

Giving
every person
a voice.



Latrobe Community Vision

Community Panel Report

FINAL, 12 August, 2021

capire

COMMUNITY

The term community refers to a group of people that has something in common such as identity, behaviours, interests or values. A community often share a sense of place in a given geographical area (e.g. a country, city, town, or neighbourhood) or in virtual space through communication platforms.

STAKEHOLDER

The word stakeholder refers to individuals, groups or organisations with a stake or interest in the outcome of a decision. Stakeholders may also have the ability to influence the decision given their role or position.

ENGAGEMENT

Engagement is defined as a planned process with the purpose of working with communities and stakeholders to inform decisions, share knowledge and strengthen relationships.

DELIBERATION

The essentials of deliberative engagement are to:

1. Build participant capacity about the engagement topics through a range of different sources of information
2. Enable participants to understand differing views or perspectives with the group
3. Support participant to make informed contributions that consider trade-offs.



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Community Panel Report

A community panel was tasked to recommend the 'building blocks' of a community vision and the Council Plan's priority strategies.

The building blocks will include key themes or aspirations to include in the final Community Vision. The strategies will inform Council's goals and directions.

An engagement approach was designed to facilitate these important decisions for the people of Latrobe City Council.

The Appendix of this report includes community feedback sources and planning notes from the project.

Project background

The *Local Government Act 2020* requires all Council's to develop the following strategic documents in line with the deliberative engagement practices outlined in their Community Engagement Policy:

- **Community Vision:** describes the community's aspirations for the future of the municipality.
- **Council Plan:** describes Council's strategic direction for the next four-years; strategic objectives and strategies for achieving that direction; strategic indicators for monitoring achievements; and initiatives that describe Council priorities for services, infrastructure, and amenity.
- **Municipal Public Health and Wellbeing Plan (MPHW Plan):** identifies shared health and wellbeing priorities for Council. Identifies strategic partnership activities to achieve the health and wellbeing outcomes for Council.
- **Financial Plan:** describes the financial resources required to give effect to the Council Plan and other strategic plans of Council, financial decisions and assumptions underpinning the forecasts and statements describing other resource requirements.
- **Asset Plan:** includes information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning for each class of infrastructure asset under the control of Council.

The Latrobe City Council Community Engagement Policy defines deliberative engagement as a form of community engagement that places people closer to the decision-making of a democratic society, without taking away from the decision-making powers of the elected Council.

Deliberative engagement occurs when a representative sample of the community is provided with the opportunity, information and time to reach a joint position or preferred solution.

Engagement process

Considering Council's policy, the following community engagement program was established. Across multiple sessions, a representative sample of Latrobe City municipality met online to take part.

1. Learning and listening

Support participants understanding of scope, purpose, role and process of the process. Hosted over two 90-minute zoom meetings.

2. Community Vision Expo

Hearing from council service providers and council staff and understanding of "representative needs" of the municipality. (Saturday over two extended zoom meetings)

3. World Café

Seeking collective agreement on what is important to community for the next 10 years through prioritising and voting. (Sunday over two zoom meetings.)

The program was delivered online to maximise value and benefit in a short timeframe and to meet the Victorian state-wide lockdown restrictions occurring simultaneous to the project schedule.

Appendix A provides an outline of the program sessions.

Community Vision - results

The following pages are the results of the community visioning process. 54 panel members took part in developing and ranking the final vision statements.

This information is presented in a table with statements and voting results of panel members ranking preferred vision statements by theme.

Appendix B provides links to community panels notes during the Community Visioning Expo and World café. .

Appendix C shows these results of the vote in a chart format.

Votes of shortlisted vision statements

Theme	Vision statements	Ranked by vote
Economics and Investments	Explore new opportunities - Attract new industries / Clean energy/ Manufacturing/ Aviation/ Health and wellbeing. Capitalise on tourism assets.	32 /48
	Exploring value added advanced technology, health innovation, digital, alternative energy, sustainable, advanced manufacturing, clean and green industries.	23 /48
	Council & the community working in partnership - Focusing on strong leadership, resilience, transparency, positive forward thinking. Feeling heard comfortable and accessible.	18 /48
	Work in partnership with training & education providers to build a skilled workforce for new and emerging industries.	15 /48
	Provide infrastructure and support for new industries - Assistance for rezoning and ensure we have available land - suitably zoned land and consideration for rezoning.	13 /48
	Elevate and recognise Latrobe Valley as a major regional hub in Victoria.	12 /48
	Supporting quality, lifelong learning and training opportunities to support our diverse local industry and community.	10 /48
	Maximising progressive opportunities for new and existing business whilst promoting local content and benefits to community.	8 /48
	Leveraging human capital - our clever and passionate local people.	5 /48
	Simplify and streamlined regulation to support local businesses.	4 /48
Health and wellbeing	Improve our communities health and wellbeing by focusing on affordability, accessibility and inclusivity.	40 /45
	Focus and promote preventative health for all generations through healthy food choices education, and activities.	35 /45

