



Brimbank City Council:

Shaping Brimbank community consultation report on Community Vision 2040 and Council Plan 2021-2025 pre-draft

14th June 2021



EllisKent and the Together Apart acknowledge the traditional custodians of Country throughout Australia. We pay our respects to elders past, present, and emerging and extend that respect to all Aboriginal and Torres Strait Islander peoples today.



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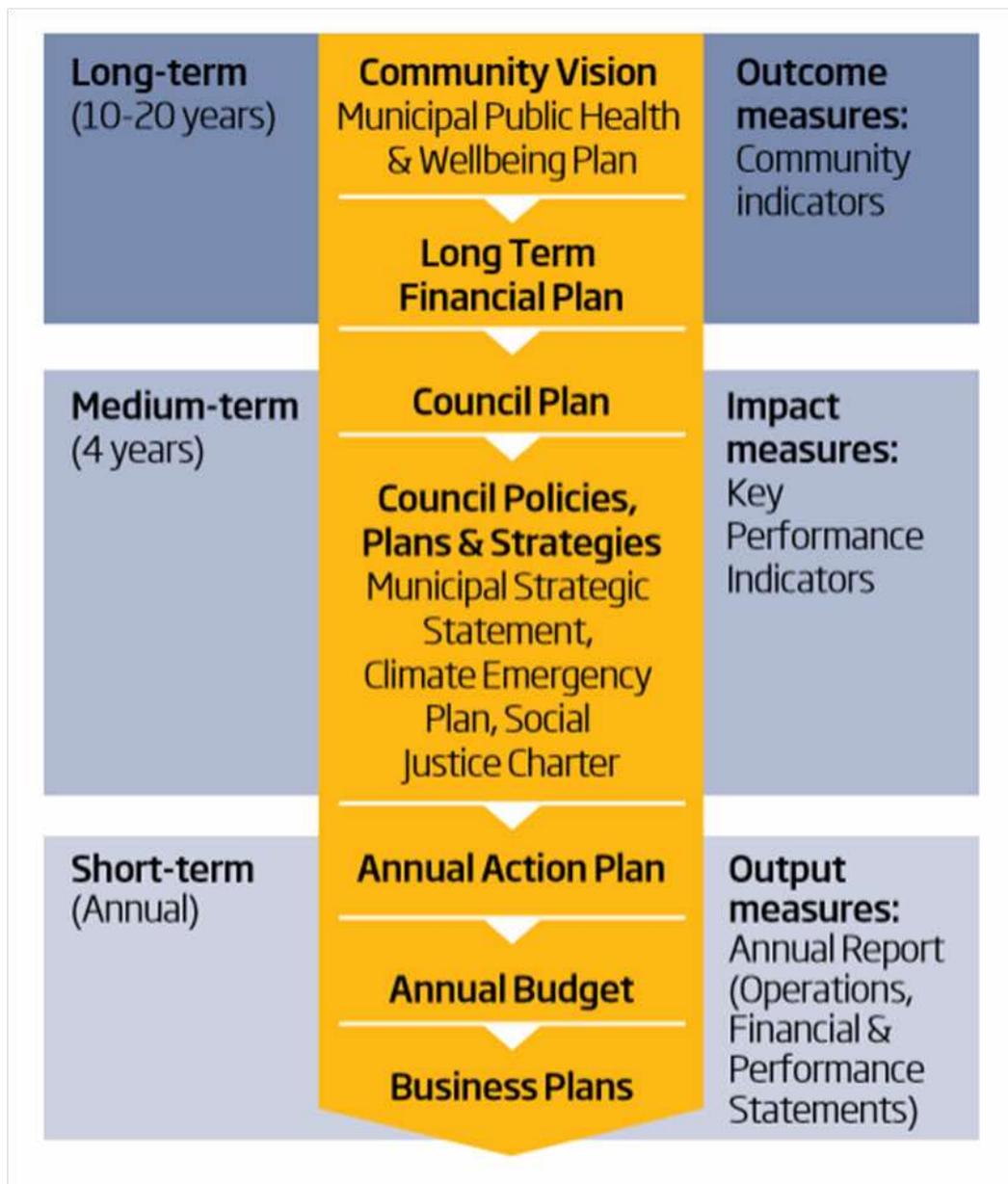
1. Introduction

The purpose of this engagement was to work with community members to understand their hopes and priorities for Brimbank with a view to informing the Council Plan being developed for the 2021-2025 Council term, and reviewing the Community Vision 2040. The elements examined included:

- the Community Vision 2040;
- the draft Council Vision 2021-2025;
- the draft Council Plan 2021-2025, its Strategic Directions and Objectives; into which will be incorporated
- the Municipal Health and Wellbeing Plan

Under the Victorian Local Government Act 2020, Council is required to produce all of the above, although the exact form is determined by each individual municipality. Brimbank City Council has taken a strategic decision to develop an integrated plan that will incorporate the Community Vision, Municipal Health and Wellbeing Plan, and Council Plan. Image 1, right, shows the flow of strategic requirements.

Image 1. The hierarchy and timelines of Victoria’s legislative requirements for local government as it relates to Brimbank City Council’s strategy and plan development



SHAPING BRIMBANK

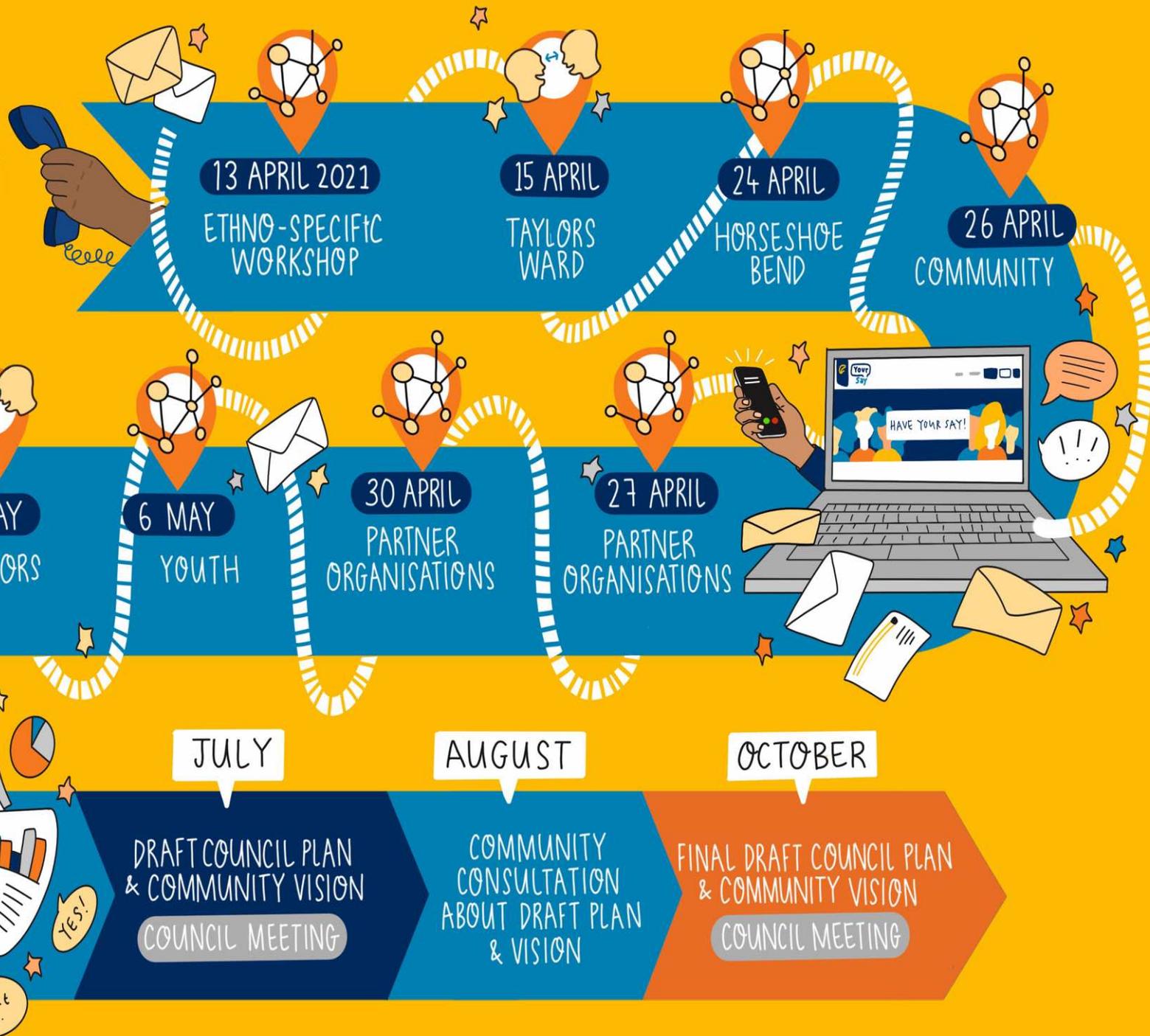


Image 2. Illustration to Represent the Community Consultation 3

2. Engagement Process and Methodology

Community consultations took place between 29 March 2021 and 21 May 2021. 11 workshops were held, of which five were in-person and six were online. In total, there were 49 community representatives at these workshops. Geographically oriented workshops were held with Grasslands Ward, Harvester Ward, Horseshoe Bend, and Taylors Ward. Other 'group-based' workshops were with members of the Brimbank Youth Council, inter-faith groups, multi-cultural and ethno-specific representatives, and seniors. Two workshops were held with a total of seven partner organisations that focused on service delivery within the municipality.

