

Glen Eira City Council Draft Asset Plan

CITIZENS PANEL

Process Report

May 2022

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OUR REMIT

We want to ensure we accurately represent community needs and opinions in the final Asset Plan and associated actions.

Has the Council got the balance right between the cost and quality of their assets with the changing needs of the community?



INTRODUCTION

In 2022, Glen Eira City Council embarked on an engagement process to capture the community's feedback on priorities for existing and future asset renewal, maintenance and development, as well as challenges or opportunities regarding Council assets.

Stage One: March 7 - April 4

Online and Paper Survey - Targeting the Glen Eira Council community panel Community Voice, groups and organisations utilising Council assets (i.e. Sporting ground , community halls and council managed facilities) and the general public.

Stage Two: Mid-May

Citizens Panel - A deliberative panel formed through a random selection process.

Stage Three: End May

Survey - Review of the draft Asset Plan

These engagement phases followed the remit:

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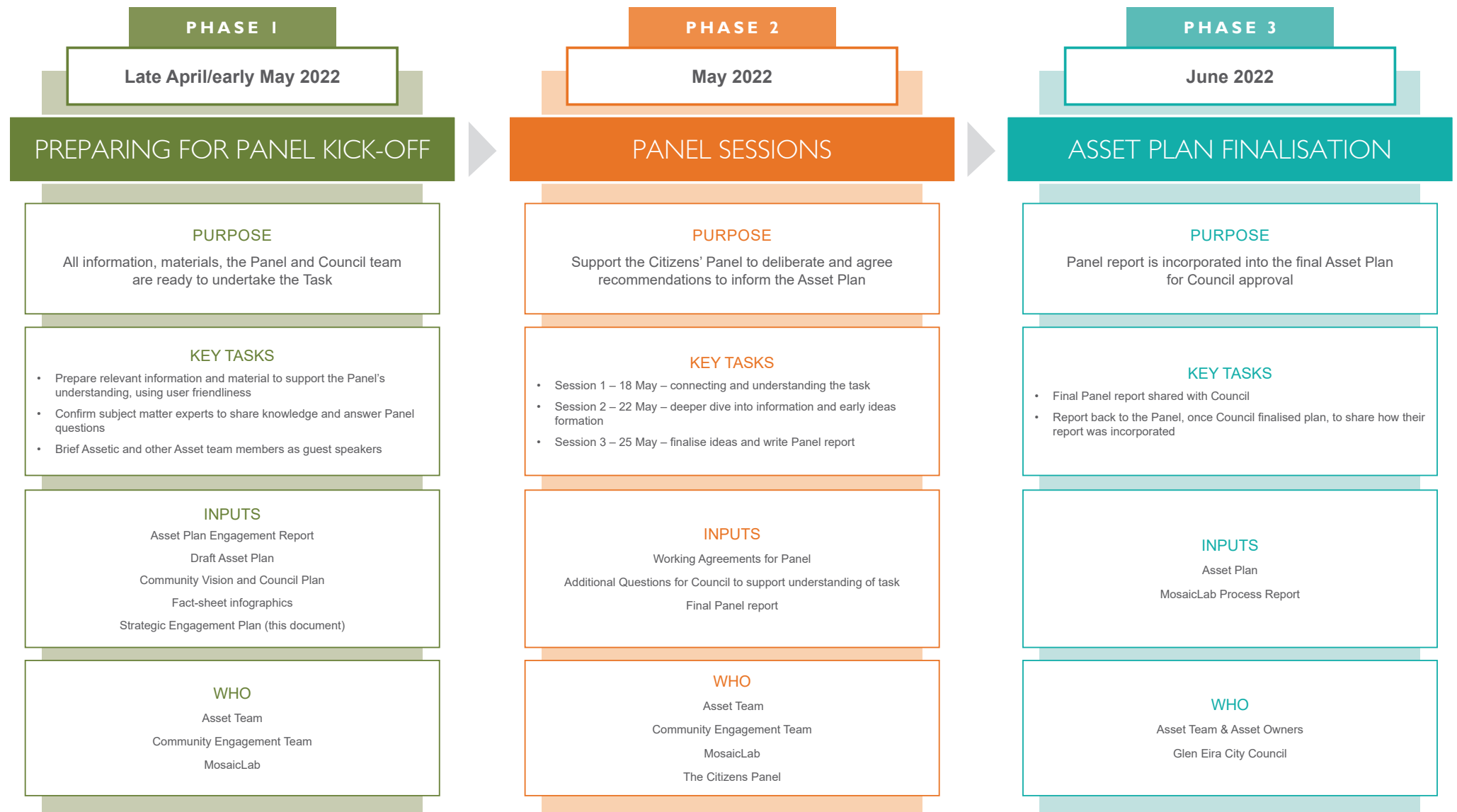
The results of Stage One of the engagement program were reported in a wider engagement reported in 'Developing Glen Eira's Asset Plan Engagement Summary Report April 2022' which was a key input into the deliberative panel process of Stage 2.

