

## Report to the Future Melbourne Committee

Agenda item 6.6

### Community Engagement Policy

16 February 2021

**Presenter:** Alison Duncan, Director Community Services

#### Purpose and background

1. The purpose of this report is to seek endorsement of the Community Engagement Policy (the Policy) (refer Attachment 2).
2. Community engagement is an essential and legislated local government activity, which enables members of the community, who may be impacted by a council decision to be involved in the decision-making process. It results in better decisions, leading to more sustainable policy, infrastructure and services, as well as greater community satisfaction and wellbeing.
3. In 2010, a City of Melbourne Charter of Engagement, framework and supporting resources were endorsed by Council and embedded across the organisation. Each year, Council engages on over 50 projects with 135,000 people via Participate Melbourne and 10,000 people via face to face (or during COVID-19, online) activities.
4. The Policy is a requirement of the *Local Government Act 2020* (the Act). The Policy must be developed in consultation with the municipal community, include a definition of deliberative engagement practice and be adopted by 1 March 2021.
5. The Policy must adhere to the principles outlined in Section 56 of the Act. In summary, the principles state that a community engagement process must have a clearly defined objective, that participants are representative of those affected and have easy access to information. Participants must be supported to enable meaningful engagement and be informed of how the process will influence decision-making.
6. The Community Vision, Council Plan, Financial Plan and Asset Plan are to be developed using deliberative engagement practices.

#### Key issues

7. The Policy has been built on existing community engagement practice. It aligns to the Act's principles of engagement and international and local frameworks including the International Association of Public Participation, the Victorian Auditor General's public participation guidelines and the Organisation for Economic Co-operation and Development's recent international research on deliberative engagement.
8. The Policy has been developed in consultation with our community, Councillors and management who have reviewed existing practice and nominated priority principles of deliberative engagement. Consultation also explored opportunities and barriers to meaningful public participation (refer Attachment 3).

#### Recommendation from management

9. That the Future Melbourne Committee
  - 9.1. Endorses the Community Engagement Policy (Attachment 2 of the report from management)
  - 9.2. Authorises the General Manager Community and City Services to make any further minor editorial changes or amendments required prior to publication.

#### Attachments:

1. Supporting Attachment (Page 2 of 26)
2. Community Engagement Policy (Page 4 of 26)
3. Consultation Summary (Page 23 of 26)

## **Supporting Attachment**

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### **Legal**

1. Section 55 (1) of the Act provides that, in performing its role, the Council must adopt and maintain a community engagement policy.
2. Section 55 (2) of the Act provides that the Policy must:
  - 2.1. be developed in consultation with the municipal community
  - 2.2. give effect to the community engagement principles
  - 2.3. be capable of being applied to the making of the Council's local laws
  - 2.4. be capable of being applied in relation to the Council's budget and policy development
  - 2.5. describe the type and form of community engagement proposed, having regard to the significance and complexity of the matter and the level of resourcing required
  - 2.6. specify a process for informing the municipal community of the outcome of the community engagement
  - 2.7. include deliberative engagement practices which must include and address any matters prescribed by the regulations for the purposes of the section and be capable of being applied to the development of the Community Vision, Council Plan, Financial Plan and Asset Plan
  - 2.8. include any other matters prescribed by the regulations.
3. The community engagement principles in section 56 of the Act are:
  - 3.1. a community engagement process must have a clearly defined objective and scope
  - 3.2. participants in community engagement must have access to objective, relevant and timely information to inform their participation
  - 3.3. participants in community engagement must be representative of the persons and groups affected by the matter that is the subject of the community engagement
  - 3.4. participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement
  - 3.5. participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making.

### **Finance**

4. The development of the Policy was funded within the existing budget allocation.

### **Conflict of interest**

5. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a material or general conflict of interest in relation to the matter of the report.

### **Health and Safety**

6. In developing the Policy and throughout the public consultation period COVIDSafe measures were in place. A COVIDSafe plan was developed and implemented adhering to the COVIDSafe principles identified by the Victorian Government. No other Occupational Health and Safety issues or opportunities have been identified.