58 phone interviews were conducted with Brimbank residents and in total, using a combination of online enquiries through Brimbank's Your Say website, as well as the distribution of postcards, 259 responses were received, in addition to the contributions of the 49 workshop participants. In total, through all means, 308 individual contributions were made to the process, as shown in Table 1.

Data on residential location, age, gender, country of birth of participants, and respondents' relationship to Brimbank was collected in the online survey. This is represented in Charts 1a, 1b, 1c, 1d, and 1e below.

In summary, they show that the greatest number of participants were from Sunshine, Sunshine West, Sunshine North, Albion and Glengala. The majority of participants were residents. Most respondents were between 30 and 60 years of age with the 41-50 age bracket contributing the greatest number of responses (31 responses), followed by 31-40 year olds (27 responses). More women than men participated online -58%-38% and most were born in Australia (57%).

Table 1. Total numbers and methods of engagement

	Engagement Method	Number of Participants
Workshops	Online	26
	Face-to-face	23
Your Say page	Surveys (including phone)	114 (including 58 phone calls)
	Mapping	33
Mail-out	Postcards	112
		Total: 308

Chart 1a. Online Survey Participants Residential Location

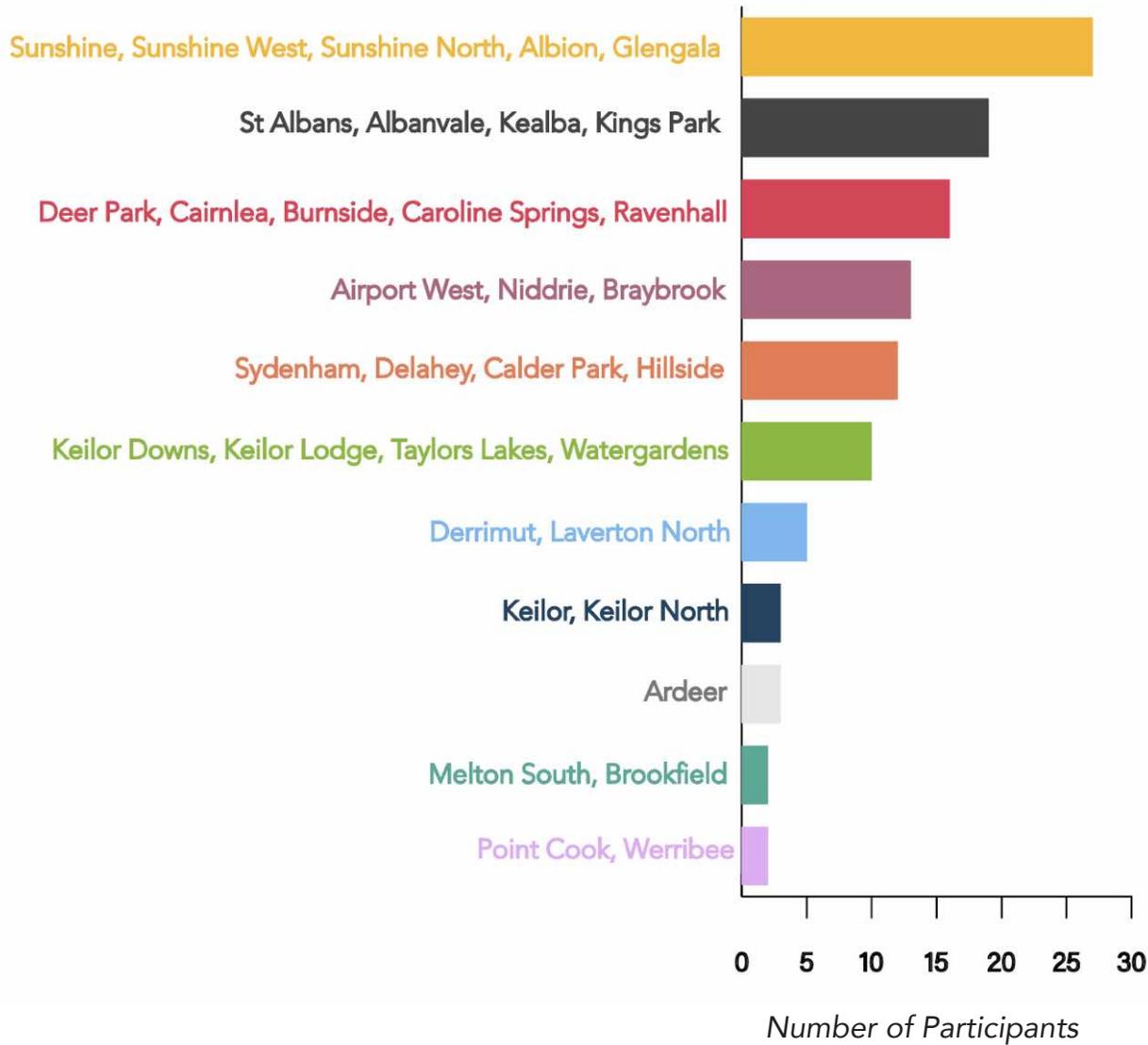


Chart 1b. Online Survey Participants Country of Birth

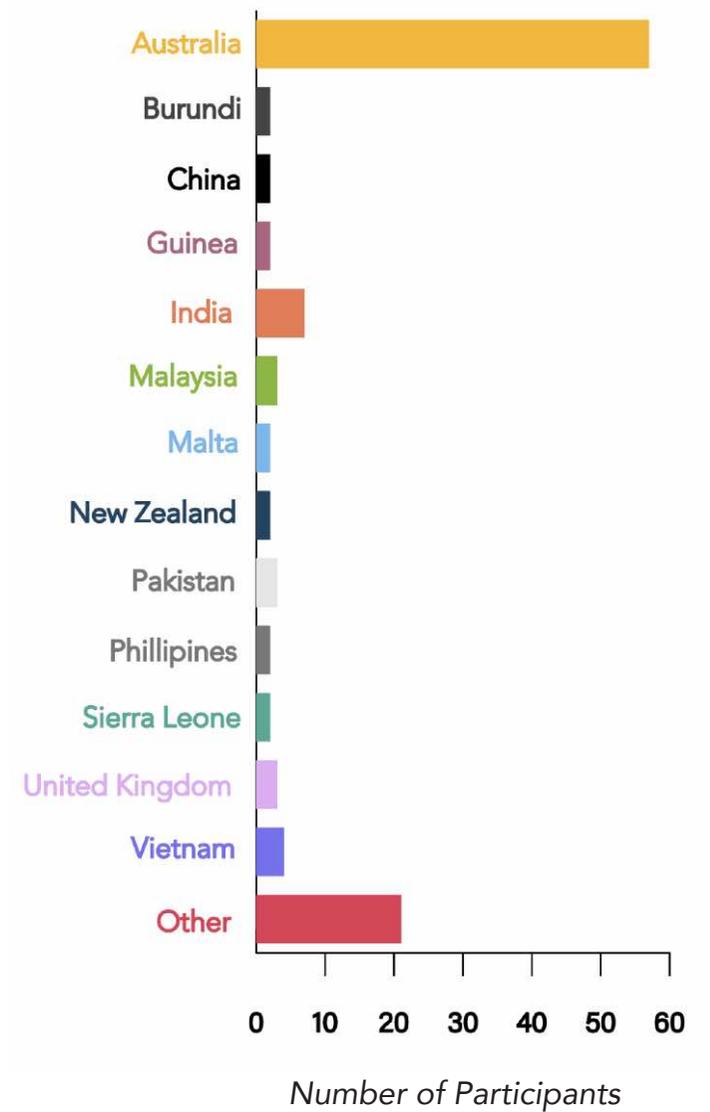


Chart 1c. Age of Online Survey Participants

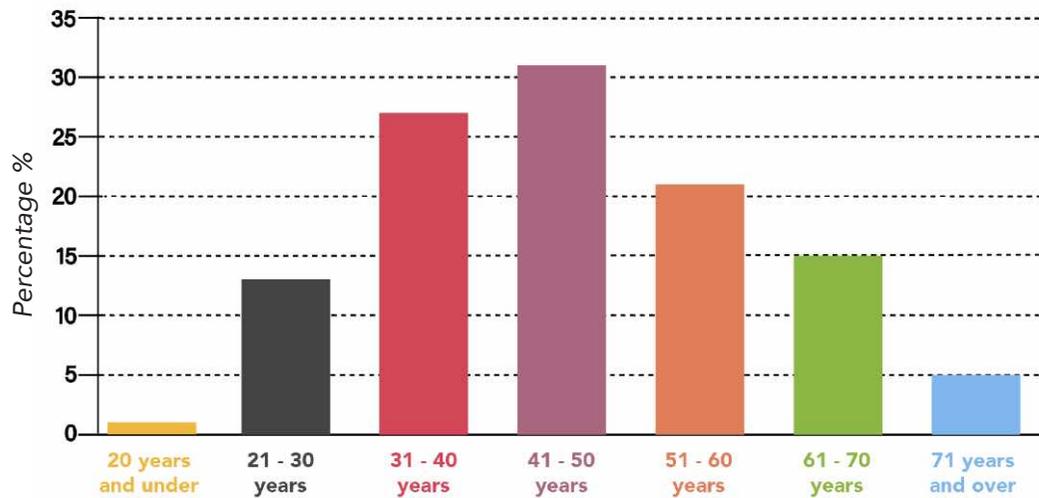


Chart 1d. Gender of Online Survey Participants

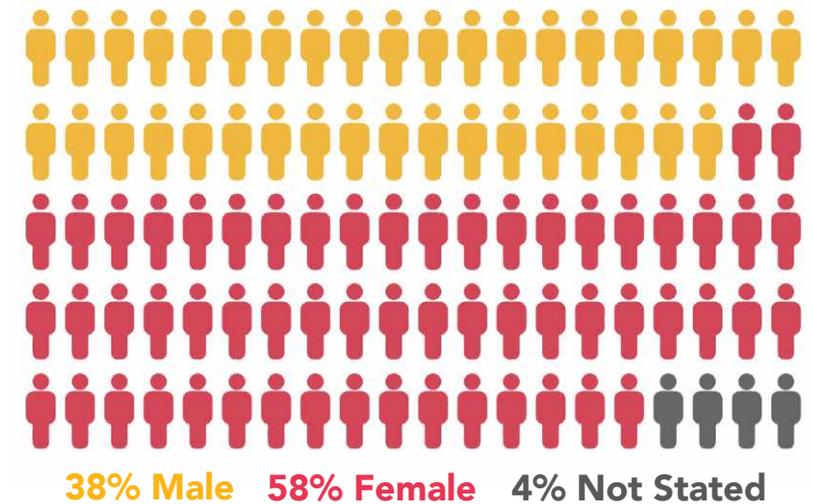
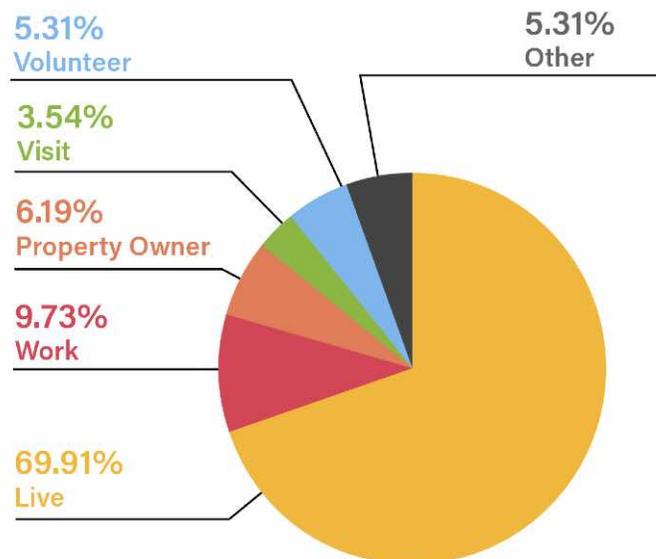


Chart 1e. Relationship to Brimbank of Online Survey Participants



	Participant Number	%
Live	79	69.91
Work	11	9.73
Property Owner	7	6.19
Visit	4	3.54
Volunteer	6	5.31
Other	6	5.31
		100 %

Businesses were also contacted. Owing to the heightened level of contact between the Council and businesses triggered by the COVID-19 pandemic and collective planning for economic recovery, a decision has been taken to focus on community input at this stage and to further test the draft Council Plan with business organisations following this next round of consultation.

The draft Council Vision and draft Council Plan Strategic Directions and Strategic Objectives were themselves informed by a number of engagements, studies and community surveys, reflected in Image 2, below. The material was then developed in consultation with the Council and council staff and taken to the community through the engagement process described above.

Image 3. Indicative selection of community engagement activities that informed the Strategic Directions and Strategic Objectives



Methodology and Approach

Over a six week period prior to the workshops beginning, a team from Council worked with the facilitators to identify workshop objectives and outcomes, to establish and create the right inputs for different community groups, to organise speakers and the right council representatives for all sessions, in addition to understanding online requirements and logistics for each venue to ensure the delivery of engaging, accessible and inclusive experiences for all community members involved.