The Panel was tasked with producing recommendations on the Glen Eira City Council's (draft) Asset Plan 2022-2032, to address the remit question "Has the Council got the balance right between the cost and quality of their assets with the changing needs of the community?".

This report outlines the Citizen's Panel process. It summarises the design and implementation of the deliberative engagement process.

PROCESS ROADMAP

The roadmap below provides an overview of the Glen Eira City Council Citizens Panel engagement process:



PROJECT BACKGROUND

DRAFT ASSET PLAN

The Glen Eira City Council manages approximately \$1 billion worth of infrastructure assets, which range from buildings, minor structures, roads, drainage, carparks, footpaths, playgrounds, open space to sporting grounds and ovals. As required by the Local Government Act, the 10-year Asset Plan guides the way Council manages these assets to increase their lifespan whilst ensuring that their replacement, upgrade or renewal is undertaken at the right time and in the most cost-effective manner.

There are also a range of external factors that are, and will continue to have, an influence on how the Council manages these assets – a growing population, state and federal elections, sources of funding for maintenance and new infrastructure, new technologies that can support our service delivery, the impacts of natural disasters, urbanisation and the covid pandemic, as well as ensuring our facilities meet evolving societal trends.



WIDER ENGAGEMENT

From 28 Feb to 16 March 2022, Council asked its *Community Voice* database a series of questions to understand community priorities for existing and future asset renewal, maintenance and development, including any challenges or opportunities that they see regarding Council assets.

Concurrently, Council also launched two public facing surveys on the Council's Have Your Say website. One survey was aimed at the broader Glen Eira community and included identical questions to those included in the Community Voice survey. The second survey was targeted at asset user groups, for example sporting and recreational organisations. Questions in this survey were adjusted with assistance from the Council's Recreation and Open Space team to focus on assets from a user perspective.

This engagement focused on these key questions:

1. What is important to you about the way Council manages infrastructure and assets?
2. What should be Council's focus regarding assets?
3. Over the next 10 years do you see the following issues as a challenge or an opportunity?
4. Please tell us a bit more about the challenges and opportunities you think we'll face over the next 10 years.
5. Please share any other feedback you believe is important as part of the development of the Asset Plan.

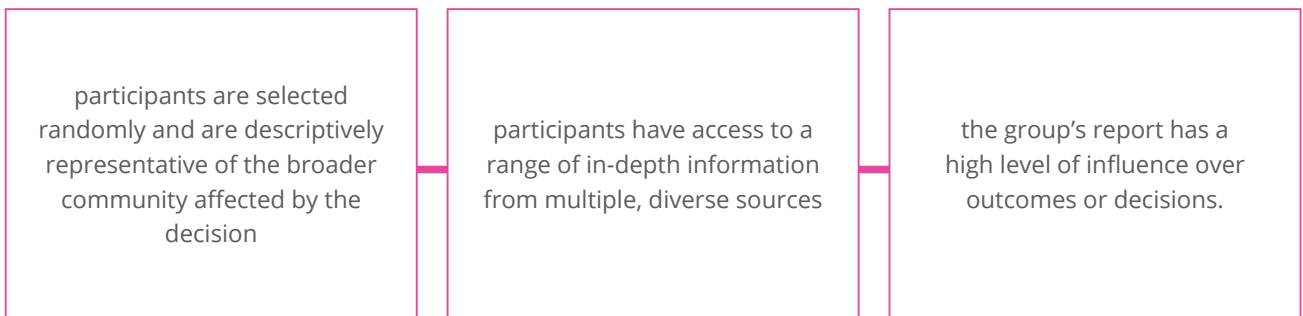
The data from these activities was compiled into a report '*Developing Glen Eira's Asset Plan Engagement Summary Report April 2022*' which was relied upon heavily by the Glen Eira Council Citizens Panel throughout their deliberations.