	Closing the gap so all of our community can overcome barriers, and achieve the same health outcomes.	34 /45
Assets	Reuse, repurpose and maximise our facilities for the benefit of our community and to attract visitors to our city.	30 /47
	Efficiently utilise the assets that we have for the economic stimulus and benefit of our community while protecting the environment.	28 /47
	Efficiently utilise our natural assets (geothermal etc) that supports the advantages of our city (human capital, airport, skilled and experienced industrial background).	28 /47
	Better promote what we have, including our Natural Assets for tourism.	16 /47
	Ensuring our assets are physically connected as informed by community feedback.	12 /47
	"Safe Pedestrian Movement" to promote active movement – connection.	11 /47
	Equity in provision of assets across the municipality.	11 /47
Finance and Council services	Industry Leader in New and Green Technology.	25 /47
	Council to provide ongoing maintenance on the livability of Latrobe City. (roads, recreation reserves, facilities, parks and town entrances).	22 /47
	Council to be collaborative and adaptable to new ideas and investment opportunities to assist service delivery to the local community.	22 /47
	Focused on Creating Opportunities - Smart, Sustainable and Adaptable.	21 /47
	Tourism Gateway.	19 /47
	Council to review service delivery on a regular basis to ensure continuous effective and efficient delivery of Council Services to the community.	19 /47
	Council to show transparency with the expenditure of ratepayers funds.	13 /47
Arts, culture and tourism	We have a vibrant and diverse community, where there are various opportunities for arts, culture and tourism, and these are accessible for everyone.	33 /48

	Latrobe City is highly skilled, has access to education and we are invested in growing the capacity of our community, supporting innovation, invention and export. Areas of Council investment include agricultural, technology and creative industries (inc. film).	32 /48
	Our community has a range of art opportunities for community members to engage in creative expression and develop community connectedness with the goal of promoting health and wellbeing.	20 /48
	We are connected to our community, we know what's happening, we share information and we know where to go to seek information on arts, culture and tourism.	19 /48
	Artists involved in the transitions away from the mining industries- promoting our community as a progressive and creative community as we move towards a greener future.	18 /48
	Opportunities for marginalised artists - residencies/exhibitions/workshops (migrant, First Nations, young people, older community, disabled LGBTIQ+)	13 /48
Sustainability and natural environment	Advocating for an equitable transition to a new energy future, that ensures no one is left behind by being leaders in sustainable technologies in new clean energy, recycling and resource management.	33 /49
	Being known for recycling and waste management best practices that support a new (circular) economy.	28 /49
	Our home is the "Valley of Nature" where natural features and liveable areas are easy to access and our beautiful environment is our heart & pride	24 /49
	Empowering and supporting our next generation in the decision affecting their future health and wellbeing	23 /49
	Working in partnership with indigenous custodians in sustainable land management and preservation of our environment for a changing climate.	21 /49
	We acknowledge historical indigenous land practices that support our sustainable natural environment	10 /49

Evaluation and observations

There are several limitations regarding the engagement process and analysis that should be acknowledged when reading this report. These are outlined below.

- Victoria went into its 5th lockdown meaning the Panel met online and not face to face at Federation University for a weekend program. Participants were asked if they required support to transition online and were provided support where requested.
- Understandably, the number of participants fluctuated across the online sessions. This is normal due to the state-wide lockdown restrictions, illness or unexpected family or work commitments.
- Council was limited in its ability to simply delay the program, especially with the risk of further lockdowns.
- It was taken with good faith that the information participants provided in their Expression of Interest (EOI) forms about their demographics was true.
- Community Panel session discussions were participant-led with Latrobe City Council staff. Some participants may have chosen to contribute in some activities and theme areas, and not others. This was their choice.
- Community Panel members were recruited from an expression of interest to 9,000 households across the municipality. Federation University then selected a stratified sample of 100 people representing the demographic profile of Latrobe City Council. A panel of this size provides 95% confidence +/-5 for a population of 75,000.
- While the final membership of the panel was not 100 people sought, we can report that 54 randomly selected people provides a high degree of confidence in the resulting feedback. (more than 95% confidence, +/-15 for a population of 75,000)
- Unfortunately, due to some panel members either not taking part in the vote or struggling to have access to the voting software, the result of vision statements involved between 45-49 panel members out of the 54 members casting votes.
- While the Panel delivered a strong cross-section of views across the municipality, it cannot be guaranteed that the community's complete set of views were represented.