### **Stakeholder consultation**

7. In November 2020, online workshops were held with representatives of the Boon Wurrung Foundation, Bunurong Land Council, and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation to better understand the perspective and experience of Aboriginal Traditional Custodian groups with respect to Council consultation practices and public participation principles.
8. Between 7 January and 3 February 2021, we hosted a series of 12 pop-up engagement kiosks across Melbourne's neighbourhoods, encouraging a diverse breadth of community members to review the existing City of Melbourne Charter of Engagement, discuss enablers and barriers to public participation, and provide feedback on principles of deliberation. Two virtual workshops were held and a Participate Melbourne webpage with online survey was promoted; providing contextual information, language interpreter details, and an 'Ideas Wall'.
9. Opportunities to participate were publicised through social media posts and advertisements, local newspapers, stakeholder-specific newsletters, briefing sessions, direct emails and community channels. This multifaceted communications approach assisted us to reach children and young people, families, older Melbournians, culturally and linguistically diverse residents, local and international students, workers, businesses, visitors, community organisations and people of diverse abilities and identities.

### **Relation to Council policy**

10. The Policy aligns with the priorities identified in the *Future Melbourne 2026* plan and *Council Plan 2017 – 21* in particular the goals 'A Deliberative City' and 'A City of People'.

### **Environmental sustainability**

11. In developing the Policy, environmental sustainability issues or opportunities were not directly relevant.

# DRAFT COMMUNITY ENGAGEMENT POLICY 2021



### **Acknowledgement of Traditional Custodians**

The City of Melbourne respectfully acknowledges the Traditional Custodians of the land, the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation and pays respect to their Elders past, present and emerging. We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

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Adopted: 2021

Review: 2025

## Thanks to our community

Thank you to the people who shared their input, ideas and reflections that have helped shape this Community Engagement Policy. We reached out to you over many months to seek your involvement and participation in conversations, activities and workshops about the principles and practice of community engagement. We appreciate your time and interest and look forward to fostering a deeper culture of public participation together. To find out more about the community engagement policy consultation visit [participate.melbourne.vic.gov.au/community-engagement-policy](https://participate.melbourne.vic.gov.au/community-engagement-policy)

# POLICY STATEMENT

The City of Melbourne recognises and values the vast knowledge and experiences within our diverse communities, and is committed to placing the community at the heart of what we do. Together we can shape an evolving Melbourne where our communities are resilient, connected and engaged. Effective and meaningful community engagement plays a critical role in enabling this future at a local, national and global level. Genuine and equitable access to participatory decision-making is essential to a strong community.

This policy supports Council's goal of being a deliberative city, and realising our vision as a bold, inspirational and sustainable city.

# PURPOSE

**The Community Engagement Policy outlines the City of Melbourne’s commitment and approach to community engagement practice.**

It details the principles that guide our work towards delivering sustainable outcomes for our city: through shared problem-solving, open dialogue and meaningful participation.

The policy seeks to foster a deeper culture of public participation. It provides a common language that strengthens community engagement for all.

This policy applies to all Council service areas, teams and employees. Community engagement is everyone’s responsibility and evolves as our city evolves. It applies across the work that Council delivers, from strategic planning, to community development, service delivery and legislative requirements. The policy informs the planning, design, implementation and evaluation of community engagement processes. It lets the community know what they can expect from us.

This policy represents one of the four pillars of engagement from our Community Engagement Framework, alongside ‘People’, ‘Practice’ and ‘Performance’. The framework was endorsed by Council in 2010 and embedded across the organisation. It structures the way we invest in and are accountable for community engagement through a range of internal processes.

## COMMUNITY ENGAGEMENT FRAMEWORK

<b>People</b>	<ul style="list-style-type: none"> <li>• Specialist team</li> <li>• Training program</li> <li>• Mentoring program</li> <li>• Facilitator network</li> <li>• Practitioner network</li> </ul>
<b>Practice</b>	<ul style="list-style-type: none"> <li>• Participate Melbourne</li> <li>• Planning, advice and support</li> <li>• Templates and resources</li> <li>• Contractor guidelines</li> </ul>
<b>Policy</b>	<ul style="list-style-type: none"> <li>• Aboriginal Melbourne Engagement Protocols</li> <li>• Community Vision</li> <li>• Council Plan</li> <li>• Strategic Plans</li> </ul>
<b>Performance</b>	<ul style="list-style-type: none"> <li>• Audit</li> <li>• Research program</li> <li>• Evaluation toolkit</li> <li>• Lessons learned process</li> </ul>



# HOW WAS THIS POLICY DEVELOPED?

**This policy was developed in consultation with the community, Council and our employees and is underpinned by a strong history of public participation at the City of Melbourne.**

Each year, we typically engage on over 50 projects, reaching around 135,000 people through our online and face-to-face activities.