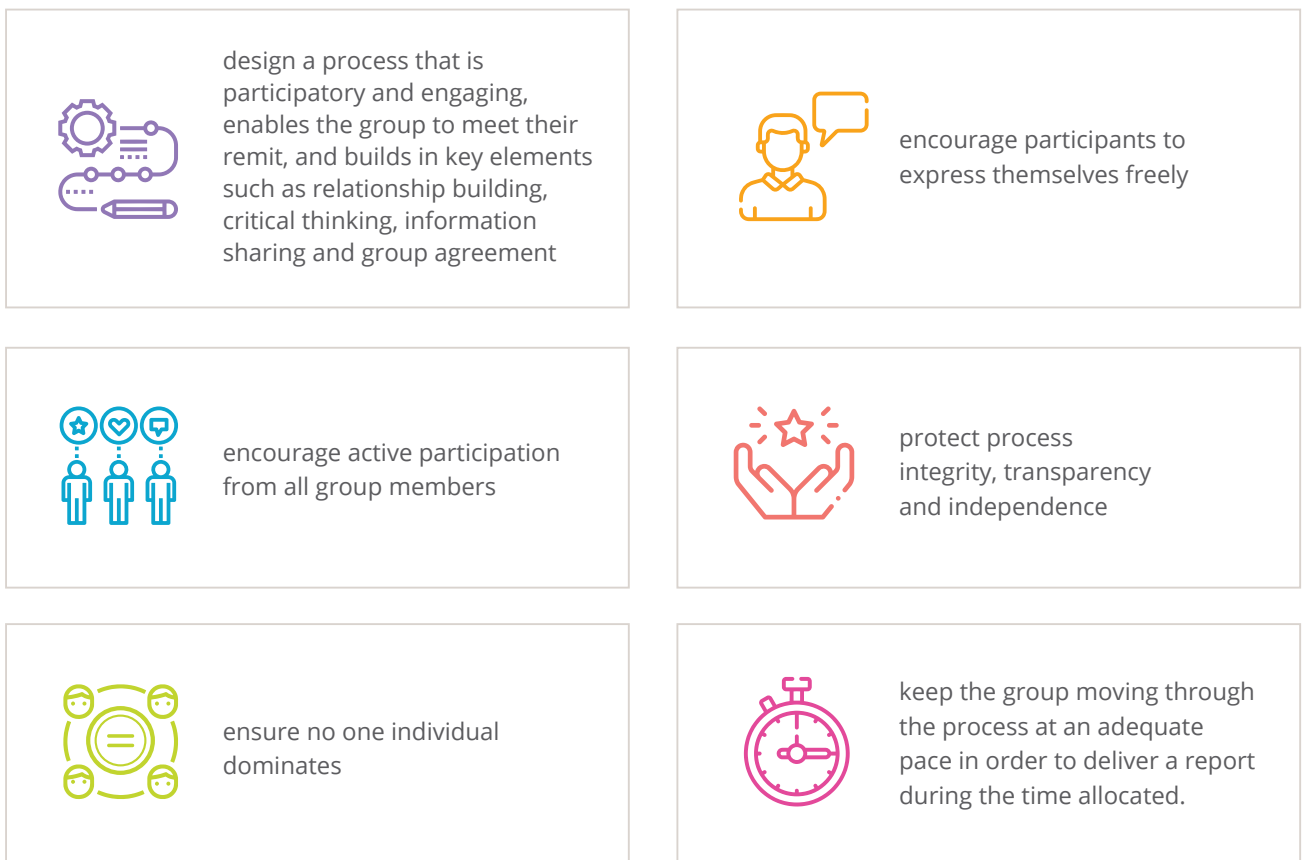
WHAT IS A COMMUNITY PANEL?

A community panel is a name for a deliberative forum. These processes work on the premise that people can deliver smart, long-term decisions which earn public trust if they are given enough information and time to weigh up the pros and cons and consider the trade-offs associated with an issue.

Deliberation is built around several core principles including that:



Expert facilitation is a vital element to foster vibrant deliberative dialogue and a supportive, open environment. Facilitators in a deliberative process work to:



DRAFT ASSET PLAN CITIZENS PANEL

OVERVIEW

This deliberative engagement process involved 19 randomly selected participants from across the Glen Eira municipality come together to consider the question:

“Has the Council got the balance right between the cost and quality of their assets with the changing needs of the community?”.

The panel met in person on three occasions. Panellists shared their own stories and experiences, discussed different ideas and perspectives, and reflected on the needs and views of the wider community. The panel was asked to consider the information presented to them and use their life experience to work with each other to write a recommendations report that responded to the remit.