Appendix A- Program Overview

Table 2 Overview of deliberative sessions (Session One and Two)

Learning and listening	
Tuesday 13 July 2021 6-730pm	Tuesday 20 July 2021 6-730pm
Session #:1	Session #: 2
Format: Induction Zoom Meeting	Format: Zoom Meeting
<p>Overview:</p> <p>Panel members joined a 1.5-hour online meeting to be introduced to the panel process and meet their peers.</p> <p>Panel members participated in online activities to share their own narrative of living in Latrobe and learn how to collect other narratives.</p> <p>Participants left the session with an awareness and commitment to the role. As well as an understanding of the process and expectations.</p> <p>Welcomes were heard from the Mayor and a Councillor.</p>	<p>Overview:</p> <p>Panel members heard the early community survey results and were given an opportunity to discuss reflections with fellow participants in a break out room. In this room panel members shared their thoughts and developed a deeper awareness and understanding of issues.</p> <p>Participants heard a summary of the six strategic themes to be discussed in Session 3 and 4.</p> <p>Participants identified what supports they may need for their deliberations, e.g. expert speakers, additional research, Council data etc.</p>

Table 1 Overview of deliberative engagement (Session Three and Four)

Building the collective narrative	Deliberating over community priority areas
Saturday 24 July 2021 10am-3pm	25 July 2021 10am-3pm
Session #: 3 Format: Zoom Meeting	Session #: 4 Format: Zoom Meeting
<p>Overview:</p> <p>To set the scene, participants watched short videos from each of the Latrobe City Council Councillors describing their vision for Latrobe.</p> <p>Participants were divided into break out rooms. Each breakout room heard a short presentation from the subject matter expert on their dedicated topic.</p> <p>Community Panel members were encouraged to ask questions to better understand the topic area, clarify information provided, share experiences on the topics area and to understand Councils role in this issue, policies and/ or responsibilities.</p> <p>After the break, participants dived deeper into the details of each of the six strategic themes. The high-level vision elements were noted and trade-off elements discussed.</p> <p>Community Panel members recorded responses using online collaborative slides. Slides were prepared for each activity.</p> <p>Each breakout room had its own slide where community panel members, table hosts and subject matter experts were able to add their notes.</p> <p>The collaborative set-up of these documents allowed all participants to read and reflect on the discussions happening in other rooms too.</p>	<p>Overview:</p> <p>This phase of the approach sought to gain collective agreement on what is important to community for the next 10 years.</p> <p>The panel was divided into twelve breakout rooms to have detailed discussions on each of the six strategic themes. Participants rotated between the breakout rooms across three rounds. Instructions for each round were as follows.</p> <ul style="list-style-type: none"> • Round One: group brainstorms their broad ideas in response to one of the priorities • Round Two: The second round will draw from the first round, working towards refining the existing ideas, and beginning the process of narrowing broader ideas. Don't be afraid to underline ideas. • Round three: the purpose of this round is to finalise a top 3 of priority statements based on the process of brainstorming and refining in previous rounds. The statements must be easily communicable and easily presented to the broader cohort.

Appendix B – Community data

Community Vision Expo

Panel member notes on “What we learnt” and “Opportunities and Constraints”

<https://docs.google.com/presentation/d/1m2aTSO9qUEPxAv2unRk1yvS9y39RJh3jtTGQxR-7ppA/edit>



Figure 1 Sample of online worksheets used to collect feedback

World Café

Panel members notes captured during small group discussions refining vision statements.

https://docs.google.com/presentation/d/1kOov1KCv_zHx8PtXT53Snpg3YXeyeoqWSaQxxV1F4ns/edit

Appendix C – Results of Community Panel Vote

Vision statement voting graphs

The following graphs show the live voting tool used to capture community panel feedback on the shortlisted vision statements. The number in the bottom right-hand corner of each image refers to the number of individual voters per question.

