank process is exciting, challenging and brings together different ideas and viewpoints to get to a series of recommendations to present to Council and Councillors.

  There will be times during the process where you may feel like discussions go on tangents or feel too disordered to achieve the end goal of coming to a group consensus. This can be frustrating, yet it is an important part of working through options and considering everyone's input. This is what makes a ThinkTank such a collaborative process. During the sessions you are likely to experience different emotions, which is typical of collaboration and working in a group like the ThinkTank.

  The figure on the next page depicts the ThinkTank process through a series of stages and highlights the kinds of thoughts or feelings you may experience at each stage.

Figure 1 - Stages of the ThinkTank process



# Who is Council?

## Banyule Localities

The 21 suburbs of Banyule lie between 7 and 21 kilometres north east of central Melbourne.

The Yarra River runs along the City's south border while the west is defined by Darebin Creek.

The City is primarily a residential area, renowned for its relaxed living, abundant parklands and quality educational, health and recreational facilities. There are important industrial areas in Heidelberg West, Greensborough, Briar Hill and Bundoora, as well as a major medical precinct in Heidelberg and the Simpson Barracks in Yallambie.




Figure 2 - Banyule City Council Ward map

## Banyule Councillors 2020 - 2024



Mayor: Tom Melican
Ibbot ward



Cr Rick Garotti
Grimshaw ward



Cr Alison Champion
Sherbourne ward



Cr Alida McKern
Chelsworth ward



Cr Peter Castaldo
Griffin ward



Cr Peter Dimarelos
Olympia ward



Cr Fiona Mitsinikos
Hawdon ward



Cr Elizabeth Nealy
Beale ward

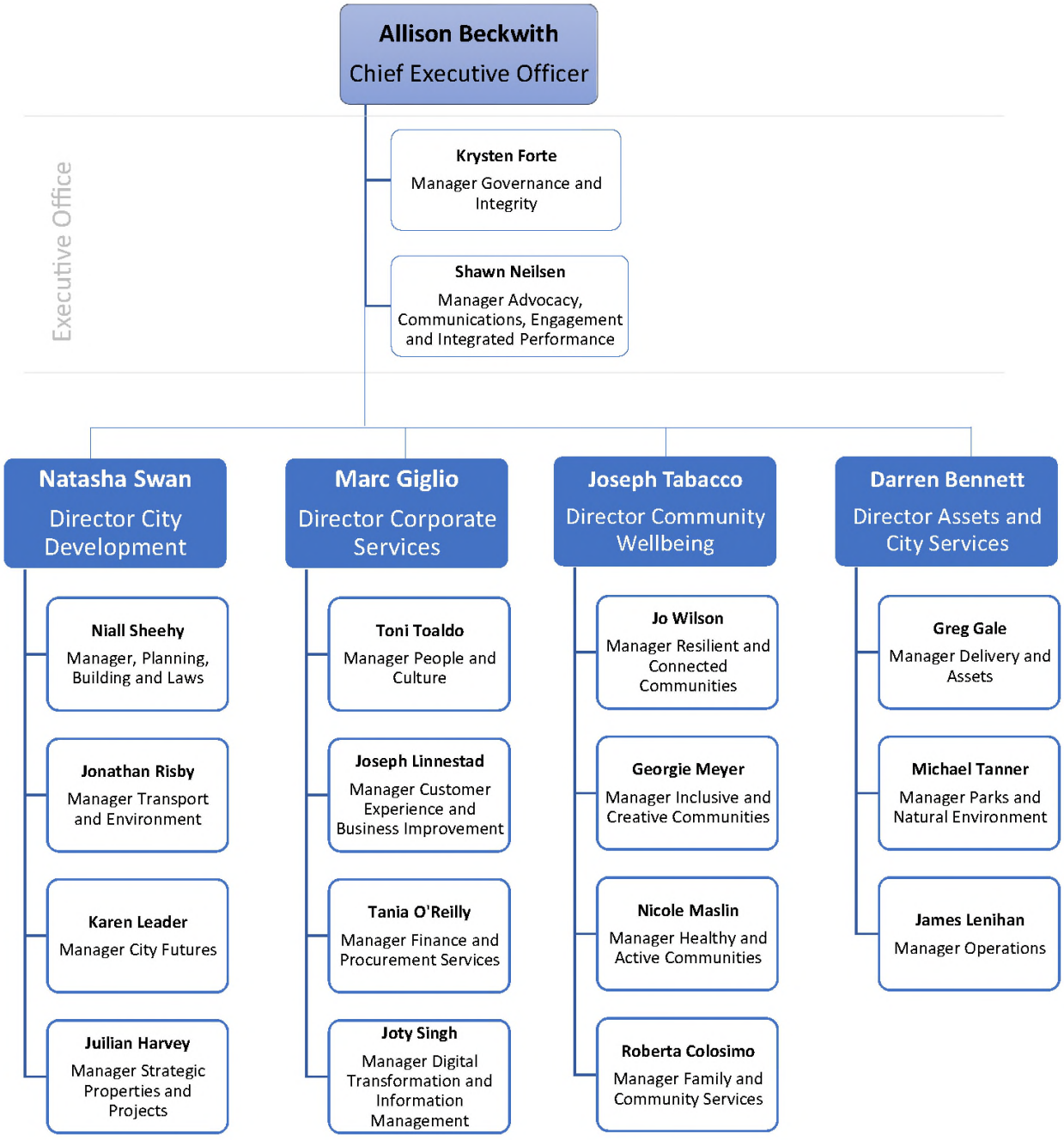


Cr Mark Di Pasquale
Bakewell ward

# Banyule Council's organisational structure

Banyule City Council is responsible for a range of vital local services, infrastructure planning and delivery. It is supported by the below organisational structure to achieve the best outcomes.

Among others, we are responsible for matters that include building regulations and development, public health, local roads and footpaths, parks and sports fields, libraries, local environment issues and waste disposal. We also have a role in business support, community wellbeing, events, services for children, families, young people and the elderly and even pest control.



# What does Council do?

## How Council works

Local government plays a central and indispensable role within our federal system of government as a vehicle for the expression of local democracy.

Local government is recognised in the Victorian Constitution as a distinct and independent tier of government. It is the level of government closest to the people and gives people a say in matters affecting their local area.

All Victorian Councils are governed by the Victorian Local Government Act 2020.

## What Councils do

Councils provide a wide variety of services to their municipalities and enforce various federal, state and local laws for their communities. These services include public health, traffic, parking and animal management. Community infrastructure maintained by councils in Victoria is estimated to be valued at over $40 billion. It includes roads, bridges, drains, town halls, libraries, recreation facilities, parks and gardens. Councils regularly review their activities to ensure they are providing best practice for their communities.

Check out this short animation to see the things we do at Banyule City Council.

## How Councils make decisions

Councils are empowered by law to make decisions on many matters of importance to their local communities. Decisions may be made in formally constituted council meetings, or under the delegated authority of the council. Neither the mayor nor the councillors have legal authority to individually act or make decisions on behalf of the council.

The main role of a councillor is to:

- determine policy
- set objectives and strategic directions
- ensure that Council services meet community needs
- monitor the performance of the Council organisation.

A councillor does this by:

- talking to the community
- advocating for the whole community
- having a working knowledge of large budgets and a complex organisation
- understanding a diverse range of social, environmental, management and development issues.

## Finance and planning

Councils manage substantial finances to provide a wide range of public services and maintain a considerable amount of public infrastructure. To finance its activities, Councils are granted certain powers to raise funds. These are raised mainly through municipal rates. Councils also receive grant funding from the federal and state governments and can levy fees and charges for some services.

Councils are required by law to undertake various planning and reporting functions. This ensures that they responsibly manage resources and are accountable to the public. They are required to consult with the public while exercising these functions.