The process involved:



a **randomly selected** group of participants, stratified based on census data for age, gender, location, home-owner or rental status



a **clear question (remit)** to focus the deliberations



access to a broad range of **information** relevant to the remit, including wider engagement data mentioned above, the 2040 Community Vision, Council Plan 2021-2025, Council Wellbeing Plan, and the panel's private online portal



conversations with **key speakers** (see Information Inputs section)



access to an optional **private online portal** to give panellist's the opportunity to ask questions, share ideas and access reading materials and other information between sessions



time - two days (14hrs in total) for the participants to consider the issues, weigh up the implications of different directions and ideas, and develop their recommendations



support from facilitators experienced in delivering deliberative processes



group agreement, where a super majority (80% or more panel support) was needed for a recommendation to be included in the Panel's final report



a blank page report - participants wrote their own recommendations report, using a Google Document, which was presented to the Glen Eira City Council by the Panel at the final session.

OVERVIEW OF PANEL DAYS

The panel met over three sessions with a total of 14 hours of time together



ROLES

Panellists

Randomly selected community members

To work together to determine the recommendations in response to: 'Has the Council got the balance right between the cost and quality of their assets with the changing needs of the community?'.

Glen Eira City Council

Host

To support the process, provide the background reports, provide expertise and knowledge as requested by the panel, observe the process, answer specific questions directed to them, and respond to the panel's final report

MosaicLab facilitators

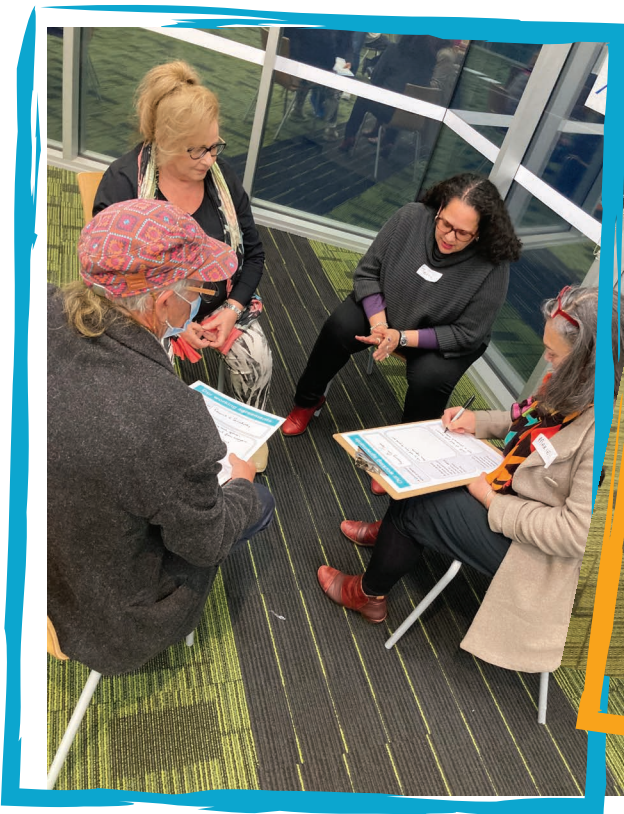
Independent facilitators

To provide a supportive, inclusive and productive space that enabled panellists to deliberate, respond to their remit and make recommendations within the time available.

Sortition Foundation

Independent recruiters

To manage the recruitment process (including random selection and stratification) to ensure it was fair and unbiased. To provide support to panellists as needed to ensure they could participate in panel sessions.



RECRUITMENT

To ensure the selection of panellists was conducted independently of Council and the facilitation team, Sortition Foundation was engaged to manage the recruitment process of the Citizens Panel using a random, stratified selection process.