While the workshop objectives were the same throughout, each session agenda had specific criteria informing the design - such as participant numbers, multiple concurrent breakout conversations, the use of ice-breaker activities to create rapport online, use of language interpreters, and considering differing levels of experience with digital tools.

The addition of debrief conversations between Council and the facilitators following each session created space for reflection on any comments or feedback regarding the process to ensure positive participant experience and that the workshop objectives remained central to our design, in addition to reinforcing our processes (both in person and online) to allow the capture of rich conversation content.



During both the online and face-to-face workshops, the facilitation team used Graphic Recording as a tool to capture an authentic documentation of key points, themes and conversation highlights from each group. This method offers an accessible form of representation by leveraging a mix of illustration, use of colour and synthesised text, to create an alternative way to engage with the content. By capturing on a "shared canvas", this practice also enables inclusion with attendees seeing their comments, ideas and feedback captured, validating their participation in the work as well as the offering the opportunity to see the conversation from a new perspective.



These summaries, independently produced, are a way to archive the feedback shared with the additional context and nuance that is not possible to capture with the surveys alone. This process of reflecting the conversation back to the community present, also created a space for the group to add anything missed, to ask further questions and create a shared understanding.

Image 4. Set of Graphic Recordings of Workshop Summary Conversations

3. Results

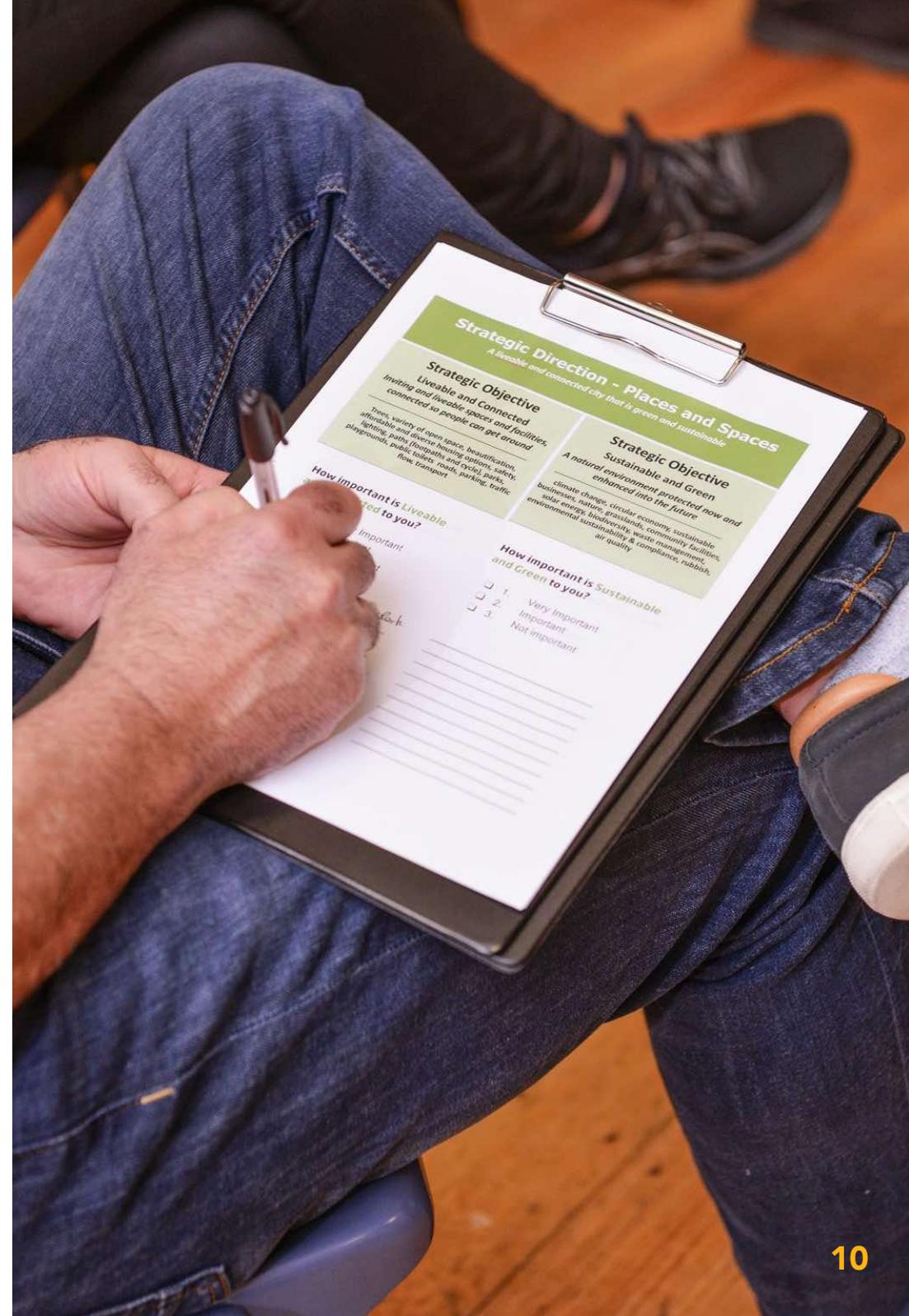
Reflecting the hierarchy of legislative expectations, Council plans and strategies, indicated in Image 1, page 2, above, this report begins by providing feedback on community responses to the Community Vision 2040 with significant details around the associated Council Plan Strategic Directions and the supporting Strategic Objectives.

Using online surveys via Brimbank City Council's Your Say website, telephone interviews, and responses to postcards that were distributed across the municipality, we gathered 223 responses that addressed the Strategic Directions and Objectives. In addition, the 49 workshop participants provided additional survey information, as well as broader and more granular information that direct contact enables.

This Results section reflects both quantitative and qualitative responses. It attempts to make clear where, when, and how feedback has been captured. It seeks to summarise information while being true to the spirit and intent of the conversations and contributions made.

Several participants requested that information be broken down into short, medium, and long-term goals. In essence, the Community Vision 2040 states long-term ambitions, and the Council Plan Strategic Directions and supporting Strategic Objectives, offer a medium-term view. Between June 2021 and October 2021, Brimbank City Council will be finalising its four year Council Plan and the Annual Plan that will be set in conjunction with that will detail the specific short-term goals.

We are grateful for the time and efforts of all residents, partner organisations, and other contributors who participated in this important, direction setting for Brimbank City Council.