# How Council's work is integrated (or fits together)

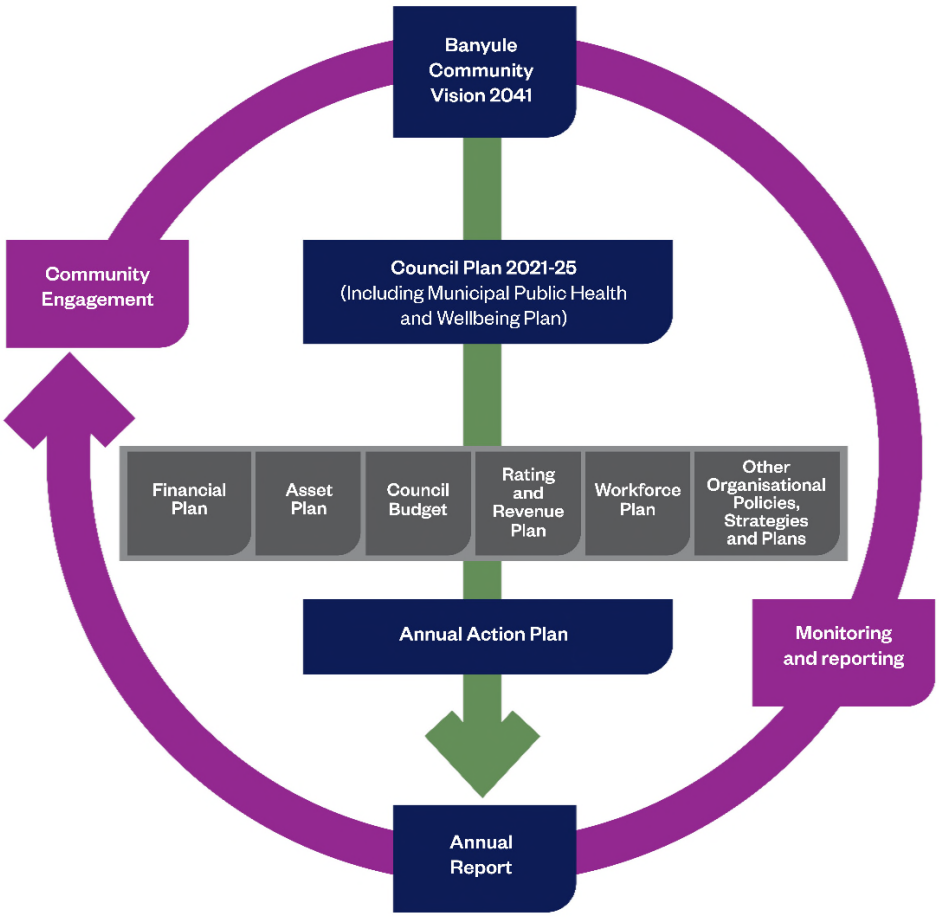
Banyule City Council has an integrated and strategic approach to planning, delivering services and reporting to the community on service outcomes. This aligns with requirements in the Local Government Act 2020.

The below diagram is of our Integrated Planning Framework and shows how each element informs and is informed by others. The Banyule Community Vision 2041, for example, has a direct influence on the Council Plan, other strategic and action plans and Banyule's Annual Report.

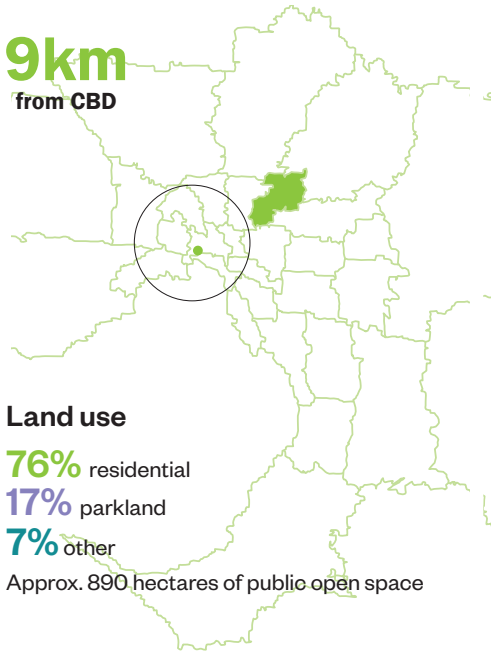
While you don't need to remember this by heart, it's an important diagram that we'll keep coming back to.

**For the time being, it's worth noting the position of the Banyule Community Vision 2041 at the top**, because we'll be talking about this a lot in later sections of this Participant Pack and in Session 1.

Figure 3 - Banyule Integrated Planning Framework



# Our Banyule Community




### Land use

**76%** residential
**17%** parkland
**7%** other
Approx. 890 hectares of public open space

## Population



Banyule is a community of **129,602** residents (2023)
and is forecast to grow to **161,397** by 2046

## Households

There are over
**49,000**
households



**Household types**



**34%**
Couples with children



**25%**
Couples without children

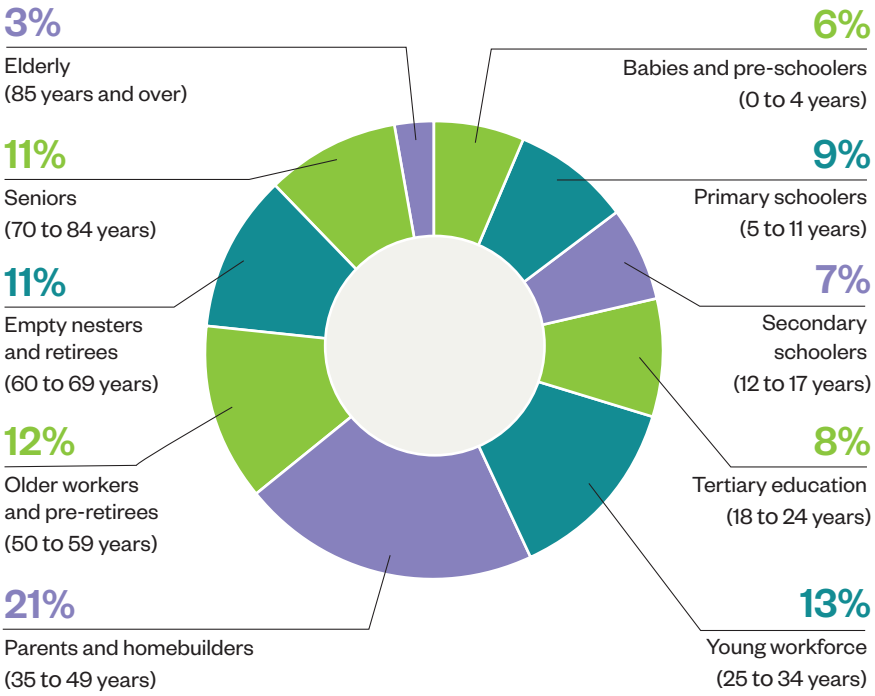


**24%**
Lone person households



**10%**
One parent families

### Age group




Household size of **2.51** people



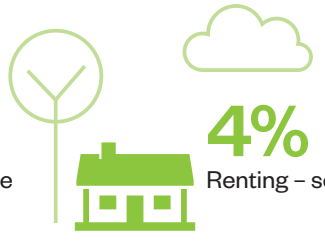
**1,109**
Banyule residents who were a
Specialist Homeless Service client (2021–22)



**70%**
Households purchasing or
fully owning their home



**22%**
Renting – private



**4%**
Renting – social housing

# Diversity

**24%** born overseas

**22%** use a non-English language at home

**6%**
of residents need assistance (due to disability)

**871**
residents identified as Aboriginal and/or Torres Strait Islander

**7%**
of residents aged sixteen and over identified as Lesbian, Gay, Bisexual, Transgender, and Intersex.

This is likely to be an under report of the true proportion of LGBTIQA+ residents living in Banyule (2017).

# Economy

**11,369** businesses

**55,168** jobs

**$7.6** billion
Gross Regional Product (GRP)

### Main industries

- Health care and social assistance
- Construction
- Education and training
- Retail trade

# Health and wellbeing

**78%**
of the community enjoy living in their local area (2022)

**9%**
of residents have a mental health condition including anxiety and depression (2021)

**61%**
of adults feel safe walking alone at night (2017)

**11%**
older lone person households aged 65+ (2021)

**$2,016**
per week is the median household income (2021)

**$540**
on average was lost per adult per year on electronic gaming machines (2022–23)

**70%**
of residents participate in at least one sport and recreation activity, and on average, each resident participated in two activities (2022)

**7%**
of adults ate enough vegetables (2017)

**48%**
of adults ate enough fruit (2017)

**7%**
of adults consumed sugary drink daily (2017)

**18%**
of adults ate take-away more than once a week (2017)

**56%**
of adults met physical activity guidelines (2017)

**29%**
of adults spend 7 hours or more sitting on an average weekday (2017)

# Banyule diverse community demographics

Council's Inclusive Banyule Plan highlights groups in Banyule that experience structural disadvantage due to policies and programs that do not meet their needs. This can result in poorer social, health, and economic outcomes and increased experience of discrimination and exclusion. **Table 2** details some of these groups.