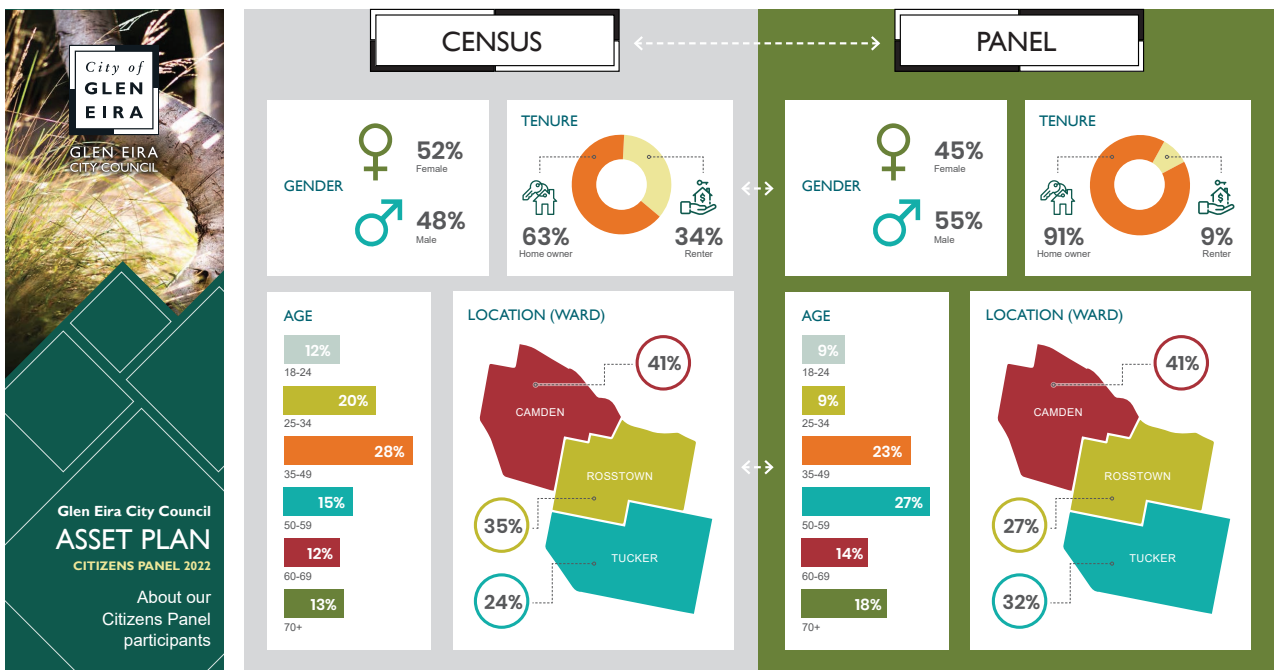
An Expression of Interest invitation was distributed to the Council's *Community Voice* database (500 people) and Sortition Foundation's database (4000 people) with further promotion undertaken across the Council's social media platforms.

Sortition Foundation managed all registrations – neither Council nor the facilitation team could see who was on the registration list.

People who registered their interest were placed in a pool, which was randomly stratified by Sortition Foundation to select the final panel. Stratified selection against stratification goals helps to ensure the final panel selected would descriptively represent¹ the demographics of the overall Glen Eira population (i.e. help to form a 'mini-public' of citizens). The stratification goals for this process were based on location (Council ward), home-owner / renters, age range and gender. Sortition Foundation used a digital stratification tool for the random stratification step, which limited human intervention in the selection process, adding further independence to the process.