The policy was informed by an internal review, as well as benchmarking international, national and local examples of best practice community engagement. We also undertook a program of consultation activities in late 2020 and early 2021, in addition to reviewing previous community feedback and data.

This policy is a requirement of the Local Government Act 2020 and aligns with other key references including the Victorian Auditor-General's *Public Participation in Government Decision-Making Better Practice Guide*, our previous Community Engagement Charter, and the City of Melbourne values.

We will review this policy and our processes periodically to ensure that they continue to reflect the expectations of the community, Council and our employees.

**“Help people to value that they have a voice. Find the ones that don’t know they have a voice yet, because there’s so many strong agents of change out there.”**

- Traditional Custodian group



# WHAT IS COMMUNITY ENGAGEMENT?

**Community engagement is a planned process with the specific purpose of working with individuals and groups to encourage active involvement in decisions that affect them or are of interest to them.**

The outcomes of community engagement activities are better decisions that result in improved policy, facilities and services, as well as greater community satisfaction and wellbeing.

At the City of Melbourne, our community engagement approach is underpinned by theory and evidence, and is embedded in our organisational culture and values.

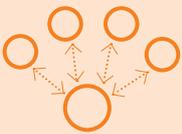
**Whenever the City of Melbourne is planning, delivering a project or making a decision that significantly impacts the way our community experiences the city or their interaction with our organisation, the community must have the opportunity to meaningfully participate in that process.**



# THE SPECTRUM OF ENGAGEMENT

Community engagement occurs for a variety of reasons and across a broad range of Council areas, such as city planning, service delivery, infrastructure design, strategies, plans and more. You can see when we are required by law to engage in the Legislative Requirements section. The City of Melbourne uses the International Association of Public Participation (IAP2) *Spectrum of Engagement* to guide our planning.

The IAP2 Spectrum is a useful, widely recognised tool that identifies five levels of participation. For each level there is a corresponding goal, commitment and role for Council and the community in the process. There may often be more than one level of engagement used across a project, depending on the stage, scope, timeline and stakeholders involved, as well as the influence and impact identified.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
					
<b>Goal</b>	To provide our community with objective and clear information that lets them know when something is happening, or about to happen.	To seek and consider community feedback on alternatives, proposals and/or decisions we need to make.	To work directly with our community throughout the process to ensure that your concerns and aspirations are understood, considered and incorporated where appropriate.	To partner closely with our community in identifying alternatives, developing solutions and co-designing a jointly agreed outcome.	To place final decision making in the hands of our community, build their capacity to identify solutions and lead or deliver change.
<b>Our commitment to community</b>	We will keep you informed.	We will listen to and acknowledge your concerns and aspirations and provide feedback on how your input influenced the decisions.	We will work with you to ensure what we've heard is directly reflected in the alternatives developed and provide feedback on how your input influenced the decisions.	We will work together in co-designing solutions, and as much as possible, incorporate your advice and proposals into the decisions.	We will work alongside you to realise your decisions and aspirations.
<b>The role of community</b>	Listen	Contribute	Participate	Partner	Partner or lead
<b>Engagement type</b>	Informative and consultative	Informative and consultative	Deliberative	Deliberative	Deliberative

# DELIBERATIVE ENGAGEMENT

**Deliberative engagement is a process used to reach an outcome or decision for complex issues. The process typically occurs over a period of time and brings together a real mix of voices to work through and consider issues in a supported environment.**

It is an inclusive and transparent process in which participants are provided with:

- a clear purpose from the outset of what will be achieved and why
- relevant evidence and background information to analyse
- sufficient time to explore, assess and discuss options
- practical support to enable participation in the process

Deliberative engagement requires locals, experts, Councillors and City of Melbourne employees to be engaged in informed discussion. It should enable a diverse range of people in our community to be highly involved, including those most impacted by the decision.

City of Melbourne will undertake deliberative engagement for the development of our:

- Community Vision (10 years)
- Council Plan (4 years)
- Financial Plan (10 years)
- Asset Plan (10 years)
- and projects and policies where deliberative engagement is determined to be the most effective process to reach an outcome or make a decision.

**“If we all contribute our perspectives, then a wider range of views will be available in the end to make the right decision.”**

- 12 year old student





# OUR PRINCIPLES AND COMMITMENT

The City of Melbourne has developed the following principles through consultation with our community. They are our commitments to community engagement that guide our work.