Understanding the unique characteristics of these communities is crucial, and we recognise that each person has different characteristics that connect differently. This is called 'intersectionality'.

**Intersectionality** is about how different aspects of a person's identity can expose them to overlapping forms of discrimination and exclusion. It also recognises that individual characteristics which make up our identity do not exist independently and often intersect. For some people, this can create complex inequities.

For more on intersectionality, watch these short videos by Kimberlé Crenshaw, who coined the term in 1989:

- Video 1 – Kimberlé Crenshaw
- Video 2 – Kimberlé Crenshaw

The four pillars of social justice are fundamental in addressing these disadvantages:

1. **Access**: This ensures that everyone has the necessary resources, opportunities and services to meet their basic needs and fully participate in society. It includes addressing barriers such as transport, affordability and availability of services.
2. **Equity**: Recognises and addresses the different needs and circumstances of individuals and communities to achieve fair outcomes. It goes beyond equality, which assumes everyone benefits from the same supports, and provides tailored resources and opportunities based on specific needs.
3. **Participation**: Emphasises the importance of including people in decision-making processes that affect their lives. Genuine participation ensures that voices are heard and valued, leading to more inclusive and effective policies and programs. It involves creating spaces where these communities can actively engage and contribute to societal development.
4. **Rights**: Upholding the rights of all individuals is essential for social justice. This includes protecting civil, political, economic, social, and cultural rights. Ensuring that everyone is aware of their rights and has the means to exercise and defend them is crucial in combating discrimination and promoting equality.

Significant gaps in data exist for many of the identified communities listed below in **Table 2**, due to limited data collection, underreporting and a lack of targeted research.

- **Limited data collection** may result from a lack of understanding or resources.
- **Underreporting** can occur because of stigma, fear of discrimination, or mistrust in institutions.
- **A lack of targeted research** means that specific needs and issues of these communities may not be well-documented, further complicating efforts to address challenges, target advocacy and make sure planning is effective.

## Table 2: Summary of identified community demographics

| Community | Summary |
|---|---|
| **LGBTIQA+ communities** | • In 2017, 5.7% of Victorian adults identified as LGBTIQA+. This is likely to be a significant underrepresentation due to historical and current discrimination, and poor data collection methods.<br>• LGBTIQA+ Victorian's have indicated that they experience higher levels of psychological distress compared to cisgender heterosexual Victorians. |
| **First Nations people** | • In 2021, the ABS reported that 871 people in Banyule identified as Aboriginal or Torres Strait Islander, an increase of 165 since 2016. However, Banyule Community Health serves over 1,500 First Nations people. |

| | |
|---|---|
| **People experiencing mental health issues** | • Compared to Greater Melbourne, Banyule has a higher rate of people living with a mental health condition.<br>• People living with a severe mental illness have reduced participation in the workforce and a greater likelihood of poverty and welfare dependence. |
| **Multicultural communities** | • 24% of Banyule residents are born overseas. 22% use a language other than English at home.<br>• 9% of Victorian adults experienced discrimination or unfair treatment because of their racial, ethnic, cultural, or religious background. |
| **Young People 12 – 25** | • Young people 12-25 years old make up 14.6% of Banyule's population.<br>• There are 71,600 young carers under the age of 25 in Victoria. |
| **People experiencing homelessness** | Top three reasons for people seeking homelessness assistance in Victoria are:<br>• Financial difficulties (46%)<br>• Family and domestic violence (44%)<br>• Housing crisis (34%) |
| **Refugees and people seeking asylum** | • Since 2000, Banyule has welcomed over 600 people, from 77 different ethnicities who have arrived on Humanitarian visas. |
| **Women and girls** | • 51.4% of the population in the City of Banyule identify as female.<br>• 27% of women in Banyule are employed full time, compared to 47% of men. |
| **Older adults** | • 25% of Banyule residents are aged 60 years and over, higher than Greater Melbourne which is 20%. Of those residents, 55% are female and 45% male.<br>• Older people are staying in full time work longer. 24% of 60–69-year-olds were working full time in 2021, up from 21% in 2011. |
| **People with a disability** | • 17% of Victorians have a disability.  That around 22,000 Banyule residents.<br>• 1 in 5 Australians with disability experienced physical and/or sexual violence from a current or previous intimate partner. |
| **Victim survivors** | • In 2022, 1,917 people in Banyule (1,451 women and 466 men) reported incidents of Family Violence and Intimate Partner Violence to Victoria Police.<br>• In 2022, 131 people in Banyule (93 women and 38 men) reported experiencing stalking, harassment, and threatening behaviours. |
| **People experiencing poverty** | • Living in an area that is not viewed as 'disadvantaged' doesn't mean that people are not experiencing poverty. A recent study from the Victorian Council of Social Services shows that even in Banyule, there are people living in poverty in every suburb.<br>• More than 800,000 Victorians live in significant economic disadvantage, including 216,000 children (13.3% of all Victorians). |

For more information on our identified communities, log in to the ThinkTank members page where you'll find the following fact sheets:

- LGBTIQA+ communities
- First Nations people
- People experiencing mental health issues
- Multicultural communities
- Young People 12-25
- Children in out of home care
- Faith communities
- People working in the sex industry
- People experiencing homelessness
- Refugees and people seeking asylum
- Women and girls
- Older adults
- People with a disability
- Victim survivors
- People experiencing poverty

# Living in Place – what we understand

## What is the Liveability Survey

The Living in Place Survey is an independent, robust and repeatable community survey that seeks to understand and improve the liveability of a local community area.

The survey asks people questions to rate the importance of 16 liveability areas. It then compares local data with data from other places to make comparisons. For the Banyule survey we collected data for the whole municipality, as well as seven 'precincts', each consisting of 1-4 suburbs and chosen for their even spread of population and their similar demographic characteristics.

Banyule's 2023 survey was completed by 1345 community members. There were at least 100 responses for each of the seven precincts. You can go to the Community Views page to view all the survey data. The survey helped Council understand the local communities view of and experience of 16 different areas of liveability.

### Figure 4 - 16 Areas of liveability



# Snapshot of outcomes

The chart below shows what the City of Banyule residents believe makes their precinct a good place to live and how they experience their local area. It also highlights how Banyule's Overall Liveability compares with the Greater Melbourne 2023 Benchmark.



# Community Vision 2041

The Banyule Community Vision 2041 reflects our community's values, aspirations and priorities over the next 18 years. It comprises an overarching **vision statement** and **six priority themes**.

> **Vision statement** – *'We in Banyule are a thriving, sustainable, inclusive and connected community. We are engaged, we belong and we value and protect our environment'.*

The statement and the themes guide us to shape Banyule's policies and plans and to prioritise investment.




## Creating our Vision

In November 2020, we started the journey to develop Banyule's Community Vision 2041.

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

## Stage 1: understanding community aspirations and focus for the future

The conversations started when we ran workshops and created a survey to ask the community to imagine Banyule in 2041 and share what areas Council should focus on. Over 1000 community members participated during this Stage 1.

People's responses told us what the community values, what people want for the future, and the areas Council should focus on to achieve that future, while remaining financially sustainable.

Throughout the engagement period, Council told as many people as possible about the project, encouraging participation and providing background information about Banyule to help make informed contributions.

## Stage 2: Community Working Group (the 2021 equivalent to the ThinkTank)

For Stage 2 engagement, Council called upon everyday community members to join the Banyule 2041 Community Working Group. This group was made up of 55 people from a representative sample of the Banyule community, making up a 'mini-Banyule'.

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

After many interesting and in-depth discussions considering what people told us during Stage 1 engagement, the Community Working Group developed a co-authored Community Vision statement, identified themes to focus on for the next 20 years and made recommendations to Council to deliver the Council Plan and Long-Term Financial Plan.