3.1 Community Vision 2040

The Community Vision 2040, reproduced immediately below, was adopted in 2018 following significant amounts of community engagement. In that process, Council committed to returning to the Community in 2021 to test that the Community Vision remained relevant, an appropriate guide in providing direction in the coming years.

Current Community Vision for consultation

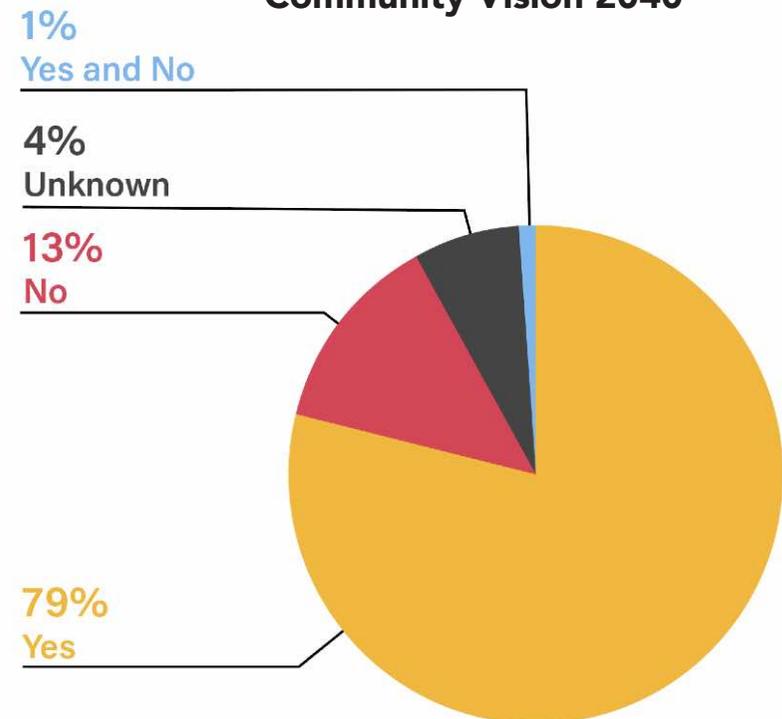
“By 2040, the Brimbank community will be healthy and safe and we will be united through a sense of belonging and pride. Our City will be inclusive, resilient, innovative and vibrant and our people will share equally in the City’s prosperity and opportunity. The environment will be protected and enhanced and Brimbank’s diverse neighbourhoods and housing will offer something for everyone.”

There was broad support for the Community Vision 2040, as indicated in Chart 2, right. This is clearly positive from the perspective of consistency and sticking to a long term objective. All of the workshop participants supported the Community Vision, even where there was, at times, rich discussion about its framing.

Out of 111 online responses, only seven suggested that they were in any way unhappy with the statement. 107 confirmed that “the Brimbank 2040 Community Vision is still relevant” with only four saying it is not. Three did not respond. From the 112 postcard responses 66 confirmed the Community Vision is still relevant with 28 selecting ‘No’ it is not relevant. The balance (18) were unchecked.

(While untested, it may be that the lower level of support for the Vision from postcard respondents stems from there being less context around the Vision in the postcards than in online and in-person responses.)

Chart 2. Relevance of the existing Community Vision 2040



Commentary

As shown in Tables 2 and 3, there was broad support for the Community Vision. While some comments suggested it is too long, or even too aspirational, the general tenor was positive. Most of the issues raised are broadly covered within the existing Community Vision statement. In terms of any amendment to the long-term Community Vision, the most consistent and immediately practicable suggestion was the inclusion of the word 'heritage' alongside environment.

Specific comments that people made about the Community Vision 2040 and where they would like to see Brimbank be in the next 20 years are reproduced below, reflecting discussions at the 11 workshops and suggestions made through the Brimbank Your Say website and telephone interviews with residents.

Table 2, Responses in relation to questions 'Does the Community Vision still work for you?' and "what are your hopes and aspirations for Brimbank over the next 20 years?"

	Group/Ward	Date	Representative commentary on Community Vision, hopes and aspirations for Brimbank
1	Ethno- specific	13/04/21	There was strong support for the Community Vision 2040, as reflected in this quotation lifted from the Graphic Recording notes, page 9: "The 2040 Vision remains the exact direction we want to go – resonates still".
2	Taylor's Ward	15/04/21	<ul style="list-style-type: none"> • Equality between North and South- investment in future • Resilient and innovative is important • Better development in areas outside of Sunshine - greater equality • Heritage protected; Include 'heritage' after the environment in the Vision statement
3	Horseshoe Bend	24/04/21	<ul style="list-style-type: none"> • Very comfortable with this vision as an encompassing, overarching vision • I have the least understanding of how we meet the challenges of housing
4	Community workshop	26/04/21	<ul style="list-style-type: none"> • Sentiment, direction is right • Why can't it be 10 years? • Can it be broken into short term, medium term and long term • Protecting the environment and providing affordable housing, need to find a balance • Suburb inequality • Equal opportunity for children, young people in the West of Melbourne vs the East
5 & 6	Partner Organisations	27 & 30/04/21	<i>Not included - discussions particularly focused on needs in next 1 – 4 years</i>

Table 2, continued:

	Group/ Ward	Date	Representative commentary on Community Vision, hopes and aspirations for Brimbank
7	Youth	06/05/21	The community vision doesn't talk about the Council or something about leadership. "A council that is leading the community/ supporting their community" Making sure that these values and strategic objections are continued and implemented - making sure there is budget that aligns with the Council Vision and plan.
8	Seniors	07/05/21	<i>Not included - discussions particularly focused on needs in next 1 – 4 years</i>
9	Grasslands Ward	10/05/21	<ul style="list-style-type: none"> • Respect heritage and history • Neighbourhoods and housing – need to be attractive or higher quality design – need to be appropriate (referring to character – not to lose character with developments going in). • Based on a foundation of our history and heritage
10	Harvester Ward	12/05/21	<ul style="list-style-type: none"> • Does it reflect what we want?current gentrification / how to protect against it (in Sunshine with development). How to keep diversity / stop vulnerable from being excluded, how to include poverty (not push them out and bring the rich in) • How to lift up vulnerable people rather than push them out? • The vision is suggesting we are not beautiful and thriving, maybe should say to be "more" beautiful and thriving [also, protect heritage] • Vision is a shared responsibility, council to partner, can't do it all • Needs to say something like, Brimbank community is made up of people that live here and work and play here • Wording does not work for me - as though we are not already healthy and safe. • 'Resilient' does not work : 'empowered', has ownership, has agency
11	Interfaith and Culturally and Linguistically Diverse (CALD) community	13/05/21	<i>Not included - discussions particularly focused on needs in next 1 – 4 years</i>

Table 3, online and telephone responses to the question “what suggestions do you have to refresh the Community Vision?”

Commentary on Community Vision statement

Climate change - building community resilience and shifting to an all renewable electric run economy - should be the top priority of the Council for the next two decades.

The statement is too long.

What about being an environmentally sustainable city?

How is the city going to be ‘healthy’? Not sure that it needs to be included in the statement.

More focus on Climate Change, please. This mentions the 2010 Climate change Act - this has been amended as of 2017 and also many Councils are opting for zero community net emissions by 2030 as a goal. I think we need a strong goal of 2030 to aim for as without this we flounder and action is not likely to be achieved. We the Brimbank community need to be leaders in our Climate Change Action - we all come from a variety of countries who will be more or less vulnerable to Climate Change. As a representation of the origins of our community, our global sympathies and conscience dictates that Climate Change is a big issue for Brimbank and we stand for the world in aiming for strong Climate Change Action goals. Homelessness also needs to be addressed and all people need to be housed. Public housing - tiny houses like Launch housing need to be provisioned for those in need of housing. How can people improve their lives without safe housing?

We need to more overall municipality focused, then just Sunshine only focused

Such a sweeping vision it is hard to ensure it is relevant due to the evolving nature of the population and changes occurring over the next 20 years.

Believe it is hard to achieve at the moment, Brimbank should work harder to make the community areas cleaner.

A vibrant, inviting city.

Keep going!! You are on the right path!!

3.2 Council Plan Vision 2021 - 2025



Council's draft Council Plan Vision is presented as:

Draft Council Plan Vision

"A transformed Brimbank that is beautiful, thriving, healthy & connected."

The great majority of the workshop discussions focused on the Community Vision 2040 and the draft Council Plan (2021 - 2025) Strategic Directions. There was not a lot of commentary about the wording of the draft Council Plan Vision, reproduced above. One participant at the Harvester Ward workshop expressed a strong view that the vision should reference making Brimbank "more" beautiful, thriving, healthy and connected, to reflect the many qualities that already exist within the municipality.

While this was chiefly put forward by one individual, it is reflected here owing to the strong sense of pride in Brimbank's communities and its heritage that were strong themes throughout the 11 workshops. None of the online, telephone or postcard feedback captured comments about the draft Council Plan Vision.

The final version of this draft Council Plan Vision, once adopted, is going to be brought to life by Council's delivering against four Strategic Objectives, as detailed below on page 16. Specific community responses and recommendations are provided at Strategic Objective and Strategic Direction level in the following Section, 3.3.