## Place-based and community development

City of Melbourne understands the strengths, assets and connections to place that our community has, and we invest in building the capacity of our community to lead and affect change.

We will engage creatively in the places and spaces where our community live, work, play and visit, and will work to strengthen the connections and understanding of local areas and issues.

We will seek out experts alongside local expertise and will foster reciprocal relationships and proactive partnerships with Traditional Custodians, community organisations, residents, workers, businesses, students and other precinct and neighbourhood-based individuals, leaders and groups.

We will ensure that the community is supported to identify place-based concerns and opportunities, and we will work together to address these concerns and realise aspirations.



## Inclusive and Accessible

Everyone has a right to be involved in decisions that affect where and how they live. Everyone should feel supported and comfortable to have their say in council decision making.

We will value diverse ideas and perspectives and proactively seek out a real mix of voices and experiences that reflect our municipality.

We will provide accessible information and genuine opportunities that invite and enable our community to participate, ensuring they feel valued and empowered.

We will allocate appropriate resources to support the needs of participants, particularly from underrepresented voices in our community, ensuring the methods, communication and spaces we use are culturally safe and accessible for all.



## Accountable and Transparent

City of Melbourne is accountable for the decisions we have been entrusted to make and we are clear on why and how we engage.

We will communicate in a clear and timely manner so our community can easily understand what we are asking, what level of influence they have and how it will impact them.

We will ensure our staff are well resourced and skilled in engagement, and conduct consultation processes openly and fairly.

We will report back to our community on what we did and what we heard during consultation via Participate Melbourne and other relevant channels, as well as ensuring that those who have formally engaged in consultation processes are informed when a decision will go to Council to be endorsed.

We will improve our engagement practices through ongoing evaluation and learning, as well as continually extending our reach and strengthening our relationships with the community.



## Trust and Respect

City of Melbourne is actively invested in our relationship with our community and we understand that trust is developed by commitment and adherence to these principles.

We will respect the time and commitment our community invests in engagement and will work collectively with a common goal of building strong neighbourhoods and a vibrant city for everyone.

We will listen deeply and engage in open dialogue, supporting our community to realise its aspirations. We will promote ongoing discussion, deliberation and mutual exchange of ideas, utilising our channels and networks.

We will commit to meaningful engagement that enhances and continuously builds trust with our community, and demonstrates integrity in our processes.

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법에 대한 의견을 한국어 통역사를 통해 말씀해 주세요.



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community engagement policy

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귀 기울이겠습니다



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CITY OF  
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# ROLES AND RESPONSIBILITIES

Community engagement is a shared responsibility. We all have a role to play in participatory decision-making that shapes the places where we live, work, play and create. There are roles for both Council and the community in initiating, leading, participating in and delivering engagement activities.

ROLE	RESPONSIBILITIES
Community, business, government and other stakeholders	Support community engagement processes and Council decision-making by seeking information, actively participating in engagement activities, putting forward ideas and promoting consultation opportunities to other stakeholders.
Lord Mayor, Deputy Lord Mayor and Councillors	Champion the commitment and principles of engagement through leadership, modelling best-practice and decision-making.
CEO, Deputy CEO and Executive Leadership Team	Champion a culture that fosters best-practice engagement and model the principles through leadership, process and implementation of this policy.
Management Leadership Team	Manage teams and projects to ensure community engagement is undertaken consistent with this policy and that staff are appropriately resourced, trained and supported.
Director Community Services	Monitor implementation of this policy and conduct periodic reviews to drive continuous improvement across the Community Engagement Framework.
Community Engagement Team	Oversee the Community Engagement Framework to build organisational capacity and practice through provision of advice, training and mentoring, resources and tools, as well as building and maintaining place-based relationships with community.
Council employees	Ensure their community engagement planning and delivery is consistent with this policy and as appropriate to their role and function.

“The closer the decision-making is to people... the more happy the community will be, the more the ‘common good’ will be looked after and the quality of life will improve for everyone.”