Council has used these six priority themes to identify the programs, services and initiatives which are included in the Council Plan, to meet the needs of the community now and into the future.

# What we heard during the Community Vision check-in

The Local Government Act 2020 requires that all Victorian Councils review their Community Vision statements from time to time. Banyule City Council chose to do this by running a Focus Group with Advisory and Population Committee members and three broad Community Workshops from April to June 2024.

12 Advisory and Population Committee members and 78 community members participated in the sessions which took place in Greensborough, Ivanhoe and online. All age, gender and access and equity attributes were represented amongst the participants.

During the sessions, participants reviewed the descriptions for each of the six Community Vision themes and answered this question:

> ***Should anything be added to strengthen the theme description or reflect changes since it was written in 2021?***

Over 570 comments were received and have since been analysed.

The findings report is attached at **Attachment A** for your consideration prior to Thinktank Session 1 on Saturday 20 July 2024, where we will be reviewing the findings and updating the six Community Vision theme descriptions.

# Community Vision 2041 - check-in

Workshop findings report, July 2024

Banyule
City Council

# Contents

**1. Project overview** ..... **3**

**2. Engagement objectives** ..... **4**

**3. Engagement and communications methods** ..... **5**

**4. Participation** ..... **6**

**5. Community feedback** ..... **9**

Overall feedback ..... 9

Theme 1 – Our Inclusive and Connected Community ..... 11

Theme 2 – Our Sustainable Environment ..... 13

Theme 3 – Our Well-Built City ..... 16

Theme 4 – Our Valued Community Assets and Facilities ..... 18

Theme 5 – Our Thriving Local Economy ..... 20

Theme 6 – Our Trusted and Responsive Leadership ..... 22

**Appendix A – Banyule Community ThinkTank** ..... **24**

# 1. Project overview

The Local Government Act 2020 requires that all Victorian Councils review their Community Vision statements from time to time. Banyule City Council officers chose to do this by running a Focus Group with Advisory and Population Committee members and three broad Community Workshops from April to June 2024.

While these sessions responded to the legislative requirement, they also provided an important opportunity to make sure the Community Vision 2041 continues to represent the community's vision for the future.

It is important to note that this Community Vision check-in sat within Banyule Futures, a larger project that continues engage community on its priorities, concerns, health and wellbeing for the purpose of developing Banyule's next Council Plan, Public Health and Wellbeing Plan, Asset Plan and Financial Plan.

## Banyule's Community Vision 2041

Banyule City Council's **Community Vision 2041** was adopted by Council in 2021, following an extensive community engagement process which included surveys, stakeholder meetings and deliberative workshops with a representative Community Working Group.

The Vision adopted by Council includes six themes:

1. Our Inclusive and Connected Community
2. Our Sustainable Environment
3. Our Well-Built City
4. Our Valued Community Assets and Facilities
5. Our Thriving Local Economy
6. Our Trusted and Responsive Leadership

## Focus group and workshop purpose

The purpose of the Focus Group and Workshops was to gather community members' thoughts on whether the descriptions under each of the Vision themes continue to reflect where the community wants to be in 2041.

Attendees were sent a participant pack prior to the sessions and asked to consider the following question for each of the six Vision theme descriptions:

> ***Should anything be added to strengthen the theme description or reflect changes since it was written in 2021?***

Feedback from these sessions has been combined, analysed and presented in this report. It will now be presented and considered by the Banyule Community ThinkTank during their deliberative workshops in July, August and November 2024. As a result of their discussion, the ThinkTank may make recommendations to Council to change the Vision descriptions.

To honour the extensive community engagement that took place in 2020 and 2021 to identify the names of the themes, the theme names will not be changed as part of this engagement.

An overview of the ThinkTank can be found at Appendix A of this document.

# 2. Engagement objectives

Five engagement objectives were identified for this project.

## Objective 1

To increase awareness of Council's ongoing work to understand and bring the Community Vision 2041 to life.

## Objective 2

Check in and seek feedback from the community on the currency of the six Community Vision theme descriptions, with a view to suggesting changes to strengthen the descriptions since they were written in 2021.

## Objective 3

To have feedback from the broader community for consideration by the Banyule Community ThinkTank, who may make recommendations to the Mayor and councillors to change the descriptions. There is no intention to change the theme names.

## Objective 4

To generate insights that can feed into other Council projects, strategies and frameworks.

## Objective 5

To ensure compliance with the Local Government Act 2020 and Council's Community Engagement Policy.

# 3. Engagement and communications methods

## Engagement methods

Two methods of community engagement were delivered as part of this project and complemented by communications methods outlined below. The Focus Group and online workshop went for 1.5 hours, while the Greensborough and Ivanhoe workshops went for 2 hours. All sessions were facilitated by Council staff.

**Advisory and Population Committee Focus Group**
*23 April 2024, Greensborough*

**Community Workshops**
*23 May 2024, Greensborough*
*4 June 2024, online*
*8 June, Ivanhoe*

## Communications methods

The **Advisory and Population Committee Focus Group** was promoted by email with members of all eight Committees. The opportunity was also discussed in-person when timing aligned with regular Committee meetings.

The **Community Workshops** were promoted:

- on Shaping Banyule from 29 April 2024
- in the May edition of the Banyule Banner, distributed from 29 April to 10 May
- through a campaign to 2,731 Shaping Banyule members
- in the May and June e-News
- through a paid social media campaign, which achieved 33,136 impressions and a 6.70% click through rate
- in the Age in Focus, Greenwrap and Arts and Culture newsletters
- by email to stakeholders networks including, but not limited to, community organisations and service partners, traders, environment and friends of groups, early childhood centres, Heidelberg West Partnership Group, neighbourhood houses, Banyule Bicycle User Group, seniors clubs and age-friendly champions and Youth Focus.
- on Youth Services social media channels.

# 4. Participation

In total, **90 community members** participated in the Focus Group and Workshops.

## 4.1 Advisory and Population Committee Focus Group

**12 Advisory and Population Committee members** attended the Focus Group which took place on 23 April in the Greensborough community rooms, 1 Flintoff Street, from 5.30pm to 7pm.

Light catering was provided, and attendees received a gift card to thank them for their time and participation.

The 12 members represented the following groups:

| Advisory and Population Committee | Number of attendees |
|---|---|
| LGBTIQA+ | 1 |
| Disability and Inclusion | 3 |
| Multicultural | 2 |
| Reconciliation Action Plan | 1 |
| Age Friendly | 3 |
| Arts and Culture | 1 |
| Environment and Climate Action | 1 |
| Inclusive Banyule | 0 |
| **TOTAL** | **12** |

## 4.2 Community workshops

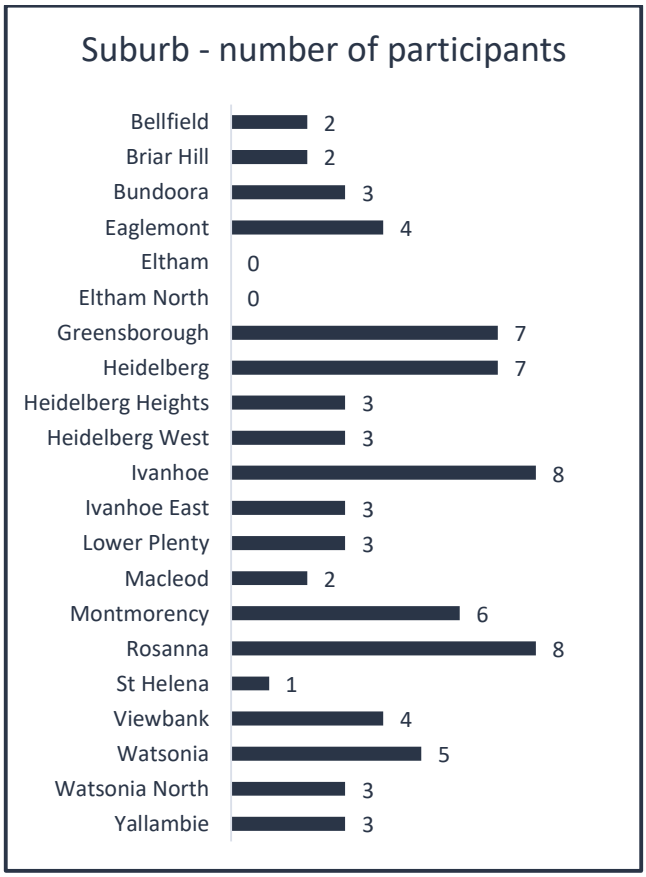
**78 community members** participated in the three community workshops.