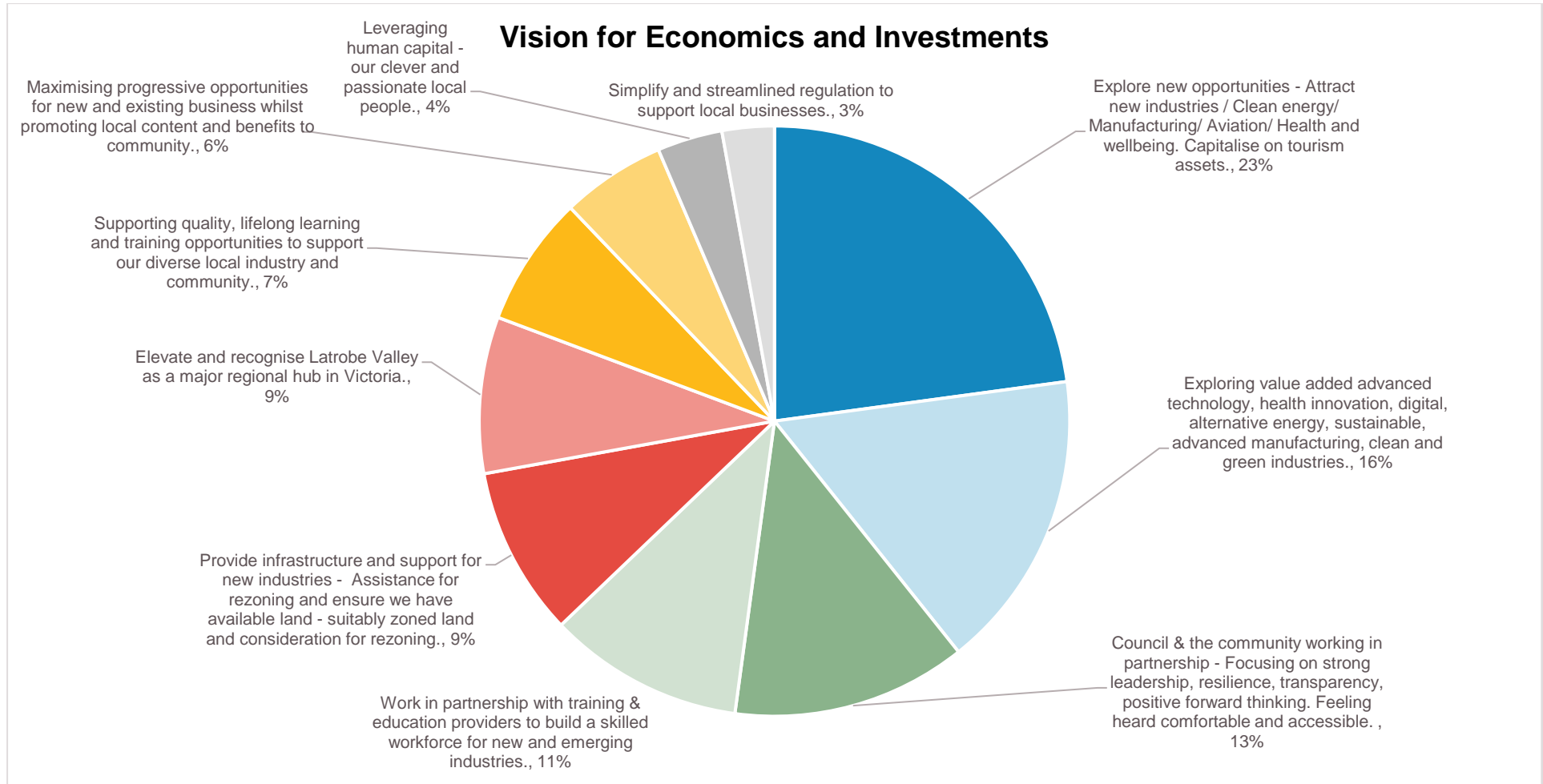


Figure 2 Outputs for the economics and investments vision (N=48, 3 equal weighted votes each)