Council Plan Vision

A transformed Brimbank that is beautiful, thriving, healthy & connected

Strategic Direction

Places and Spaces

A liveable and connected city that is green and sustainable

Strategic Objective

Liveable and Connected

Inviting and liveable spaces and facilities, connected so people can get around

Trees, variety of open space, beautification, affordable and diverse housing options, safety, lighting, paths (footpaths and cycle), parks, playgrounds, public toilets roads, parking, traffic flow, transport

Strategic Objective

Sustainable and Green

A natural environment protected now and enhanced into the future

Climate change, circular economy, sustainable businesses, nature, grasslands, community facilities, solar energy, biodiversity, waste management, environmental sustainability & compliance, rubbish, air quality

Strategic Direction

Opportunity and Prosperity

A transformed city where all have opportunities to learn and earn

Strategic Objective

Growing and Transformed

Businesses and organisations with capabilities for the future

Tourism, COVID business recovery support, business promotion, Airport Rail Link, Transforming Brimbank, retail variety, business attraction, social enterprise, night economy

Strategic Objective

Earning and Learning

More employers support local people, and skills and learning are accessible

Youth employment, jobs for those most at risk (culturally and linguistically diverse, women, those with disability), digital access, education and employment supports, volunteering, skill development, financial literacy

Strategic Direction

People and Community

A great place for all, where people feel welcome & supported and that they belong

Strategic Objective

Belonging and Participation

Mental and physical wellbeing, independence and safety

Families, children, youth, safety, gender equality, nutrition, exercise, crime prevention, family violence prevention, sexual and reproductive health, mental health COVID recovery, refugees and asylum seekers, aged and disability, gambling, health promotion partnerships, social connection for people living alone

Strategic Objective

Pride and Wellbeing

Social, cultural and artistic expression

Arts and culture, Aboriginal and Torres Strait Islander culture and history, diversity, intercultural sharing, events & activities, settlement services, technology access & engagement

Strategic Direction

Leadership and Governance

An organisation that places the community at the centre of decision making, delivers high quality services and advocates on behalf of the community

Strategic Objective

Responsive and Engaged

Value the insights of our community, and support them to connect and engage with Council

Community engaged, community informed, responsible decision making, engagement with diverse communities

Strategic Objective

High Performing and Accountable

Monitor and report on organisational performance, and explore innovative solutions to services to enhance our performance

Financially sustainable, innovation, digitally enabled, visionary

Image 5. Draft Council Plan Strategic Directions and Strategic Objectives

3.3 Council Plan Strategic Directions

There was strong and broad support for the draft Council Plan Strategic Directions overall and more comments made about the content/make-up of the supporting Strategic Objectives. This section presents the Strategic Directions and Objectives as taken to the consultations.

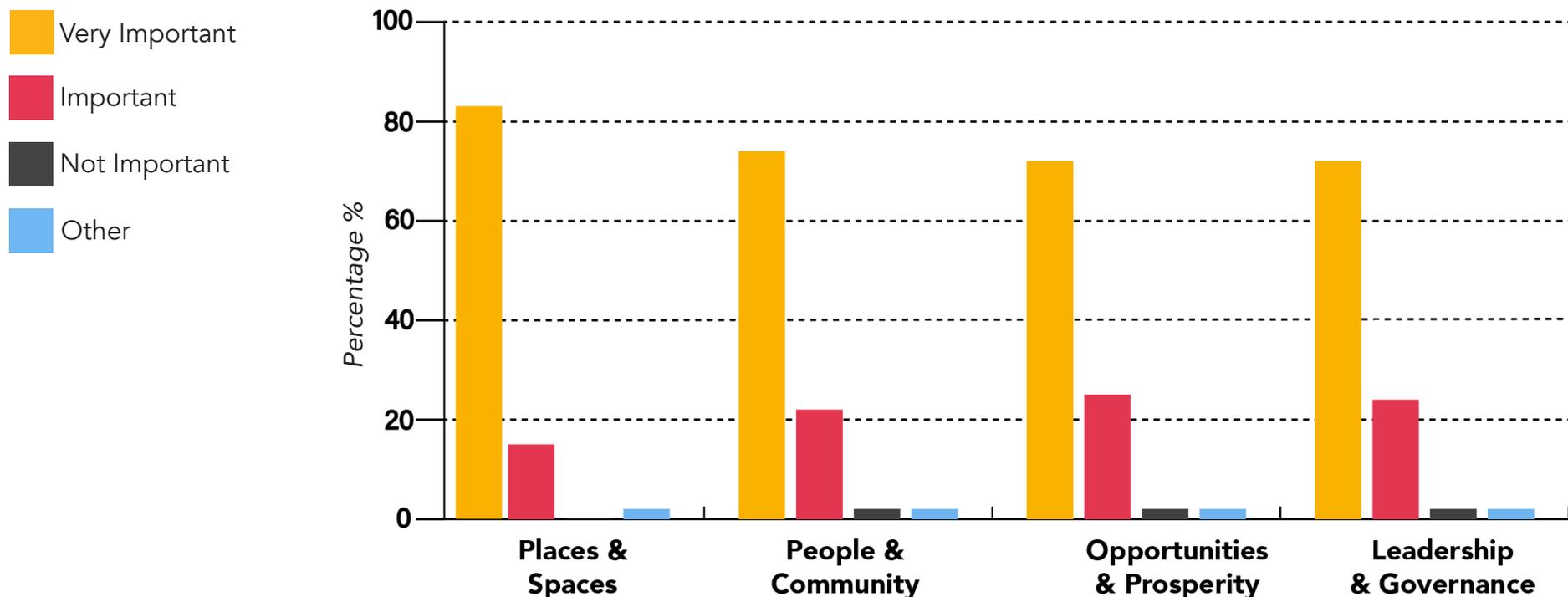
The data is split between workshop feedback and online, telephone and postcard responses. This is because the workshop format allowed for a deeper interrogation of the Strategic

Objectives, of which there are two per Strategic Direction, containing a number of the areas, or issues, on which Council proposes to focus, or should consider incorporating into its plans.

In addition to the statistical information sitting under each of the Strategic Opportunities, additional commentary is provided, based on data captured across the full suite of engagement techniques. These issues are presented alphabetically and do not represent any form of prioritisation.

There was strong support for the draft Council Plan Strategic Directions, as represented below in Chart 7.

Chart 3. Online and postcard respondent rankings of the Strategic Directions in response to the question "how important the themes [Strategic Directions] are to you?"

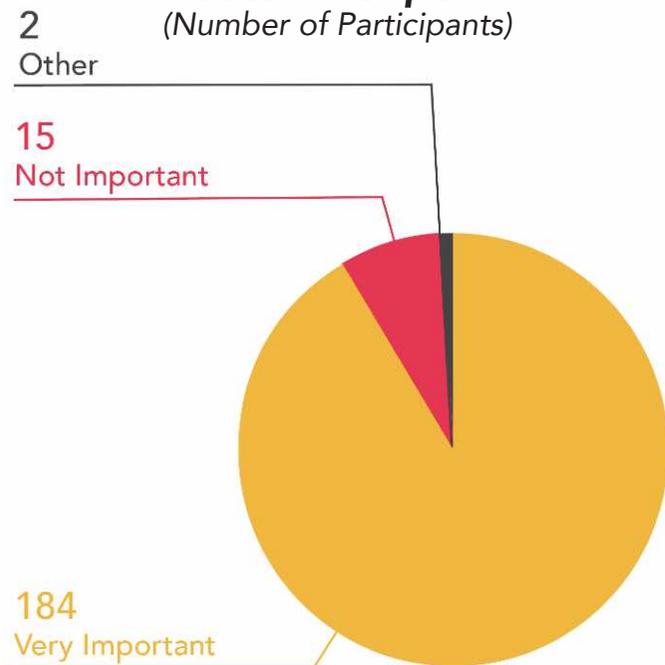


Places and Spaces

A liveable and connected city that is green and sustainable.

In terms of pure numbers, the greatest number of online and telephone survey participants highlighted Spaces and Places as 'very important' – 184 out of 223 respondents, as shown in Chart 3, below. It was the only Strategic Direction in which no one said it was either 'least important' or 'not important'.

Chart 4. Importance of Places & Spaces
(Number of Participants)



Strategic Objective

Liveable and Connected

Inviting and liveable spaces and facilities, connected so people can get around

Trees, variety of open space, beautification, affordable and diverse housing options, safety, lighting, paths (footpaths and cycle), parks, playgrounds, public toilets roads, parking, traffic flow, transport

40 workshop respondents identified Liveable and Connected as 'very important', eight said it was 'important'. None said it was unimportant.

There was broad support for the issues highlighted. Particular themes that came through consistently highly in all forms of response – online, telephone, postcards, as well as through workshops, included:

- Beautification was raised, particularly in relation to addressing the amount of litter/rubbish dumping in the municipality, which is in part picked up under the Strategic Objective 'Sustainable and Green', addressed below.
- Connectivity – improving between places, particularly for cycling
- Homelessness as well as housing
- Trees – yet more effort, including
 - Planting more native trees
 - Not planting gum trees
- Open space and parks improvement
- Safety and lighting
- Traffic and traffic flow, particularly at critical junctions and sites of regular hold-ups, but also on residential streets

Strategic Objective

Sustainable and Green

A natural environment protected now and enhanced into the future

Climate change, circular economy, sustainable businesses, nature, grasslands, community facilities, solar energy, biodiversity, waste management, environmental sustainability & compliance, rubbish, air quality

34 workshop respondents identified Sustainable and Green as 'very important', 14 said it was 'important'. None said it was unimportant.