1. Greensborough community rooms, Thursday 23 May 2024, 6-8pm
   **28 participants**
2. Online, Tuesday 4 June 2024, 6-7.30pm
   **18 participants**
3. Ivanhoe Library and Cultural Hub, Saturday 8 June 2024, 10am-12 midday
   **32 participants**

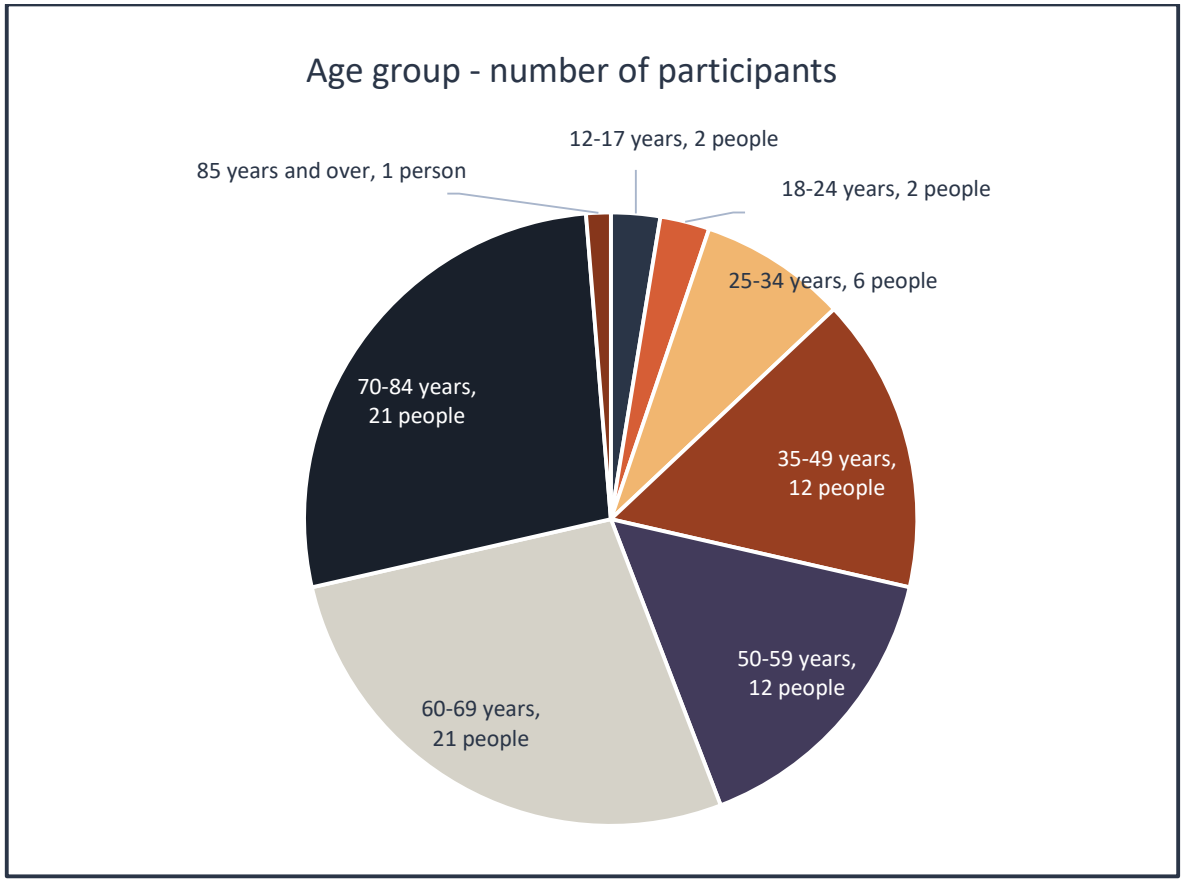
Light catering was provided at the in-person workshops and attendees received a gift card to thank them for their time and participation.

## 4.2.1 Community workshop demographic snapshot

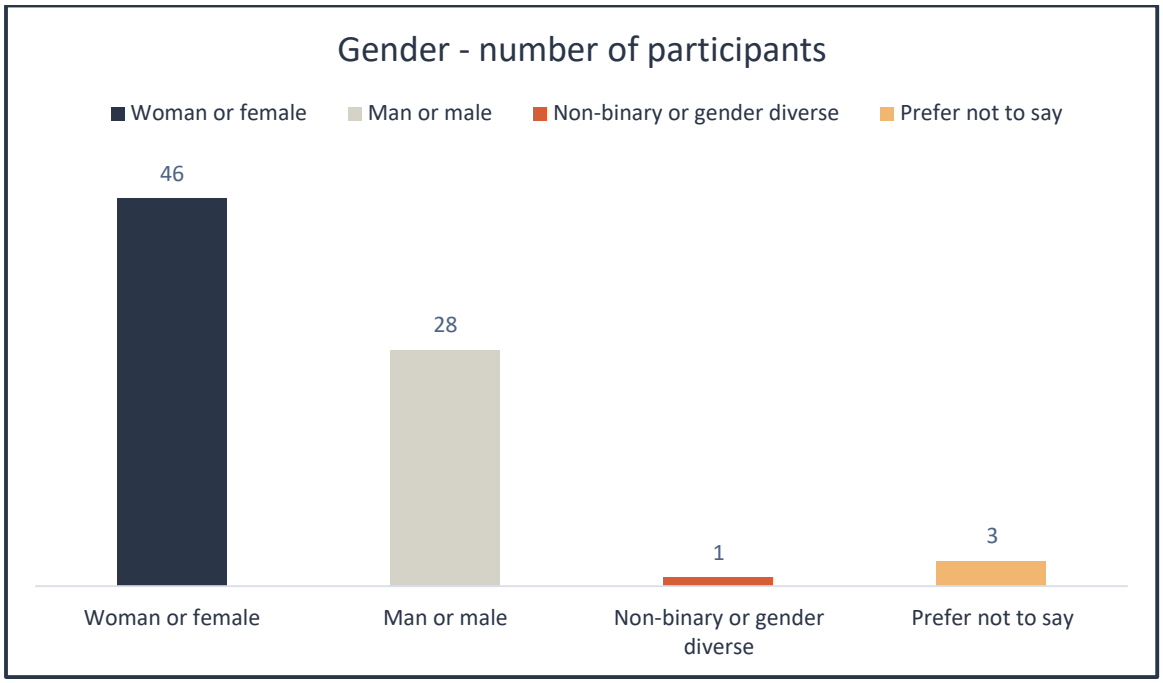
Workshops included participants from all **suburbs** except Eltham and Eltham North. Ivanhoe, Rosanna, Greensborough and Heidelberg were the most represented.




While the 60-69 and 70-84 **age groups** were the most represented, there was representation across all age groups, including young people 12-17 and 18-24.



Of the 78 workshop participants, more than half identified their **gender** as woman or female. One person identified as non-binary or gender diverse.




All **access and equity** attributes were represented amongst workshops participants.

**7 people** with disability, inclusive of mental illness.

**4 people** from an LGBTIQA+ community.

**5 people** identified as carers.

**7 people** spoke English as a second or other language.

**1 person** was from an Aboriginal or Torres Strait Island background.

# 5. Community feedback

Feedback from all sessions has been themed and is presented here. All comments received were in response to the question:

> ***Should anything be added to strengthen the theme description or reflect changes since it was written in 2021?***

Amongst the feedback, a number of general comments were made and recorded that did not answer the workshop question. These comments have not been considered in this analysis.

In addition, a number of actions were proposed by workshop participants for Council to do now. While these actions did not respond to the workshop question, they have been collated and will be considered separately during the development of the next Council Plan and relevant Plans, Strategies and Frameworks.

Changes suggested will be provided to the Banyule Community ThinkTank for their consideration and deliberation, starting from 20 July 2024. The ThinkTank also has access to this full report.