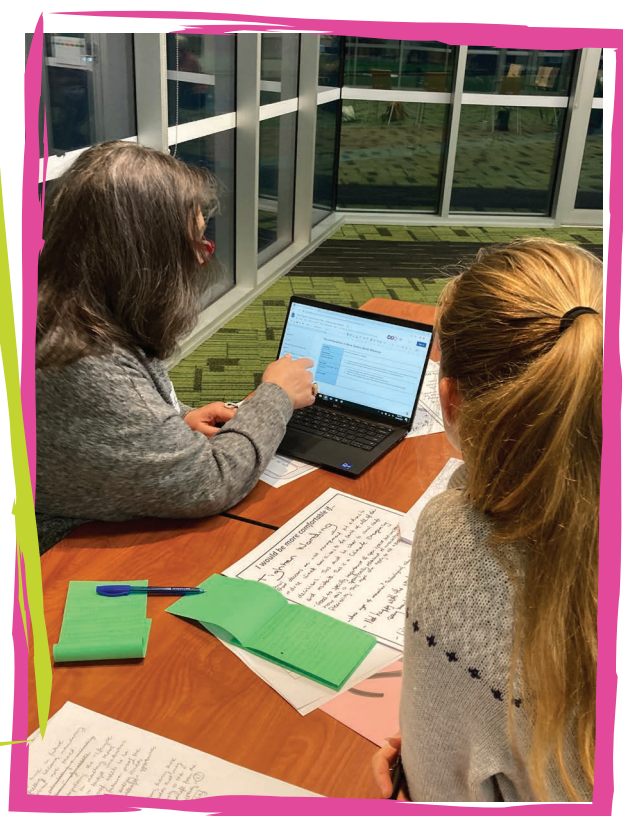
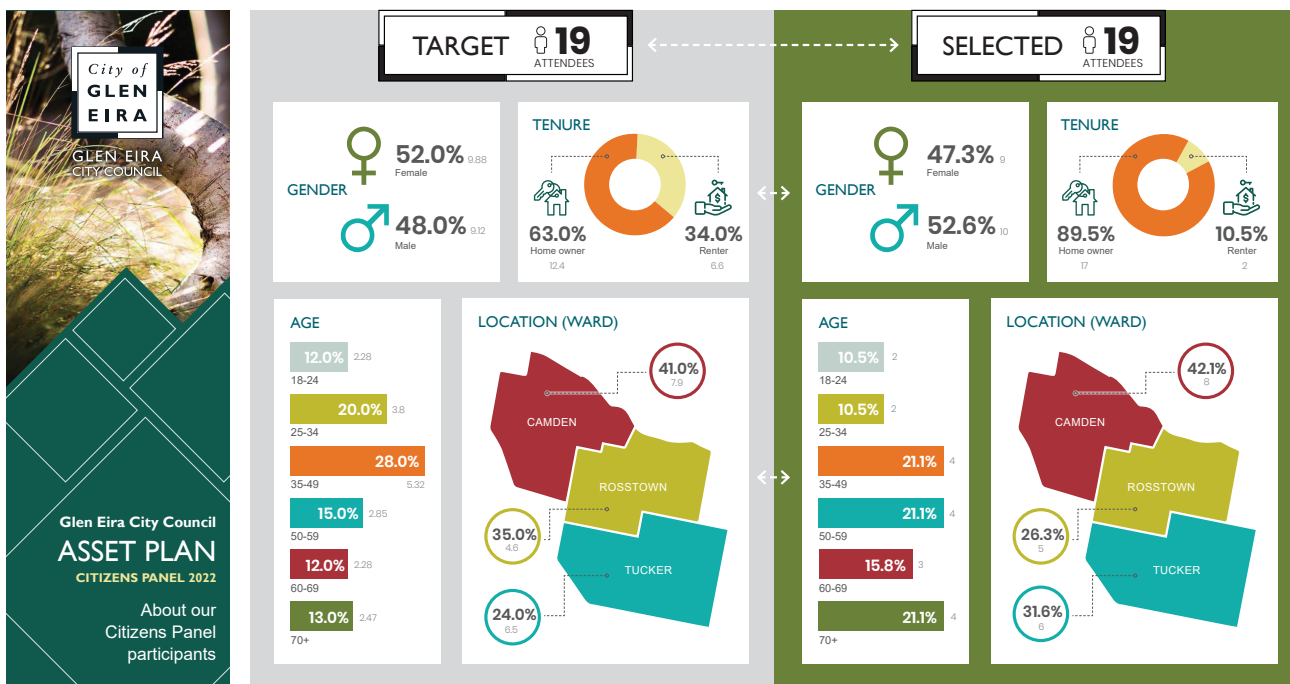
Stratification goals were based on demographic statistics for people aged 18 years and over in the municipality, using Council ID and the Australian Bureau of Statistics (ABS) Census data.

25 people were initially recruited by Sortition Foundation, to achieve the goal of between 20-30 panellists continuing throughout the entire panel process. The final panel comprised 22 residents with the following demographic composition vs census data:



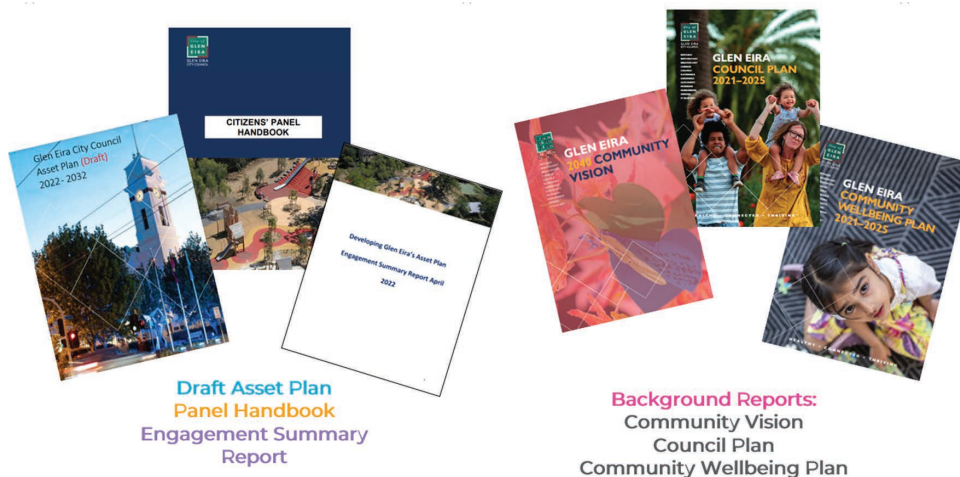
¹ Descriptive representation is not equal to statistical representation. More information about this type of selection process and what 'descriptive' representation means can be found [here](#).