- worker



# OUR LEGISLATIVE REQUIREMENTS

**Elements of our community engagement work are guided by Victorian Government legislation which sets specific engagement requirements for some Council activities. These statutory requirements usually relate to long term strategic council planning and budgeting, amendments to the planning scheme, development of public health and wellbeing plans, local law making, land acquisition and sales, electoral reviews and some road changes.**

The Local Government Act 2020 outlines a set of overarching principles and requirements to guide the engagement approach of councils. Other relevant legislation includes:

- Charter of Human Rights and Responsibilities Act 2006
- Child Wellbeing and Safety Act 2005
- Disability Act 2006
- Equal Opportunity Act 2010
- Gender Equality Act 2020
- Local Government Act 1989
- Multicultural Victoria Act 2011
- Planning and Environment Act 1987
- Privacy and Data Protection Act 2014
- Public Administration Act 2004
- Public Health and Wellbeing Act 2008
- Road Management Act 2004
- Subordinate Legislation Act 1994

# DEFINITIONS

## Co-design

A partnership with community to come to an agreed model or design of service delivery or public infrastructure. Co-design can also refer to the co-design of the engagement process itself to ensure it is fully transparent and works for all parties.

## Community

An individual or a group of people united by at least one common characteristic such as geography, shared interests, values, experiences, or tradition.

## Community development

Community groups and individuals are supported to identify important concerns and opportunities, and to plan and implement strategies to mitigate their concerns and realise aspirations. Community development and community engagement are related. They can be understood as a continuum of community work.

## Community engagement

A planned process with the specific purpose of working with individuals and groups to encourage active involvement in decisions that affect them or are of interest to them.

## Deliberative engagement

A process used to reach an outcome or decision for complex issues. The process typically occurs over a period of time and brings together a real mix of voices to work through and consider issues in a supported environment. It is an inclusive and transparent process where support, time, information and purpose are key requirements.

## Participatory decision-making

A process that includes a broad range of people in the making of a decision. It includes both 'public participation' and 'community engagement'.

## Place-based

An approach that acknowledges the uniqueness and diversity of our neighbourhoods and builds strong connections with local stakeholders, community organisations, groups, leaders and individuals to strengthen and support local places, spaces and people.

## Public participation

The involvement of people who live, work, create, visit or study across the City of Melbourne in local government decisions and planning. Participants know how they can influence a decision and are encouraged and supported to participate.

## Stakeholder

An individual or group that has an interest in any Council decision or activity, including Traditional Custodians and Aboriginal communities, other tiers of government and government agencies, businesses, educational institutes, not-for-profits and philanthropic organisations, visitors, residents, advocacy groups, children, ratepayers and renters, emergency services, culturally and linguistically diverse people and many more.

**“Using direct and plain English is the way to go, plus accessible languages that reflect our diverse community.”**

- resident



# REFERENCES

City of Melbourne  
Community Engagement Policy – Consultation Findings  
[participate.melbourne.vic.gov.au/community-engagement-policy](https://participate.melbourne.vic.gov.au/community-engagement-policy)

City of Melbourne  
Key strategies, plans and reports including Council Plan and Future Melbourne 2026  
[melbourne.vic.gov.au](https://melbourne.vic.gov.au)

International Association of Public Participation (IAP2)  
Quality Assurance Standard – Core values and spectrum of engagement  
<https://iap2.org.au/resources/quality-assurance-standard/>

Organisation for Economic Co-operation and Development (OECD)  
Principles of deliberative engagement  
<https://www.oecd.org/gov/innovative-citizen-participation.htm>

Victorian Auditor General's Office (VAGO)  
Public Participation in Government Decision-making Better Practice Guide  
<https://www.audit.vic.gov.au/sites/default/files/20150130-Public-Participation-BPG.pdf>

Victorian Government  
Local Government Act 2020  
<https://www.legislation.vic.gov.au/in-force/acts/local-government-act-2020/003>

# USEFUL LINKS

## **Participate Melbourne**

[participate.melbourne.vic.gov.au/](https://participate.melbourne.vic.gov.au/)

Participate Melbourne is the City of Melbourne's online engagement platform where the community can have their say on the city's big issues and future plans. The platform enables people to contribute their opinions, join conversations, receive updates on projects, and find out how their feedback has influenced decisions.

## **Council and Future Melbourne Committee**

[melbourne.vic.gov.au/about-council/committees-meetings/Pages/committees-meetings.aspx](https://melbourne.vic.gov.au/about-council/committees-meetings/Pages/committees-meetings.aspx)

Council and Future Melbourne Committee (FMC) meetings are the formal decision-making forums for all matters under Council's responsibility, including the implementation of Council Plan strategies. The public are welcome to attend these meetings to listen to the discussions, ask a public question, and/or make a verbal submission.