## Overall feedback

While feedback and suggested changes for each of the six themes are presented below, a number of common ideas came up across most or all of the Community Vision theme discussions.

### Access, equity and inclusion

Feedback from participants emphasised the importance of people from all backgrounds and lived experience having access to services and facilities. In some cases, it was felt that the descriptions should be more explicit about naming different groups. In others it was felt that naming specific groups had the effect of excluding others and more inclusive terms were suggested for the descriptions.

Including the word 'diverse' to describe the community for some of the descriptions was considered a good way to include everyone.

There was discussion about the equitable distribution and access across Banyule to the natural environment and Council assets, infrastructure and services. It was said that it is important to remove barriers that stop people from participating.

### First Nations people

There was a sense in the workshops that not including reference to the place of Aboriginal and Torres Strait Island knowledge and culture in the Vision is an oversight.

It was felt that there is an opportunity to make this reference to First Nations people in each of the theme descriptions, with specific reference to Council's work to support Aboriginal self-determination.

### People

Inclusion and reference to people was seen to be strong in Theme 1 and missing in other theme descriptions. It was felt that this is important given the direct relationship between Council's work and the community with regard to the natural environment, the built environment, the local economy and Council's leadership.

This sentiment was seen in comments related to the way that community and social connection form around economic hubs, that accessing the natural environment has a positive impact on people's recreation, health and wellbeing, and that people are one of Banyule's most important assets.

## Health and Wellbeing

Across all themes there was a sense that the impact of Council's work on the health and wellbeing of the community could be elevated. A sustainable environment, community facilities, the local economy and strong leadership all impact people's health and wellbeing through the opportunities they provide for people to connect with each other, exercise, have purpose, experience place, build community and participate in decisions that affect us.

## Environment

People noted across the workshops that the environment is not just about Theme 2, Sustainable Environment. The natural environment should also be positioned in the Vision as an important asset, a core component of our well-built city and integral to the health and wellbeing of our diverse community.

# Theme 1 – Our Inclusive and Connected Community

Across the workshops, **123 individual comments** were recorded for Theme 1.

## Current Theme 1 description

*'In 2041, Banyule maintains its uniqueness as a diverse, inclusive and vibrant community, and people from all backgrounds, genders, ages and abilities call Banyule home.*

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

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

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

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

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

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

## Thematic analysis of Theme 1 responses

### Accessibility

A number of people raised the importance of including **equitable access** to opportunities and services across the municipality, and that this description of a future Banyule should include that **barriers to inclusion and participation** have been removed.

### Connection

Given that this theme is about a connected community, many people felt that the ways we connect with each other need to be made explicit and include **taking care of each other** and through **sharing**, **education, work** and **volunteering**.

### Diversity

Various comments were made to strengthen the description of diversity, with specific reference to the inclusion of **sexuality**, **older people, young people** and **people with disability**. One person noted that the term 'all abilities' is ableist and does not sufficiently acknowledge people with disability.

There was also mention of the importance of actively creating spaces and processes that allow **participation** and **representation** of all demographic groups, and that within diversity there is range of **lived experience**.

### First Nations

While two people said that we should honour the Referendum result and that reference to Aboriginal and Torres Strait Islander people is not necessary, another seven felt that not mentioning First Nations people is an omission and that there should be reference to **acknowledge and celebrate First Nations culture and knowledge**.

## Health and Wellbeing

While there is reference to 'good mental and emotional wellbeing', there was a view that this does not include clinical **mental health** conditions that are considered a disability.

## Language Changes

Small but impactful changes to language were suggested:

- people from different workshops said that the word **'respect'** is missing and should be added
- remove 'women, children and young people' from the second sentence 'look after our vulnerable community members, women, children and young people', as it could be seen to suggest that these groups are inherently vulnerable. It could also be seen to exclude vulnerable people that aren't part of these demographic groups.

## Safety

It was felt by people in two workshops that the definition of 'safety' needs to be broadened to be more explicit to include **physical, emotional** and **psychological safety**. This responds to various comments that spoke to the need for better lighting in public places, the impact of a growing population, the different experiences of safety in different precincts and the need for a safe online community.

## Suggested changes

9 changes are suggested for the Theme 1 description to respond to participant comments.

1. Add respectful to the first sentence - 'In 2041, Banyule maintains its uniqueness as a diverse, inclusive, **respectful** and vibrant community'.
2. Add 'sexualities' in the first sentence and change 'abilities' to 'who live with disability' to read – '...people from all backgrounds, genders, **sexualities**, ages and **who live with disability** call Banyule home'.
3. Change second paragraph to read:
    a. First part - 'We encourage community connection through **taking care of each other, education, work and volunteering**...'
    b. Second part – 'and look after our vulnerable community members by making Banyule **a safe place** for everyone **physically, emotionally and psychologically**'.
4. In the third paragraph, change 'Our community spaces are welcoming and are accessible for all abilities' to 'Our community spaces **and services** are welcoming and **equally accessible across the municipality by people of all backgrounds and lived experience**'.
5. Change 'mental and emotional wellbeing' to 'mental and emotional **health and** wellbeing'.
6. Add that 'there will be no barriers to inclusion and participation'.
7. Add that 'we go out of our way to create spaces and processes that allow all demographic groups to participate and be represented'.
8. Add that 'we acknowledge and celebrate Aboriginal and Torres Strait Islander culture and knowledge'.
9. Add that 'older people and young people play an active and important role in community decision-making and civic life'.

# Theme 2 – Our Sustainable Environment

Across the workshops, **95 individual comments** were recorded for Theme 2.

## Current Theme 2 description

*'In 2041, Banyule is a leader in environmental sustainability and recognised as one of the most sustainable communities. We form partnerships and continue to invest in innovative solutions to tackle climate change.*

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

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

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

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

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

## Thematic analysis of Theme 2 responses

### Access and equity

It was noted that the description should reference the importance of people across the municipality having **equal access** to the natural environment, and the impact this has on **health and wellbeing** outcomes. The natural environment plays an important role in people's health and wellbeing through unstructured and passive recreation.

### Biodiversity

The role of biodiversity in a sustainable environment came through comments such as the importance of planting **indigenous species** to encourage local fauna and **connecting green spaces** as biodiversity corridors.

**Pest management** was also seen as an important component of strengthening biodiversity and contributing to a sustainable environment. It was said that responsible pet ownership and management of feral animals should be the norm by 2041.

Participants also noted that there should be **'no species extinction'** in 2041, relating to the importance of strengthening biodiversity and managing pests and pets across the municipality.

### Climate change adaptation

While the second sentence refers to community being 'resilient to shocks and stresses of climate change', it was said that explicit reference to **adaptation** is important given Council's new Climate Adaptation Plan and that our ability to adapt to climate change will be central to how we live in 2041.

### Community education

Participants noted the important role that Council plays in **building community awareness** of the environment and sustainability and how to take action. There was a view that Council will need to continue this work.

## First Nations

It was said that in 2041, we should have reached a point where **Aboriginal people and knowledge** are key to ensuring a sustainable environment. This should be linked with the work Council is doing to support Aboriginal self-determination.

## Infrastructure

It was thought that the description should make reference to **infrastructure** in the sentence 'environmentally sustainable design **and infrastructure** is central in planning and development'.

## Language changes

Small but impactful changes to language were suggested:

- change 'as a new normal' to 'is normal', as we would expect these things to be normal in 2041
- instead of 'well-maintained' tree canopy, should be 'well-maintained and increased' tree canopy to reflect the intent of the Urban Forest Strategy
- at the end of the paragraph 5, change 'streets' to 'streets, neighbourhoods and open spaces'.

## Local food production

While **urban farming** is referenced in the description, it was felt by a number of participants that **growing our own food** is an important contribution to achieving a sustainable environment by 2041 and should be added.

## Partnerships

In was questioned in the first paragraph who the **partnerships** are with and suggested that the description could be more explicit to say 'with the **private, community and education sectors**'.

## Private realm and planning

Participants noted that it is not just Council's responsibility to achieve a sustainable environment. Maintaining **tree canopy** and **growing our own food** require commitment of residents and business on their private property. In addition, **planning controls** can influence development outcomes of private green space.