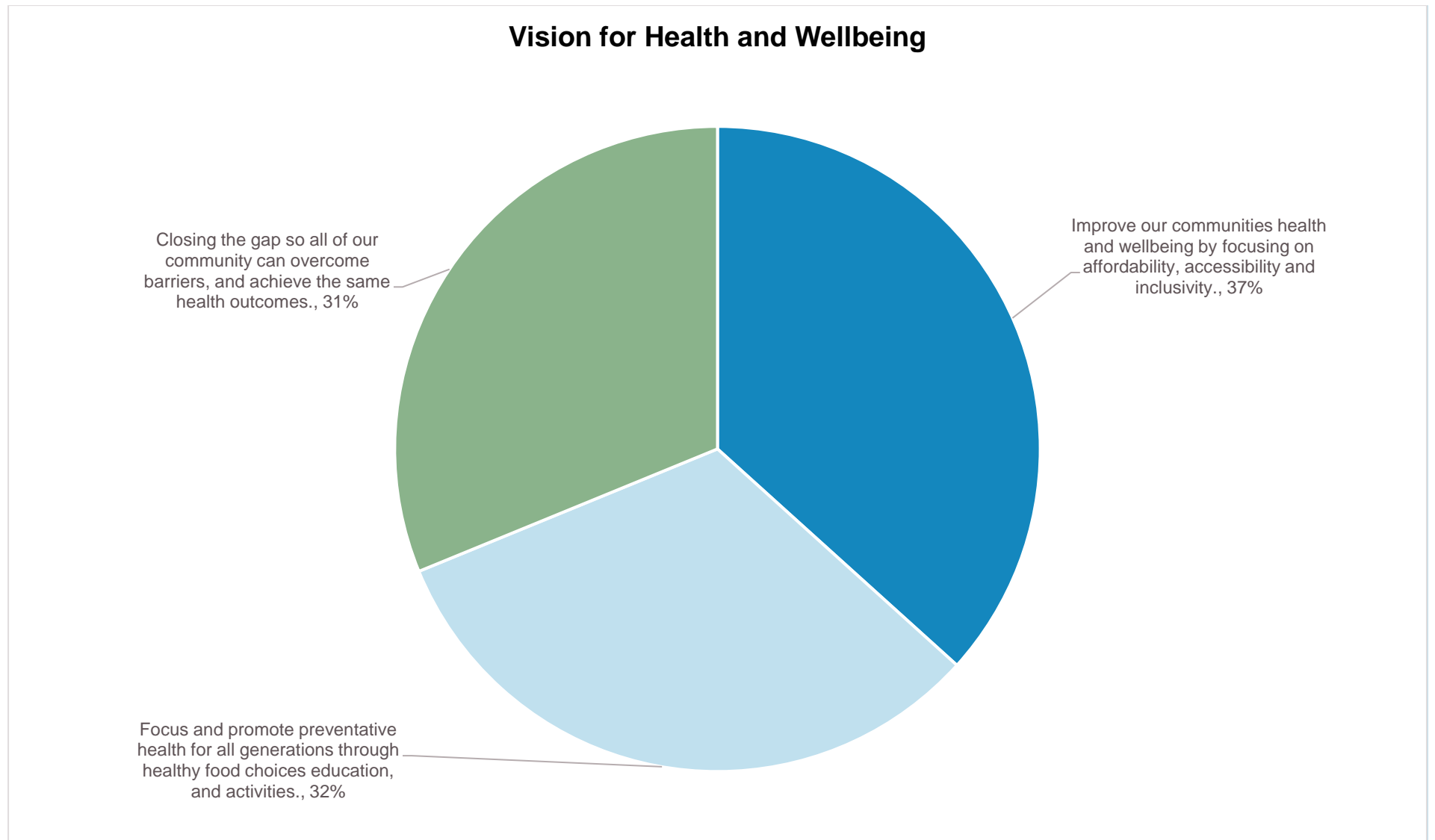


Figure 3 Outputs for the health and wellbeing vision (N=45, 3 equal weighted votes each)