Three panel members were unable to complete the process, due to illness, resulting in a final panel of 19 members of the following composition:



INFORMATION INPUTS

KEY INPUT	DESCRIPTION
Draft Asset Plan 2022-2032	Prepared by the Glen Eira Council and outlining Council.
Engagement Summary Report April 2022	Results of the wider engagement phase, analysed by Glen Eira Council
Q&As with Glen Eira Council representatives	Glen Eira Council project representatives spoke to the panel about their remit, the process and the core issues being considered. The panel could also request that a Glen Eira City Council staff member answer questions during panel sessions if needed.
Formal presentations	<i>Asset Management</i> Ashay Prabhu and Raston Nga Assetic
Curated speakers	Five subject matter experts were organised by the Glen Eira Council to share different perspectives about key issues for the future of Asset Management. In small group conversations, panellists were able to ask guests questions, discuss issues and opportunities. <i>Strategic Infrastructure Planning</i> Ram Kamalanandan Strategic Infrastructure Planning Lead <i>Climate Emergency and Environment - in Asset Management</i> Bruce Paton Coordinator Climate Emergency and Environment <i>Drainage</i> Harish Kirubakaran Strategic Drainage Engineer <i>Projects and Infrastructure – in asset management</i> Jess Wingad Manager Projects and Infrastructure <i>Asset Management</i> Ashay Prabhu Assetic
Other library resources	The panel was provided with a wide range of resources via email and their private online portal. This included but was not limited to relevant plans, strategies and reports (see below).

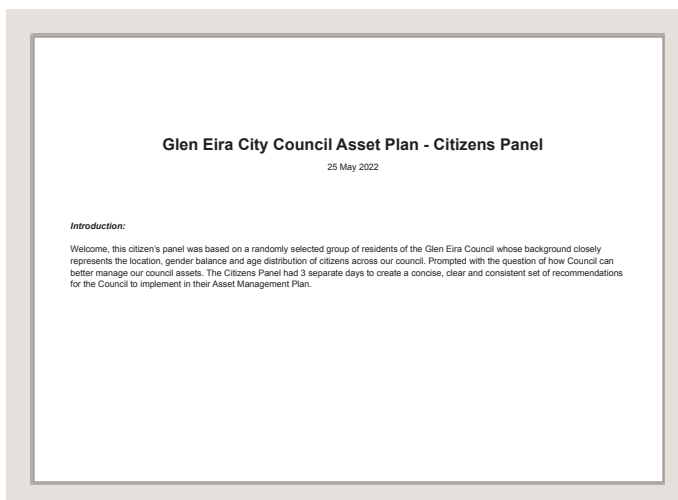


CITIZEN'S PANEL ACHIEVEMENTS

PANEL REPORT

The Glen Eira Council Asset Plan Citizens Panel Report was finalised on 25 May 2022 and presented to Jess Wingad, Manager of Projects and Infrastructure at Glen Eira City Council. A copy of the final report was also emailed to all panellists at the conclusion of the final session.

The report contained **four recommendations** that received 'super majority' support from the panel (i.e. 80% or more of panellists supported these recommendations being in their report). The report was not edited by the Glen Eira Council or MosaicLab in any way. The Panel's final report appears in the Appendix.



Glen Eira City Council Asset Plan - Citizens Panel

25 May 2022

Introduction:

Welcome, this citizen's panel was based on a randomly selected group of residents of the Glen Eira Council whose background closely represents the location, gender balance and age distribution of citizens across our council. Prompted with the question of how Council can better manage our council assets. The Citizens Panel had 3 separate days to create a concise, clear and consistent set of recommendations for the Council to implement in their Asset Management Plan.