The relationship between the natural and built environment was also discussed, including the balance between increasing density, the need for car parks and ensuring that **streetscapes**, **neighbourhood character** and **open space** continue to be 'of the area' and be aesthetically pleasing.

## Sustainable development

Development should be delivered in a way that is sustainable and ensures that **population growth aligns with sustainability goals**. It should not take place to the detriment of the natural environment.

## Transport

While **active and public transport** are included in other parts of the Vision, some people felt that it is missing in the current description as it has a direct relationship with a more sustainable environment.

## Urban forest

In the context of Council's Urban Forest Strategy, there should be reference in the description to the urban forest of 2041.

## Waste

For a sustainable environment in 2041, it was said that a **circular economy** of reusing, repurposing and sharing is key and should be the norm. Use of our biproducts should be strong by 2041.

It was also said that the description should be changed to be more ambitious than 'encourage recycling', and that by 2041, Banyule should have **'fully developed recycling systems in place'**. Comments relating to more drop-off and recycling hubs, increased recycling options and greater access to the waste recovery centre relate to this suggested change.

## Suggested changes

16 changes are suggested for the Theme 2 description to respond to participant comments.

1. In the first paragraph, be specific about partnerships to say 'partnerships **with the private, community and education sectors**'.
2. Add 'has adapted' to the second sentence to read 'We are an empowered community that takes action, **has adapted** and is resilient to shocks and stresses of climate change'.
3. Language changes:
    a. Change 'new normal' at the end of the description to '**is** normal'.
    b. Change 'our streets' at the end of paragraph 5 to 'streets, **open spaces and neighbourhoods**'.
4. Add 'strengthen' to 'promoting, protecting and **strengthening** local biodiversity...'.
5. Add to the fourth paragraph 'There is no more species extinction and we manage pests and pets to strengthen biodiversity'.
6. Change 'encourage recycling' to be more ambitious **'have fully developed recycling systems**'.
7. Add 'home-grown food' to 'urban farming **and home-grown food are the norm** throughout Banyule.
8. Add '**Our Urban Forest continues to increase**' after 'Our trees and tree canopy are well-maintained, enhance liveability, beautify our streets'.
9. Add 'infrastructure' in 'environmentally sustainable design **and infrastructure** is central in planning and development'.
10. Add 'Aboriginal and Torres Strait Island culture and knowledge is key to a sustainable environment'.
11. Add 'Population growth is balanced with sustainability goals and attractive streetscape'.
12. Add 'Banyule has high active and public transport use, leading to a more sustainable environment'.
13. Add 'Council continues to take an active role in sustainability and environment education'.
14. Add 'Unused or underutilised spaces are used to increase vegetation and wildlife corridors'.
15. Add 'People across Banyule have equal access to the natural environment'.
16. Add 'private residents, business and spaces have a key role in a sustainable environment'.

# Theme 3 – Our Well-Built City

Across the workshops, **113 individual comments** were recorded for Theme 3.

## Current Theme 3 description

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

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

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

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

## Thematic analysis of Theme 3 responses

### 20-minute neighbourhood

Use of the term **20-minute neighbourhood** came up in almost every session. While some people like the term, others noted that it can be divisive and suggested that it could be better to use terms like 'accessible', 'accessibility' and 'connection to existing services and spaces', which hold the same intention as the original term to have close access to the things we need.

### Environment

It was felt by a number of people that the environment is an important component of a well-built city and should be strengthened in this description. While there is refence to Banyule's preserved wildlife areas, there should also be specific reference to the important place of **urban forest** in the Banyule of 2041.

**Green technology** was also discussed to have a central place in 2041 and some people felt that it was missing. For example, local battery banks, a networks of EV charges and solar panels on every building. One person felt that renewable energy will be the main source of energy.

### First Nations

With reference to Council's new Self-Determination Strategy, it was said that in 2041 **Aboriginal people and knowledge** should be key to ensuring a well-built city.

### Health and wellbeing

It was said in one workshop that the impact on people's **health and wellbeing** should be a key consideration in planning for a well-built city.

### Housing

Participants across a number of workshops noted that inclusion of **'accessible'** housing is missing from the description, including access to public and community housing and the availability of different types of housing across the municipality. It was also said that it is not just about housing solutions, but about **sustainable planning for housing growth**.

## People

People from different workshops spoke about the importance of **prioritising people over the built form**. There was suggestion that corporate wants are put first over what is best for the community.

Reference to our well-built city being **accessible** for all people, including **universal disability access**, was identified as a gap. It was noted that this can save money to consult and implement, rather than retrofit.

## Transport

It was said that to 'discourage car use' is not realistic because people use cars for a variety of reasons, and that **encouraging electric car use** might make more sense. It was also said that infrastructure to strengthen the role of **active and public transport** is key part of a well-built city, and that investment is needed to connect and make safe the existing network of walking and cycling paths.

## Suggested changes

10 changes are suggested for the Theme 3 description to respond to participant comments.

1. Add 'environmentally sustainable' to the introduction sentence - 'In 2041, Banyule is a well-planned, designed **and environmentally sustainable** city'.
2. Replace 'trees' with 'urban forest' in 'We are a green city with ample open natural space, **urban forest** and wildlife at our doorsteps'.
3. Add 'accessible' to describe housing solutions in the second paragraph to read 'We are a city with diverse, affordable, **accessible** and sustainable housing solutions'.
4. Discuss whether the term '20-minute neighbourhood' in third paragraph is appropriate, or if 'accessible services', 'accessibility' and 'close proximity of existing services' would work better.
5. Remove 'discourage car use' in the third paragraph and replace sentence with 'encourage and invest in active forms of transport such as walking, cycling, public transport and electric vehicles'.
6. Add that 'our cycling and walking paths are well-connected and safe'.
7. Add that 'planning considers how changes will impact on people's health and wellbeing'.
8. Add reference to the role of Aboriginal and Torres Strait Island people in creating a well-built city.
9. Add reference to 'accessibility' of the city, including 'universal disability access'.
10. Add that 'our well-built city is a leader in green technology'.

# Theme 4 – Our Valued Community Assets and Facilities

Across the workshops, **97 individual comments** were recorded for Theme 4.

## Current Theme 4 description

*'In 2041, our parks, playgrounds and sports grounds are well maintained and accessible to people with all abilities. Our community assets and facilities are accessible, diverse and inclusive. They are safe, environmentally sustainable, innovative and represents local character.*

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

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

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

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

## Thematic analysis of Theme 4 responses

### Access and equity

Reference to access and equity came up a number of times across all workshops. As Council is responsible for the whole of Banyule, a number of people felt that adding reference to the **equitable distribution** of assets and facilities is important, so that no part of Banyule has greater access.

In terms of assets and facilities being **accessible**, it was felt that reference to people of all abilities was not sufficiently inclusive. Some people said that the description should be broadened to be explicit about accessibility for people of different **genders** and **cultural and language backgrounds**.

### First Nations

With reference to Council's new Self-Determination Strategy, it was said that in 2041 **Aboriginal people and knowledge** should be key stakeholders in our valued community assets and facilities.

### Language changes

Small but impactful changes to language are suggested:

- add 'adaptable' and 'diverse' to 'Our assets are fit for purpose, **adaptable**, well maintained and service the needs of our **diverse** community.'
- add 'learn' to 'for people to connect, work, **learn** and build friendships'.

### Libraries

A number of people said that **libraries** are an important Council asset and facility that play a diverse role in people's lives. This is expected to continue to be the case in 2041 and should be mentioned.

### Environment

People in two of the workshops stated that the **natural environment** is an important asset that is missing in the description. Specific reference was made to **trees**, **canopy** and **open spaces**.

### Non-Council community assets

There was a suggestion to add reference to enjoying **all community assets**, not just Council assets. This sentiment is reflected in Council's Community Infrastructure Plan.

## People

It is important to recognise **people** in Banyule as an important asset. People volunteer and they share skills and knowledge, making Banyule a better place to live and be.

## Suggested changes

7 changes are suggested for the Theme 4 description to respond to participant comments.