Particular themes that came through consistently highly in all forms of response – online, telephone, postcards, as well as through workshops, included:

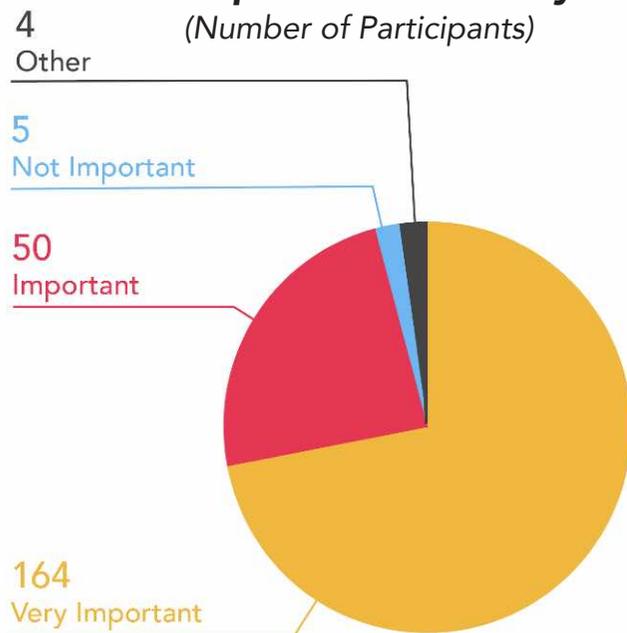
- Climate change
- Improving public/community facilities
- Rubbish, both in relation to waste management and as it relates to pride and beautification. Rubbish was a particularly strong theme in written and online responses, more than through workshops, although it was a subject also raised in those sessions

People and Community

A great place for all, where people feel welcome & supported and that they belong.

Online and telephone respondents ranked People and Community as the second most important Strategic Direction for Brimbank City Council, as reflected in Chart 4, below. In response to the question “Share with us how important the themes [Strategic Directions] are to you” 164 people identified “People and Community” as ‘very important’. Only five people said it was either ‘not important’ or was the ‘least important’ to them. For additional Health and Wellbeing information that relates to the Strategic Objectives (themes) that sit under the People and Community Strategic Direction, please see the Municipal Health and

Chart 5. Importance of People and Community
(Number of Participants)



Strategic Objective

Belonging and Participation

Mental and physical wellbeing, independence and safety

Families, children, youth, safety, gender equality, nutrition, exercise, crime prevention, family violence prevention, sexual and reproductive health, mental health COVID recovery, refugees and asylum seekers, aged and disability, gambling, health promotion partnerships, social connection for people living alone

41 workshop respondents identified Belonging and Participation as ‘very important’, seven said it was ‘important’, and no-one said it was unimportant.

Particular themes that came through consistently highly in all forms of response – online, telephone, postcards, as well as through workshops, included:

- Crime prevention, specifically linked to safety
- Disability access and inclusion
- Mental health – particularly in light of isolation and lost opportunities stemming from COVID-19 but more generally too
- Places and facilities to gather that foster social connection, allow young people to meet, and so forth
- Preventing family violence
- Social connection – broadly, not just for people living alone
- Youth services and connection

Strategic Objective

Pride and Wellbeing

Social, cultural and artistic expression

Arts and culture, Aboriginal and Torres Strait Islander culture and history, diversity, intercultural sharing, events & activities, settlement services, technology access & engagement

39 workshop respondents identified Pride and Wellbeing as ‘very important’, nine said it was ‘important’. One person said it was unimportant. Particular themes that came through consistently highly in all forms of response – online, telephone, postcards, as well as through workshops, included:

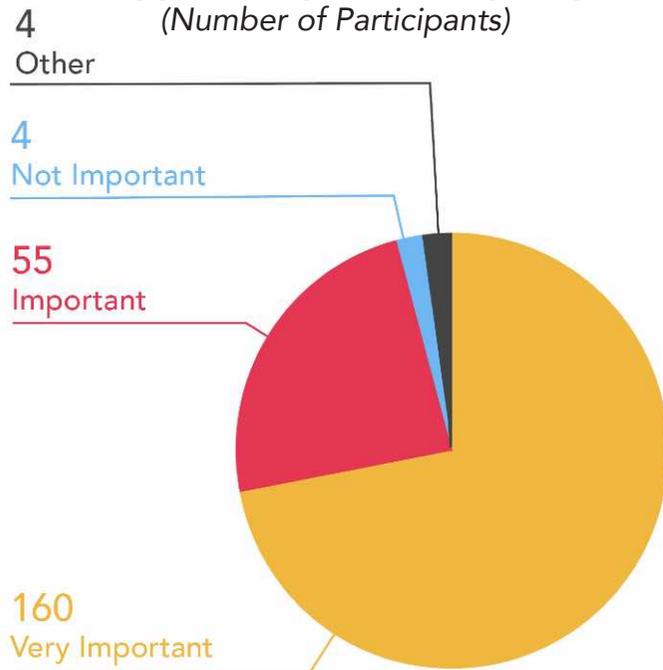
- Arts and culture – both as an opportunity to make Brimbank a ‘destination’ and for their value in recognising and promoting community connections
- Early years and opportunities for inclusion across cultures
- Events were highlighted as important ways to celebrate and encourage inter-cultural connection, as below, as well as contributing to the local economy
- Multiculturalism – particularly efforts to encourage increased inter-community connections (inter-cultural sharing)
- Settlement services – not just for citizens and permanent residents but across exposed groups, including international students and those on spousal visas
- Technology access and engagement, noting the need to at-once digitise services while not leaving people behind
 - It was notable the number of people of all generations who highlighted the value of having a hard copy Council newsletter (see ‘Responsive and Engaged’, page 21)

Opportunity and Prosperity

A transformed city where all have opportunities to learn and earn.

Online and telephone respondents ranked Opportunity and Prosperity as the third equal most important Strategic Direction for Brimbank City Council, as reflected in Chart 5, below. In response to the question “Share with us how important the themes [Strategic Directions] are to you” 160 people identified “Opportunity and Prosperity” as ‘very important’. Only four people said it was either ‘not important’ or was the ‘least important’ to them. Four people selected ‘other’.

Chart 6. Importance of Opportunity and Prosperity
(Number of Participants)



Strategic Objective

Growing and Transformed

Businesses and organisations with capabilities for the future

Tourism, COVID business recovery support, business promotion, Airport Rail Link, Transforming Brimbank, retail variety, business attraction, social enterprise, night economy

35 workshop respondents identified Growing and Transformed as ‘very important’, 14 said it was ‘important’. One said it was unimportant. Particular themes that came through consistently highly in all forms of response – online, telephone, postcards, as well as through workshops, included:

- Airport rail link – in keeping with the bullet point below about Transformation, Airport rail was identified as an opportunity as well as a concern that it will have negative impacts for residents in terms of amenity and that it will not contribute to better public (train, in particular) transport for travel within the municipality
- Economic opportunity – many participants identified business promotion, retail variety, and tourism as linked and important activities
- Transformation – both as an opportunity and as a concern. Many comments highlighted loss of heritage but also of ‘gentrification’ forcing out more vulnerable groups. They also highlighted the need for benefits of major projects to be shared equally across the municipality
- Transforming Brimbank – in keeping with other elements captured here, this municipality-shaping project was highlighted as opportunity and concern. Opportunities to use this and other projects to drive local employment and training opportunities were seen as particularly important
- 20 Minute Neighbourhoods – comments in four of 11 workshops specifically highlighted the importance of incorporating the concept of 20 Minute Neighbourhoods, being promoted by the Victorian Government, into areas of major transformation, as well as across Brimbank more broadly. This theme of ‘localism’ was a strong theme throughout the consultations, including in relation to COVID-19 recovery

Strategic Objective

Earning and Learning

More employers support local people, and skills and learning are accessible

Youth employment, jobs for those most at risk (culturally and linguistically diverse, women, those with disability), digital access, education and employment supports, volunteering, skill development, financial literacy

41 workshop respondents identified Earning and Learning as ‘very important’, seven said it was ‘important’. One said it was unimportant. Particular themes that came through consistently highly in all forms of response – online, telephone, postcards, as well as through workshops, included:

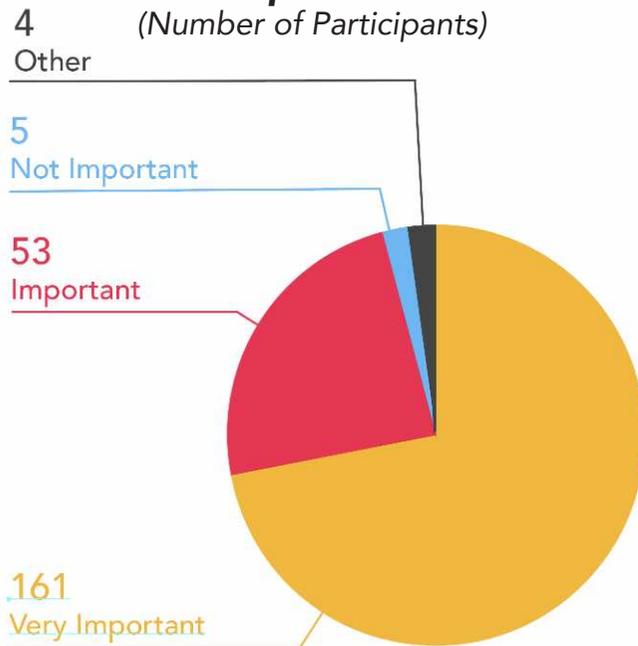
- Digital access – how to balance grasping the opportunities and insights afforded by digital technologies, recognising high levels of digital exclusion in Brimbank, both formal (e.g. lack of Internet connectivity) and informal (e.g. not participating in community events because of unfamiliarity with QR codes)
- Employment – as an underpinning for inclusion and a broad range of wellbeing elements. While youth employment was highlighted as a consistent concern/area of interest, respondents also noted the importance of supporting older workers who have lost jobs/struggling to find employment
 - Council itself as an inclusive employer and able to offer training opportunities to local residents
- Inclusion – for all groups vulnerable to prejudice and exclusion, particularly considering a more holistic connecting of underlying causal issues, such as systemic racism and broader prejudice

Leadership and Governance

An organisation that places the community at the centre of decision making, delivers high quality services and advocates on behalf of the community.