## How to contact us

### Online:

[melbourne.vic.gov.au](http://melbourne.vic.gov.au)

### In person:

Melbourne Town Hall – Administration Building  
120 Swanston Street, Melbourne  
Business hours, Monday to Friday  
(Public holidays excluded)

### Telephone:

03 9658 9658  
Business hours, Monday to Friday  
(Public holidays excluded)

### Fax:

03 9654 4854

### In writing:

City of Melbourne  
GPO Box 1603  
Melbourne VIC 3001  
Australia



### Interpreter services

We cater for people of all backgrounds  
Please call 03 9280 0726

03 9280 0717 廣東話  
03 9280 0719 Bahasa Indonesia  
03 9280 0720 Italiano  
03 9280 0721 普通话  
03 9280 0722 Soomaali  
03 9280 0723 Español  
03 9280 0725 Việt Ngữ  
03 9280 0726 عربي  
03 9280 0726 한국어  
03 9280 0726 हिंदी  
03 9280 0726 All other languages

### National Relay Service:

If you are deaf, hearing impaired or speech-impaired,  
call us via the National Relay Service: Teletypewriter (TTY)  
users phone 1300 555 727 then ask for 03 9658 9658  
9am to 5pm, Monday to Friday (Public holidays excluded)

[melbourne.vic.gov.au](http://melbourne.vic.gov.au)



CITY OF MELBOURNE

## Informing City of Melbourne's Community Engagement Policy 2021

Summary of collated consultation findings prepared by Global Research for City of Melbourne

### How we engaged

October to December 2020: Initial exploration of themes & engagement approach

- Three online workshops with Traditional Custodian groups
- Session with Carlton Neighbourhood Learning Centre Gardening Group
- Community Support Group Conversations with older Melburnians
- North Melbourne Children's Centre group discussions with young children and educators
- Early promotion of consultation to business precincts, resident associations, local area networks, youth network and community groups

7 January to 3 February 2021: Broad public engagement

- 12 pop-up engagement kiosks at popular community facilities, immunisation sessions and public spaces across seven neighbourhoods, where we interviewed individuals in-person
- Participate Melbourne online platform page with survey, including FAQs, language interpreter options, and a 'Big Ideas wall'
- Direct email submission and phone interview options
- Two virtual workshops
- Promotion via social media posts and advertisements, local newspapers, stakeholder-specific newsletters, direct emails and community channels.

### Our reach

In total, we reached over 220,000 people and recorded the views of approximately 540 individuals, via multiple digital platforms, and 15 events.

Of those that completed a written survey, the majority identified as female, are aged between 26 – 45 years, and live within the municipality.

#### Reach

<b>179,000+</b>	<b>1,683</b>	<b>686</b>	<b>39,489</b>
<b>Social media total views</b>	<b>Website visitors</b>	<b>Face-to-face contacts</b>	<b>Newsletter and emails</b>

#### Feedback

<b>449</b>	<b>21</b>	<b>30</b>	<b>43</b>
<b>Surveys completed</b>	<b>Workshops participants</b>	<b>Targeted interview participants</b>	<b>Social media comments</b>

## **Traditional Custodian perspectives**

Why it's important for people to get involved in government decision-making

People's voices add value that cannot be found within government alone

- Governments should not make decisions without hearing from the community. The public wants to be involved, be heard, and have leaders and institutions that listen to them.

Aboriginal people are under-represented in government structures

- Aboriginal people are not represented in government structures, so should be able to represent themselves through effective public engagement.

People's voices are their power

- Using your voice is how you create your own narrative. When the government speaks for you, they devalue you, and therefore people must be given the chance to make their voices heard and share their thoughts.

The most important elements for deliberation

Allowing enough time for deliberation

- It is important to allow enough time for people to think deeply on the topic, as well as enough notice for them to make plans to participate in these conversations.

Listening

- It is important for Council to listen deeply to what people have to say.

Asking the right questions in the right way

- It is important to ask the right questions in the right way, and to have the right people in the room to make decisions and address the issues faced by the community.

How to strengthen the relationship between citizens and local government

Acknowledging the history of marginalisation faced by Aboriginal people in Melbourne

- Meaningful engagement requires respectful conversations with the Aboriginal community and recognition of the lack of trust and feelings of anger, hurt and offence caused and perpetuated by government.

Invest in nurturing reciprocal relationships

- Reciprocity is important. Citizens and Council need to know what each values about the other, and trust each other to share in solutions.