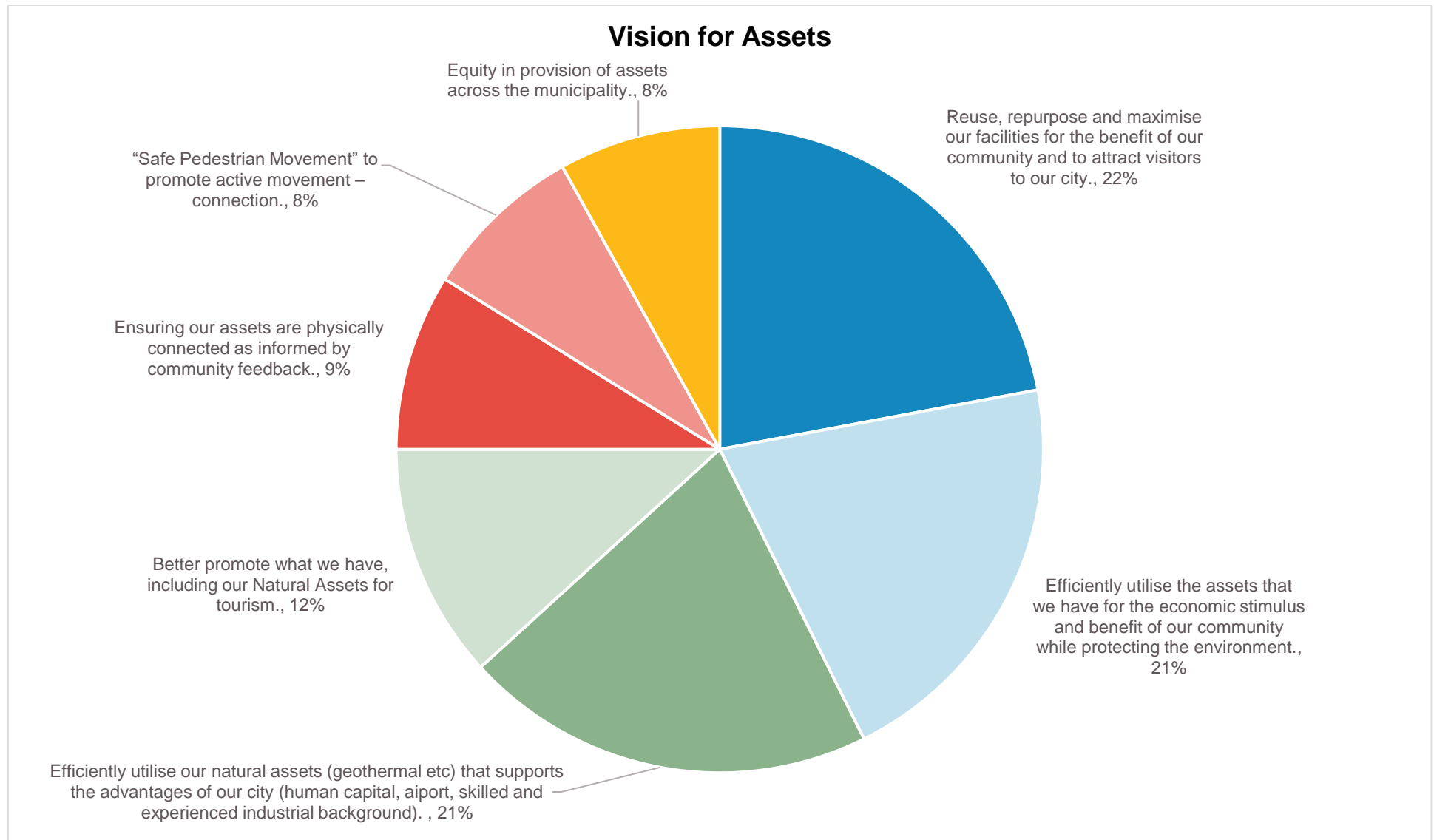


Figure 4 Outputs for the assets vision (N=47, 3 equal weighted votes each)