Online and telephone respondents ranked Leadership and Governance as the third equal most important Strategic Direction for Brimbank City Council, as reflected in Chart 6, below. In response to the question “Share with us how important the themes [Strategic Directions] are to you” 161 people identified “People and Community” as ‘very important’. Only five people said it was either ‘not important’ or was the ‘least important’ to them. Four recorded an ‘other’ response.

Chart 7. Importance of Leadership & Governance
(Number of Participants)



Strategic Objective

Responsive and Engaged

Value the insights of our community, and support them to connect and engage with Council

Community engaged, community informed, responsible decision making, engagement with diverse communities

39 workshop respondents identified Responsive and Engaged as ‘very important’, 10 said it was ‘important’. 49 said it was ‘unimportant’. 49 people saying it was ‘unimportant’ is, perhaps, surprising given the amount of commentary about how Council engages raised in workshops and through the online, telephone and postcard surveys. Extrapolating from comments made in workshops, the result may stem from a sense that some people want outcomes delivered seamlessly without undue focus on Council itself. This may particularly be the case with those who participated online and who may be less inclined to engage more generally.

Particular themes that came through consistently highly in all forms of response – online, telephone, postcards, as well as through workshops, included:

- Engagement – and ensuring that Council is using appropriate methods for different groups
- ‘Listening’ – ensuring that Council isn’t just consulting or informing community members but that it is truly responsive to them
- Community informed – at three of 11 workshops, participants highlighted the importance of having a Council-led newspaper in hard copy. Although this is not a significant number, the strong support for this each time it was raised and the cross-generational interest in it, made it worthy of comment here

Strategic Objective

High Performing and Accountable

Monitor and report on organisational performance, and explore innovative solutions to services to enhance our performance

Financially sustainable, innovation, digitally enabled, visionary

35 respondents identified High Performing and Accountable as ‘very important’, 13 said it was ‘important’. None said it was unimportant. A number of people made the points that while being digitally enabled is important, Council must not do this in ways that exclude those who are themselves not digitally connected. The numerous requests to produce a hard copy Council newspaper is one potential response to balancing becoming at once more digital while remaining inclusive.

Particular themes that came through consistently highly in all forms of response – online, telephone, postcards, as well as through workshops, included:

- Digitally enabled – as noted in ‘Earning and Learning’, page 20, digital was recognised as important while also noting that notable efforts need to be made both to support digital inclusion as well as a variety of communication modes
- Monitoring and reporting on organisational performance – being clear on timeframes for performance evaluation
 - Partner organisations were particularly keen to understand what is working as well as what is not working in order to sharpen collective focus and efforts
- Visionary – reading across all the comments in all forms, there is strong support for Brimbank City Council to act in visionary ways, while nonetheless attending to critical and traditional issues, such as improving public facilities and managing waste effectively.

4. Municipal Health and Wellbeing

Incorporating the Municipal Health and Wellbeing plan into Brimbank City Council's long-term vision and the **four year Council Plan** means that it had particular relevance to short, medium and long-term planning. In response to the question, "**what would you like to see in Brimbank over the next 20 years**", 24 online and telephone responses focus on Health and Wellbeing.

Table 4. Online and telephone respondents and suggested Health and Wellbeing areas of Council focus for the next 20 years

Focus Areas	Mentions
Early years support	2
Multicultural promotion and engagement	8
Safety	2

In relation to the draft Council Plan and what people would like to see over the next four years, online and telephone responses had 39 Health and Wellbeing specific response. The most commonly referenced focus areas were Disability access, Multicultural promotion and engagement, Safety, and Youth engagement and support, as reproduced in Table 5, below.

Table 5. Online and telephone respondents and suggested Health and Wellbeing areas of Council focus for the next four years

Focus Areas	Mentions
Disability Access	5
Multicultural promotion and engagement	8
Safety	3

Perhaps owing to broader opportunities for discussion, additional focus areas emerged through the workshops. They brought increased attention to support for older citizens, as well as highlighting a need to focus on housing, and family/domestic violence. Interestingly, younger people expressed concern for elderly citizens living alone, while older citizens expressed concern for young people's ability to access housing. Both groups highlighted a desire for more connection between one another.

Table 6. Health and Wellbeing responses from the 11 workshops

	Group/Ward	Date	Health and Wellbeing Responses
1	Ethno- specific	13/04/21	<ul style="list-style-type: none"> • Highlighted importance of physical connections, enabling people to meet • Mental health & wellbeing, linked to ability to and importance of participating in community
2	Taylor's Ward	15/04/21	<ul style="list-style-type: none"> • Safety and lighting • Connectivity within Brimbank is vital. Shared paths for pedestrians and cyclists vital • Senior citizen club wanted • Support multicultural community and elderly with both language and digital literacy - a volunteer initiative • Bicycle and road safety education with children and young people. This requires funding and financial support. • Sport is missing- does say exercise but sport is important.
3	Horseshoe Bend	24/04/21	<ul style="list-style-type: none"> • The greatest connection is through the libraries • Enhancing communication to community and engagement with community is very important • Most important: families, crime prevention, exercise • More importance given to older citizens
4	Community workshop	26/04/21	<ul style="list-style-type: none"> • Need to benefit our aging population • Focus on mental health
5 & 6	Partner Organisations	27 & 30/04/21	<ul style="list-style-type: none"> • Social equity lens and ensuring accessibility for everyone <p>There was a strong focus on the importance of employment as it links to community wellbeing</p> <ul style="list-style-type: none"> - More access to vocational programs, especially for the broader community - Need to support youth employment and youth pathways for employment - Need to support volunteering as link to employment and training - Youth Employment – young people need to be socialised into work - Need to address intergenerational unemployment - Economic inclusion for health – link to mental health - Economic inclusion for all and equity of employment opportunities - Need to address systemic discrimination and racism around employment opportunities - Needs to focus on the barriers for refugee, migrants and women

Table 6, continued:

	Group/Ward	Date	Health and Wellbeing Responses
5 & 6	Partner Organisations (continued)	27 & 30/04/21	<p>Mental health was similarly raised a lot, including as it links to employment</p> <ul style="list-style-type: none"> - More vocational support for young people – link between employment and education and young people’s mental health - Access to mental health services in limited – particularly for young people - Young people are experiencing high needs for mental health services - Link between mental health and social connection - COVID and loss of employment especially casual work impacted these groups <ul style="list-style-type: none"> • More affordable programs • More accessible information – not just online • Need to ensure that non-permanent residents are not forgotten and are seen as part of the Brimbank community – e.g. those on spousal visas and international students • NB, an increase in violence against women for those on spousal visas • Prevention of violence against women is a priority for Health West • Affordable housing needs to be considered
7	Youth	06/05/21	<ul style="list-style-type: none"> • Safety and mental health are especially important after last year - COVID-19. • Increase access to exercise equipment. It’s really important to have open spaces that the community can be actively using and it will encourage healthy living • Lots more health promotion- not just physical but also mental and social. • Crime prevention- I hang out with lots of youth boys (Sunshine and Deer Park) there’s a lot of crime and we need to support young people. • In terms of keeping people connected- resourcing mental health support in other languages. Making it more accessible. • Mental health and physical wellbeing - these are interlinked • Having good mental health can prepare you if something goes wrong • Cross aged education sessions – young people want to learn from older generations and we can help them too, with things like digital connection
8	Seniors	07/05/21	<ul style="list-style-type: none"> • Housing has to be addressed - more for low income earners. Responsibilities of landlords and renters have to be monitored • Youth, family violence - support for men • Intercultural sharing, technology access etc.

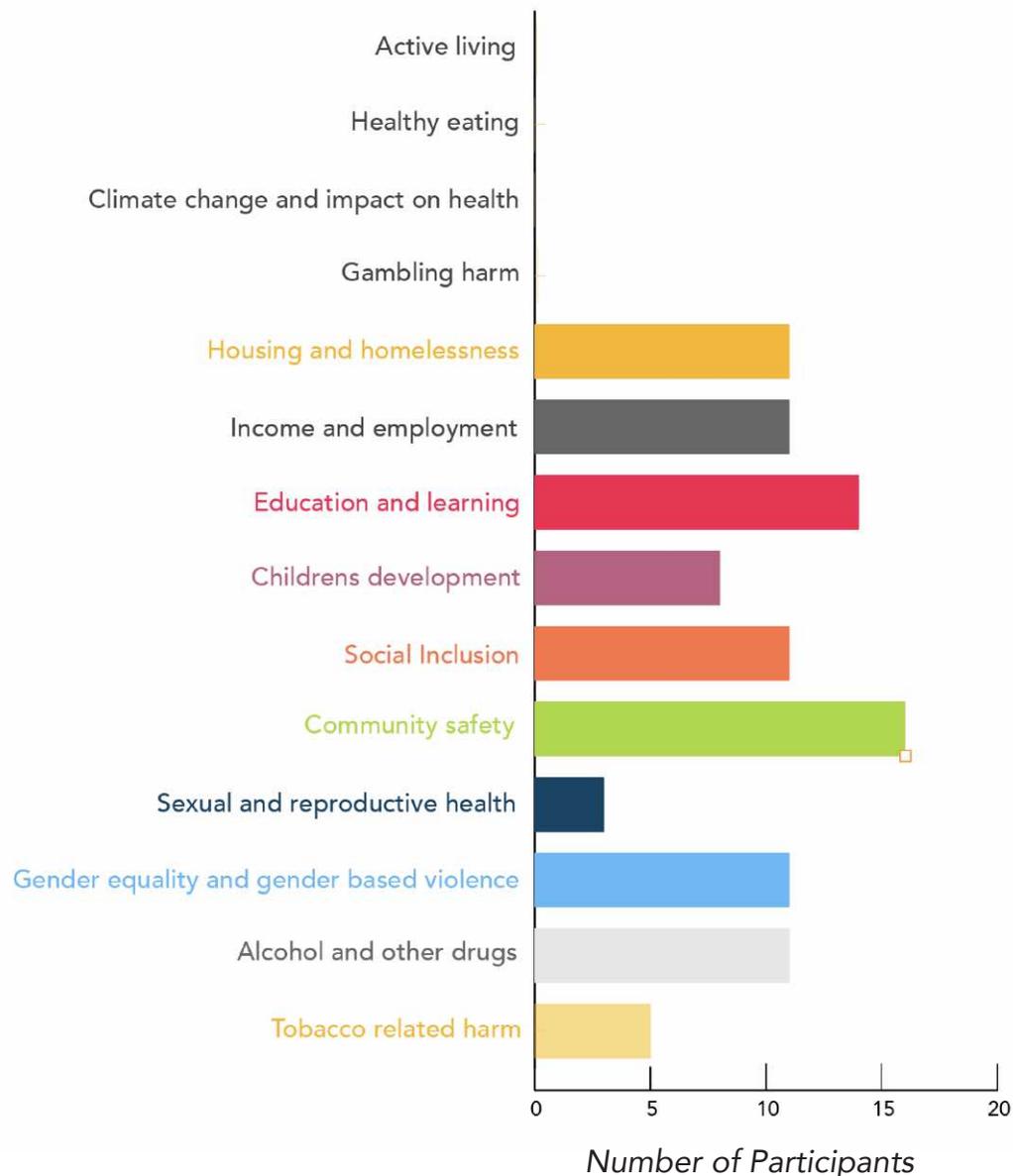
Table 6, continued:

	Group/Ward	Date	Health and Wellbeing Responses
9	Grasslands Ward	10/05/21	<ul style="list-style-type: none"> • Reference to “aged” should be “active seniors instead • Having things local like: Areas for children / families / exercise • Like: Skate parks, bike tracks, always had to travel outside of the area • Playgrounds need to cater to young children and youth • Support for people that can’t leave their houses – people that don’t have access to services • Seniors are currently feeling pushed out of facilities, notably but not only libraries, and access is being given to disadvantaged groups • Add active seniors • Supporting each other during COVID • Seniors connecting to youth
10	Harvester Ward	12/05/21	<ul style="list-style-type: none"> • Safe and affordable housing – recognising different generations have different needs • People and Community • Safety for seniors • Social connects, • Arts / culture / events – brings people together, families can enjoy, educational and cross generational • Youth Support services • Mental health • Sexual and reproductive health • Family violence and protection • Safe and affordable housing • Impact of criminalisation • Aboriginal and Torres Strait Islander leadership and ownership
11	Interfaith and Culturally and Linguistically Diverse (CALD) community	13/05/21	<ul style="list-style-type: none"> • Family violence through COVID, people economically challenged and a lot of temporary VISA’s – putting a strain on relationships • If we have support systems for the temporary residents – this is a way we can grow Brimbank – more people migrating • Opportunities to discuss cultural similarities rather than differences to grow tolerance • Support for those dealing with trauma to prevent intergenerational effects (post family violence) • Asylum Seekers / refugees more programs to integrate e.g getting licences or using existing licences – educating around Victorian processes • Youth spaces where young people can just hang out and seek services, Neighbourhood houses do it well, but it is not a dedicated space

In addition to the many community comments related to matters of health and wellbeing, the seven partner organisations that participated over two workshops, were asked to identify the top five health and wellbeing priorities for Brimbank City Council to focus on. They highlighted: Community safety (16%), Education and learning (14%) with Housing and homelessness, Income and employment, Social Inclusion, Gender equality and gender based violence, Alcohol and other drugs as equal third, each with 11%.

It should be noted that in addition to these results potentially being skewed by the small number of participating partner organisations, it also highlights the limitations of survey information and reinforces the importance of the workshop-based engagements undertaken by Brimbank City Council. In conversation with partner organisations, as reflected in Table 6, above, representatives were particularly concerned about employment opportunities for all community members and its importance for a range of issues, beyond economic wellbeing, particularly inclusion and mental health. Mental health (for all citizens) was a consistent theme, along with youth engagement and supporting them through genuine employment opportunities, as well as concerns around systemic racism and how to overcome it. Partner organisations, like other community members, highlighted their hopes and expectations that infrastructure and other transformational projects in Brimbank, should play significant roles in contributing to local training and employment opportunities.

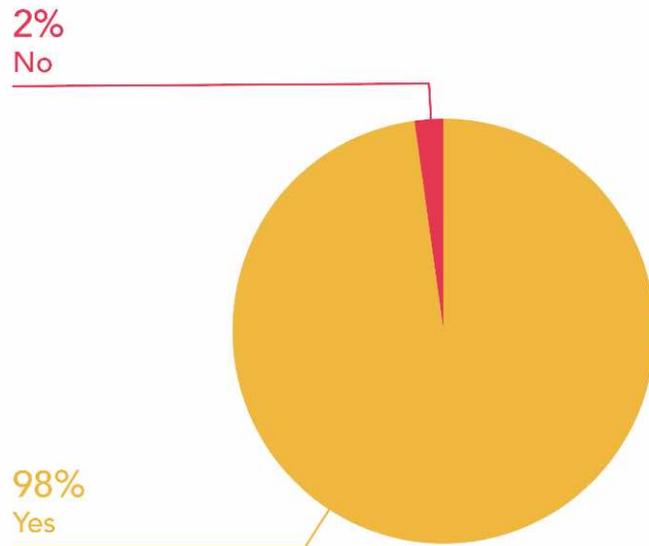
Chart 8. Partner Organisations' Priority Health and Wellbeing Focus Areas



5. Engagement Evaluation

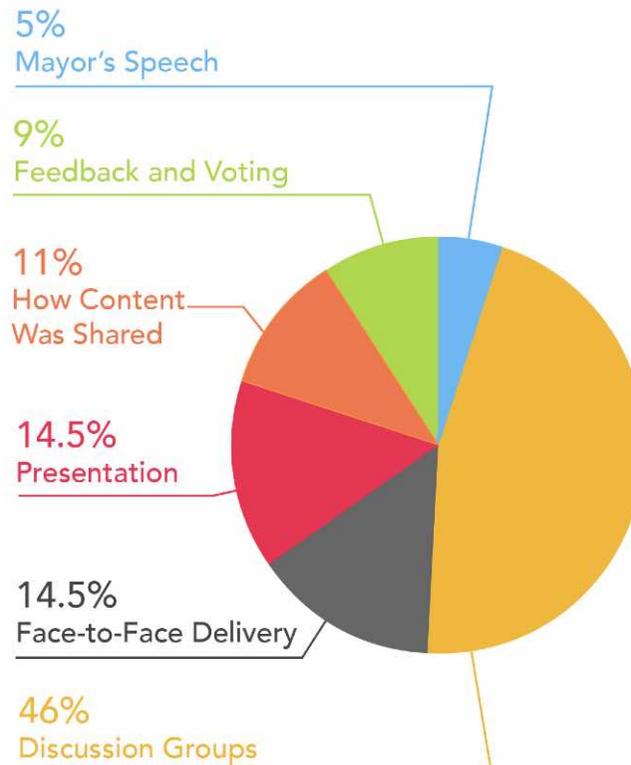
Workshop participants were highly engaged. In response to the question “Would you attend this kind of workshop again?”, 41 out of 42 participants said they would, as shown below in Chart 9.

Chart 9. Number of Workshop Participants Who Would Attend this Kind of Workshop Again



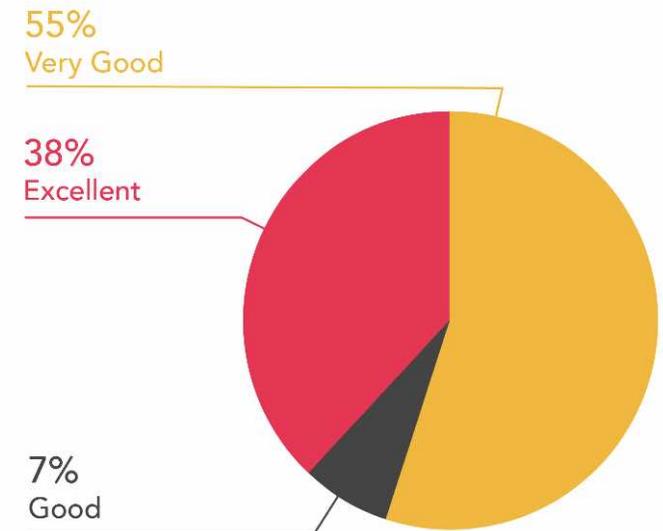
Participants were also asked “What part of the workshop did you value the most?”. From this it was clear that the most valued element was the opportunity to engage in the issues, and to discuss them with other residents, Councillors and Council staff. People also highlighted enjoying the face-to-face engagement, both online and in workshops, perhaps again reflecting the appreciation of engagement with Council as much as any relief in seeing people in a post-lockdown world.

Chart 10. Elements of the Workshops Participants Most Valued



Workshop participants also indicated that the quality of engagement was of a high standard with 16 people rating it 'excellent', 23 people rating it 'very good', and three rating it 'good' as the lowest rating. No one rated it 'fair' or 'poor', reflected below in Chart 11.

Chart 11. Overall, how would you rate this workshop?





This document has been produced by EllisKent and the Together Apart for Brimbank City Council. The Graphic Recordings and Illustrations have been produced by Kate Baxter, the Together Apart.