Bring diversity into conversations

- Few people get the opportunity to represent the people in local government, so it is important to find other ways to involve citizens, and when doing so, it is also important to bring the diversity of Melbourne into these conversations, including young people.

## The barriers and enablers to participation

Forum and atmosphere are crucial

- People may feel uncomfortable joining large public workshops or sharing cultural knowledge in spaces where they are uncertain about who is receiving the information or how it will be used. Small groups of Aboriginal people are preferable to larger, diverse groups.

“Engage me where I am”

- Engaging with the community at events and activities such as family festivals, or at places such as train stations where people are waiting can be a good time to engage.

Help people to see that everyone has a voice

- Instead of speaking *for* the community, allow us to speak for ourselves.

*“Help people to value that they have a voice. Find the ones that don’t know they have a voice yet, because there’s so many strong agents of change out there.”*

## What we heard across all engagement activities

### Why people choose to participate

We care about the city and community we live in

- For most participants, their stated motivation for getting involved stems from their love of Melbourne, and that they care deeply about the decisions that affect the city and communities within it.

*“Because I care about this city. It has so much that is wonderful for residents and visitors alike and I want it to remain a great city.”*

### Why engagement is important

We have a right to be heard

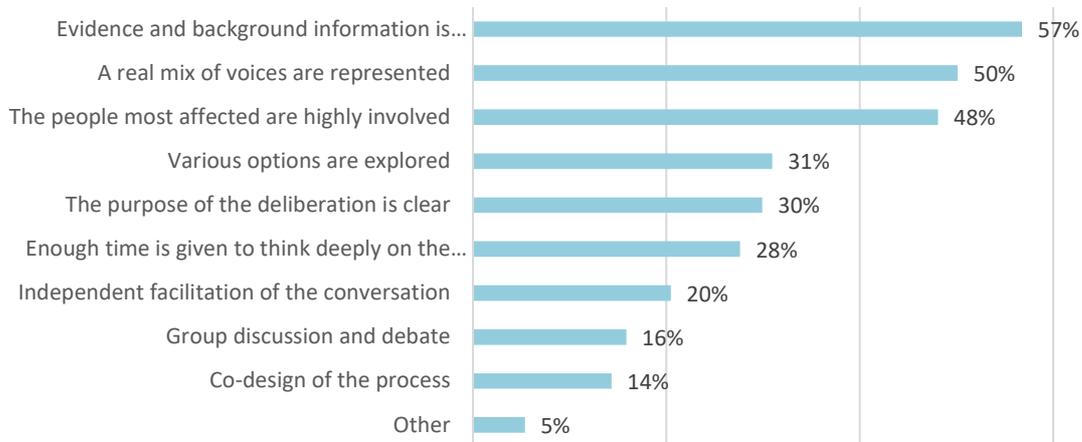
- Many participants reported that the people who live and work in Melbourne should have a say on how their area develops, as they are the ones who will be most directly affected by Council decisions.

Diverse representation is good for everyone

- Respondents reported preference for the expression of a range of viewpoints on various topics, as this will help Council see the issues that are affecting different sectors of the community, and work to find solutions that can meet broader aspirations.

*“People who decided to live in the city know best the issues that they are facing day to day. We all have different needs and lives. Our varied perspectives can help build a better life for all...”*

### Top 3 elements for deliberation



Close to half of survey respondents selected ‘*evidence and background information is analysed*’, ‘*a real mix of voices are represented*’, or ‘*the people most affected are highly involved*’ as the three most important elements for deliberation among ten multiple choice options.

### What prevents participation

Problems with accessibility and lack of information

- The three most frequently cited barriers, were lack of information or awareness of opportunities to consult, knowledge of the issue or council processes, and, time constraints.

Concerns about the value of participation

- Some participants expressed scepticism that their feedback is listened to, and therefore are not inclined to participate in public engagements.

Representation and inequality

- Some respondents reported that a lack of representation or feeling that some voices were “louder” than others were barriers to participation.

*“I do not have the options to participate in the decision making, and I do not know how and where I could obtain such information.”*

### What encourages participation

Promote broadly and provide clear information

- Provide information that is accessible, easy to understand and widely available.

Make people feel comfortable

- People will be more likely to share their ideas if they feel comfortable and at ease.

Reaching people with fun and local activities

- Being present in local places and spaces will encourage people to participate.

*“Using direct and plain English is the way to go, plus accessible languages that reflect our diverse community.”*