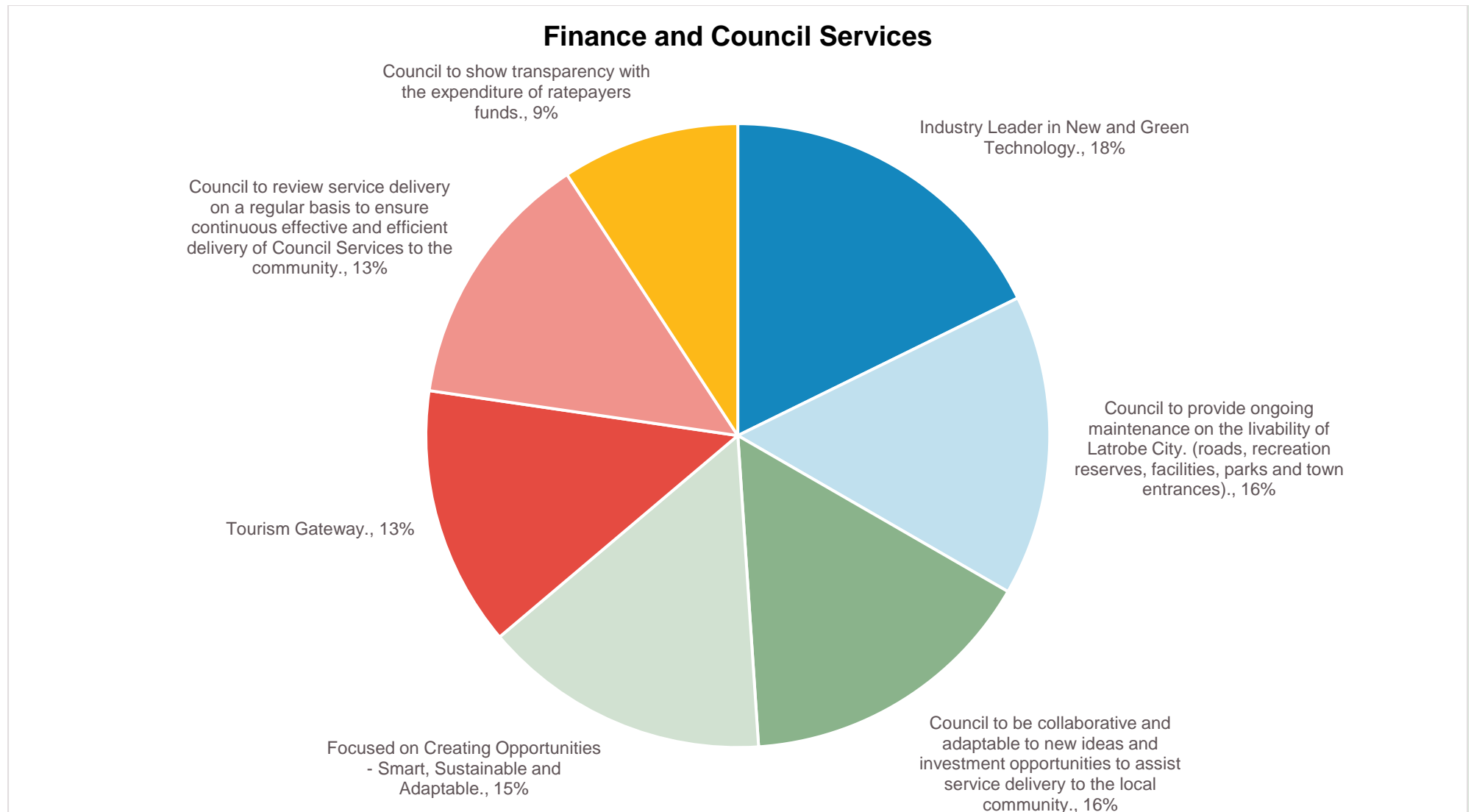


Figure 5 Outputs for the finance and council service delivery vision (N=47, 3 equal weighted votes each)

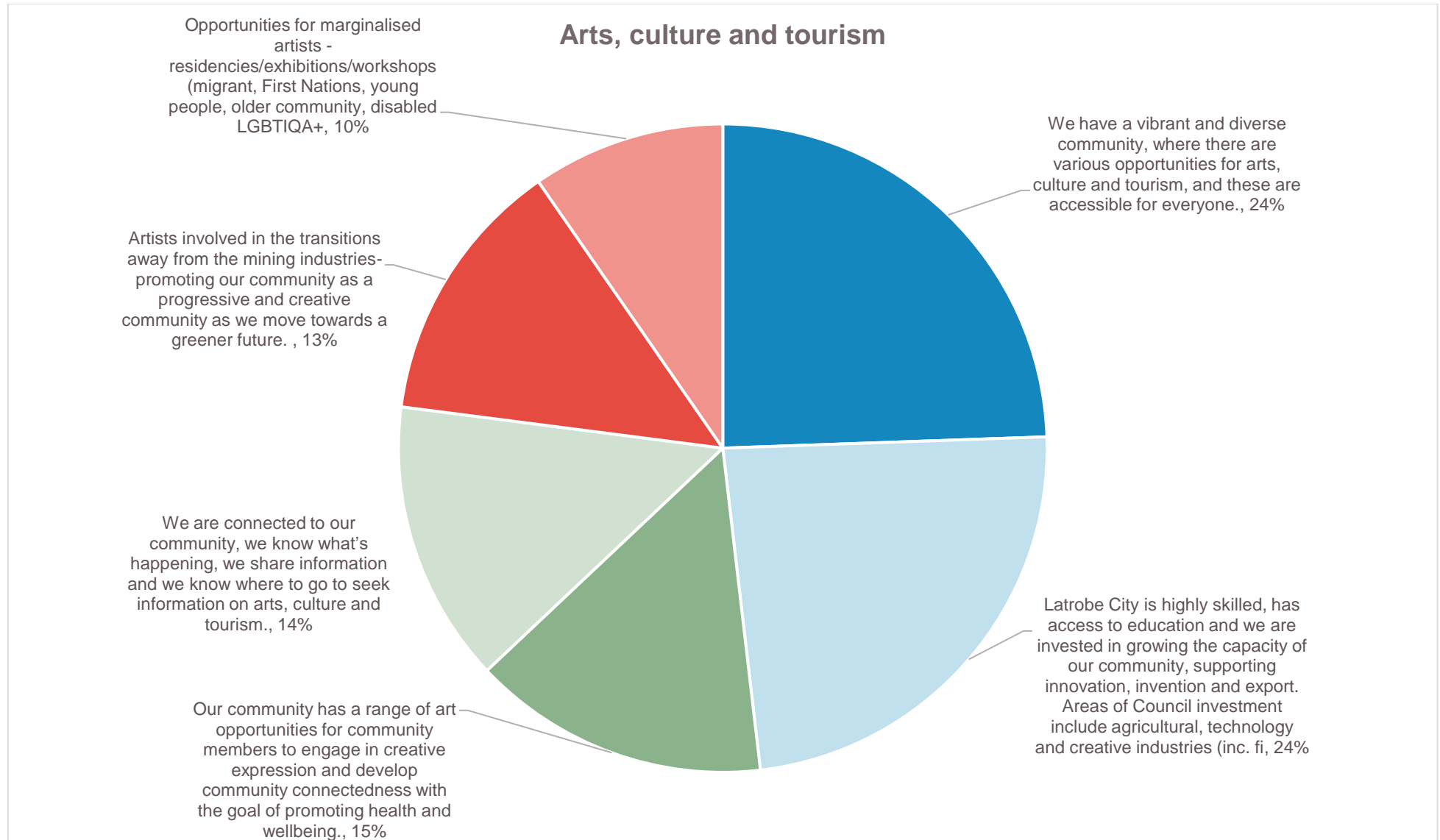


Figure 6 Outputs for the arts, culture and tourism vision (N=48, 3 equal weighted votes each)