1. In the first sentence, build out definition of 'accessible' to be more inclusive - '...accessible to people of all abilities, **genders and cultural and language backgrounds**'.
2. Add 'equitably distributed' in the second sentence to read, 'Our community assets are **equitably distributed**, accessible, diverse and inclusive'.
3. Language changes:
    a. Add 'adaptable' and 'diverse' to 'Our assets are fit for purpose, **adaptable**, well maintained and service the needs of our **diverse** community'.
    b. Add 'learn' to 'for people to connect, work, **learn** and build friendships'.
4. Add 'libraries' to 'Our multipurpose facilities and **libraries**'.
5. Add 'people' as a valuable asset.
6. Add 'natural environment' as a valuable asset.
7. Add reference to enjoying 'all community buildings', not just Council buildings.

# Theme 5 – Our Thriving Local Economy

Across the workshops, **74 individual comments** were recorded for Theme 5.

## Current Theme 5 description

*'In 2041, Banyule is home to a diverse range of businesses. We are a place where everyone has access to quality education and employment.*

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

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

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

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

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

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

## Thematic analysis of Theme 5 responses

### Banyule brand

It was said that the current description does not reference the **Banyule brand** and the need to protect it. It was noted that a number of businesses that started in Banyule have moved away, and we need to do more to incentivise businesses staying local.

### Connection

There was a strong sense across workshops that the local economy is not just about business and economic outcomes, but about **connection** and the **community** that develops because of business and economic activity.

It was said that the description could be strengthened by referencing that we **harness local pockets of existing workers and activity** to build **urban partnerships** and connection between local businesses.

### Events

While events are referenced in Theme 1, some participants felt that it is important to include them in the Theme 5 description also as a means of generating **local business** and **activating shopping spaces**.

### Health and wellbeing

It was said that the current description is limited in its focus on employment, education and economic outcomes, and that there are other benefits that should be referenced. For example, it was said that greater **connection** between people and businesses leads to improved **health and wellbeing** outcomes.

### Inclusion

There was a sense that we don't need to single out young people in the second last sentence, and that to be inclusive the description should be about **people at all stages of their work life**.

## Local shopping and traders

Across all workshops the importance of supporting and investing in **local traders, businesses and shopping precincts** was seen to be missing in the description.

Comments relating to improving the **street appeal** and **safety** of Banyule shopping precincts, supporting small businesses to **be more competitive**, engaging **local suppliers** for Council work and working with shop owners to **fill tenancies** were all noted in these discussions.

## Mentoring and business idea support

While 'nurturing new start-ups' is included in the current description, some participants said that there is stage before being a start-up where people need support. **Mentoring** and **fostering business ideas** is an area that could help people get to the point of being a start-up and contributing to a thriving local economy.

## Work from anywhere

The world of work was said to have changed significantly since COVID-19. The flexibility that exists in work places today, and the potential to **work and run a business from anywhere**, is not captured in the description. Specific reference was made to working and running a business from home and co-working spaces.

## Suggested changes

8 changes are suggested for the Theme 5 description to respond to participant comments.

1. Add 'proud' to 'In 2041, Banyule is **the proud** home to a diverse range of businesses.'
2. Add 'mentor' and 'foster business ideas' to 'We **mentor, foster business ideas** and nurture new start-ups'.
3. Add to the third sentence - 'There is flexibility to work and run a business from home and co-working spaces'.
4. Add 'There is investment into our local traders and shopping precincts which are safe, attractive and a destination for people outside Banyule'.
5. Add 'We harness opportunities offered by pockets of workers and activity to grow and connect local businesses and create community'.
6. Add 'We run and promote events in our shopping precincts to encourage business, trading and social connection'.
7. Add 'Our health and wellbeing is stronger because of the social connections our local economy creates'.
8. Change 'particularly for young people and those returning to the workforce' in the second-last paragraph to '**for people at all stages of their work life**'.

# Theme 6 – Our Trusted and Responsive Leadership

Across the workshops, **73 individual comments** were recorded for Theme 6.

## Current Theme 6 description

*'In 2041, Banyule is a trusted, transparent and accountable Council that works in partnership with the community.*

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

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

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

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

*We are kept well-informed of Council's progress and achievements through regular reporting and evaluation. We are a socially, environmentally and financially sustainable community.*

*Together we achieve Banyule's Community Vision 2041.'*

## Thematic analysis of Theme 6 responses

### Communications

Across the workshops it was felt that reference to Council **communications** is absent from this description. In particular, it was said that **timely** and **diverse ways** of communicating are important for people to stay up to date and connected. It was recognised that different groups may require different forms of communication, and that the ways that Council communicates should change as technology changes.

### Community leadership

In one workshop there were a number of comments about including the role of **community leadership** in the description. It was said that community members often **know what is needed** and that Council has a role to **nurture community leaders**.

### Customer focus

There was a sense in two workshops that **customer service** needs to be included in the description as an integral part of Council business. The importance of bespoke responses to customer requests and having a customer-focussed culture were noted as important.

### First Nations

Council leadership that recognises First Nations people's self-determination was seen to be missing from the description.

### Language changes

Small but impactful changes to language are suggested:

- add 'meaningful' and 'monitoring' to 'through regular and **meaningful monitoring**, reporting and evaluation'
- add 'diverse' to 'highly engaged **diverse** community' in the fifth paragraph.

## Participation

While the current description refers to people ‘having a say in decisions that affect them’, it was said that this should be qualified to be **genuine** and **active**. Related comments spoke to the importance of hearing all voices, increased **collaboration** and making sure community engagement is **not just a tick-box exercise**.

It was also said that Council needs to **acknowledge community contributions** and **close the loop** following community participation.

## Suggested changes

7 changes are suggested for the Theme 6 description to respond to participant comments.

1. Add reference to 'open' and 'customer focussed' to 'We are led by a responsive, innovative, **open** and accessible Council that **is customer focussed** and continually strives to achieve service excellence and positive outcomes for all.’
2. Add 'through timely and diverse forms of communication' to 'Barriers between Council and Community are diminished **through timely and diverse forms of communication**...’.
3. Add 'diverse' to 'highly engaged **diverse** community' in the fifth paragraph.
4. Add 'genuine' and 'active' to '...have a **genuine** and **active** say in decisions that affect us'.
5. Add 'meaningful', 'monitoring' and 'closing the loop' to 'through regular and **meaningful monitoring**, reporting, evaluation and **closing the loop**'.
6. Add 'We nurture community leaders to make positive change for the communities they represent'.
7. Add ‘recognition and support of the importance of Aboriginal self-determination is a key part of Banyule’s responsive and trusted leadership’.

# Appendix A – Banyule Community ThinkTank

The **Banyule Community ThinkTank** is a group of 55 community members who will come together to learn and discuss issues in detail over a series of sessions.

The group represents Banyule's diversity and is a way for community members to work through complex matters that affect their everyday lives.

This type of community engagement is called 'deliberative engagement' and will help to deepen Council's understanding of what's needed locally and where to focus Council's attention (see definition of deliberative engagement below).

ThinkTank members either live in Banyule, own a business in Banyule or pay rates in Banyule. Expressions of interest were open from 19 February to Sunday 28 April 2024.

## How it works

ThinkTank members will help to guide Council's work over the next four years and will be rewarded up to $350 for participating in four in -person sessions starting on 20 July 2024.

Members will receive lots of information about Council services, the local area and feedback gathered from other community members to support ThinkTank conversations.

The ThinkTank will give recommendations to Council on future priorities to guide Council's work.

At the end of the project, Council will publicly respond to each of the ThinkTank's recommendations, which will help develop Council's next Council Plan, Municipal Public Health and Wellbeing Plan, Asset Plan, Financial Plan, Budget and other strategic documents.

The ThinkTank may also recommend changes to Banyule's Community Vision 2041.

## Deliberative engagement

**Definition from *Deliberative Engagement for Victorian Councils*, MosaicLab, which can be found** at this link**.**

'Deliberation is a long and careful consideration or discussion. Public deliberation, when used with the term 'democracy', describes a group of everyday people considering relevant facts from multiple points of view, identifying options, and coming to a group decision.

The deliberative group [the ThinkTank] is randomly selected through an independent process that ensures they are descriptively representative of the demographics of the general population.

Deliberative democracy, or public deliberation, is all about placing people (citizens, residents, affected individuals) closer to the affairs of government. It is being used in many countries to complement representative democracy; to provide elected representatives with well-informed advice on complex issues.'