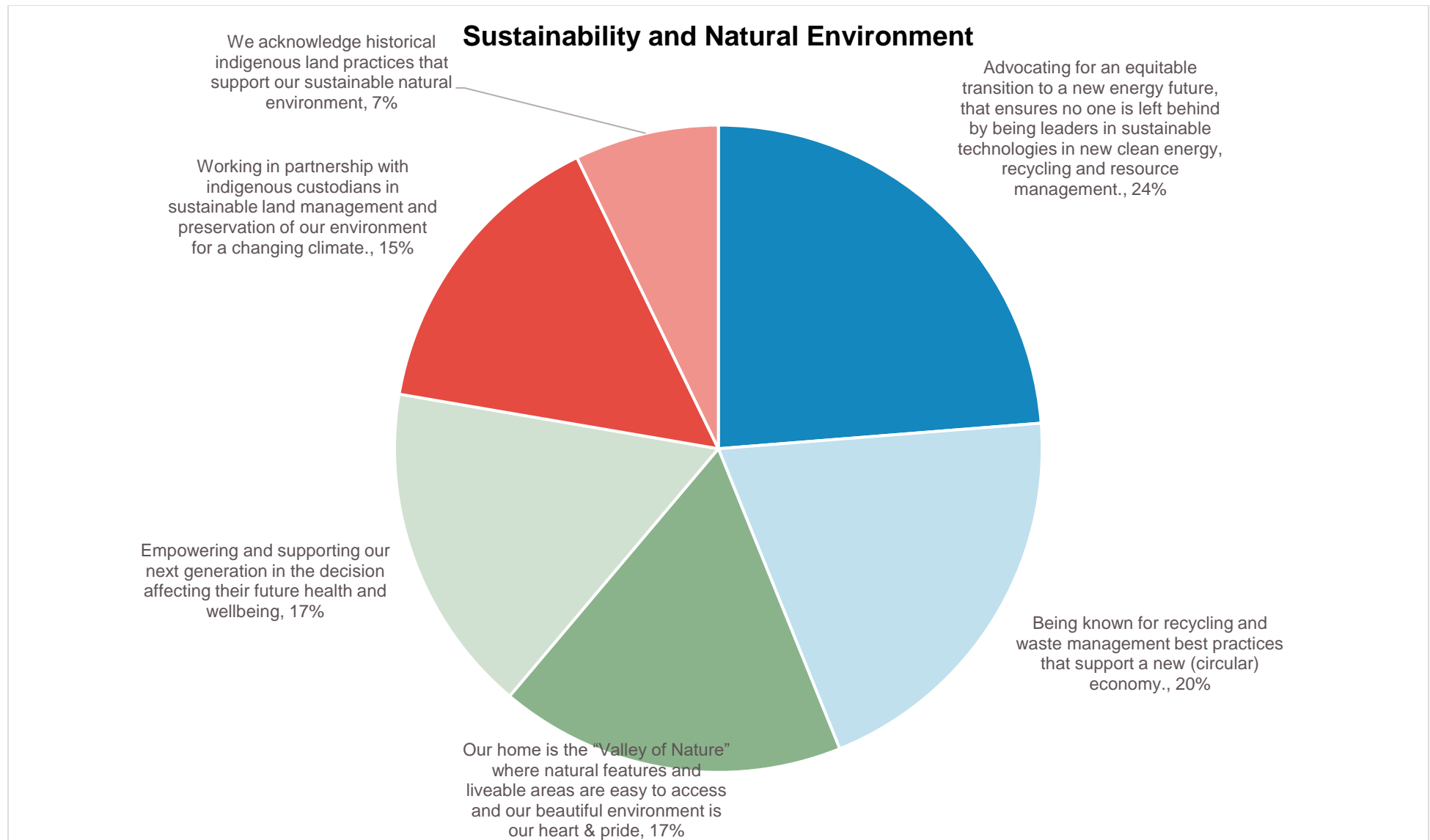


Figure 7 Outputs for the sustainability and natural environment vision (N=49, 3 equal weighted votes each)