Recommendation 1:

<p>Heading (5-7 words)</p>	<p>Climate resilience and environmental sustainability</p>
<p>Description (intent behind this recommendation)</p>	<ul style="list-style-type: none"> ● Council to commit to appropriately and actively implement climate resilient and sustainable actions in recognition of the climate emergency ● There needs to be a mechanism of accountability regarding assets, for example, there must be clear documentation of all new or upgraded facilities where it is demonstrated how the Council's actions on such an asset aligns with Council's commitment to Net Zero and the Climate Emergency ● Council to commit to ensuring that active open space areas are designed to withstand higher average temperatures, for example, incorporating shelters and limiting use of synthetic materials on sporting grounds ● Council to commit to ensuring that no new building will be erected at the expense of open space ● Any lack of open space has to be offset, the Council to focus on opening up space without loss of amenity ● More planning focused on climate resilience and sustainability must be enacted and clearly demonstrated to the community, for example, accounting for flooding risk on streets and known flood plains ● Council must seek out and follow best practice, for example, BOM and CSIRO for flooding data and predictions ● Council to commit to no net loss of green open space (sportsgrounds and parks and gardens) ● Council to place restrictions on removal of trees over a certain size trunk diameter (50cm) in recognition of their enormous contribution to multiple facets of environmental and community wellbeing ● Sustainability needs to exist on three levels: socially, economically and environmentally
<p>Rationale (why this is important - up to 3 reasons)</p>	<ol style="list-style-type: none"> 1. 2020 a climate emergency was declared 2. As globally conscious citizens we foresee difficulties arising from climate change and want to mitigate the risks now 3. Council reflects the views and values of its citizens as a democracy

An example

- Roof gardens (where practicable) on all new and upgraded Council owned buildings
- Limiting hard surfaces and maximising green open space
- Council to undertake a carbon audit to establish carbon sequestration value to be integrated into asset planning
- New flora should be native to the area and able to address potential runoff and water conservation issues as they arise in the future

Recommendation 2:

<p>Heading (5-7 words)</p>	<p>Innovative and adaptive to change</p>
<p>Description (intent behind this recommendation)</p>	<ul style="list-style-type: none"> ● Council innovates in its planning and management so that it is flexible, adaptive and responsive to change ● Council has the courage to pilot projects to test novel solutions to emerging problems
<p>Rationale (why this is important - up to 3 reasons)</p>	<ol style="list-style-type: none"> 1. Future challenges will be different to those of the past 2. Creates a more livable and well-planned city 3. Well-designed access to all assets which reflect population and density change
<p>An example</p>	<ol style="list-style-type: none"> 1. A way to innovate is to see what other councils are doing here and overseas, and working with consultants such as CSIRO 2. Looking at new materials for example, more durable asphalt materials, with higher initial costs leading to longer term return. 3. When assets need renewal or upgrading eg: stormwater drains, take into account future climate change adaptation solutions. 4. Making sure they are up-to-date with climate change impact and research 5. Some areas need more open space to reflect population change and new developments

Recommendation 3:

<p>Heading (5-7 words)</p>	<p>Prioritising inclusivity and accessibility to promote wellness for all community members</p>
<p>Description (intent behind this recommendation)</p>	<p>When evaluating assets develop and implement criteria/metrics which ensure accessibility for the broad community. As assets fall due for renewal, review if changes and updates can be made that will make it more accessible and usable by more people and reflect the different ways different people use the asset. Consideration of cultural groups and ethnicity/inclusion of access to ensure that all community members feel welcome, safe and comfortable.</p> <p>For example:</p> <ul style="list-style-type: none"> ● Improving lighting in open spaces for time of day ● Wheelchair and pram access - ramps, suitability of surfaces, kerbs ● Safer and segregated bike paths that will accommodate a greater range of low speed vehicles, including electric vehicles/ scooters, mobility aids. ● More opportunity for multi-use of spaces. Awareness of whether different groups can use assets on top of original intended users ● Create more green open spaces within the Glen Eira municipality, including acquisition of land for pocket parks, in particular to offset the proposed medium, high density and social housing plans ● Use of livability, wellness and ESG criteria and reporting as a process and outcome of these recommendations ● All council buildings and open spaces use gender diverse language
<p>Rationale (why this is important - up to 3 reasons)</p>	<ol style="list-style-type: none"> 1. All community of Glen Eira to have fair and equitable and safe access to assets 2. Cater for current and future demographic changes 3. Wellness and inclusivity of all 4. Consideration of cultural groups and ethnicity/inclusion of access to ensure that all community members feel welcome, safe and comfortable.
<p>An example</p>	<ul style="list-style-type: none"> ● Improvement of lighting for safe access and use of sporting grounds for use by the public, ie. for walking,

	<p>dog recreation, personal training. ie. currently lighting appears to be tied to the formal sports club training timetables.</p> <ul style="list-style-type: none">• Improvement of accessible toilet facilities that are fit for purpose, for use of council facilities and sporting grounds for use by public, school groups, dog recreations, personal training. ie. currently many toilet facilities are unsuitable for disabled or safe use by the general public, and unavailable if not provided by sporting clubs. ie. Caulfield Park ovals.• Prioritization of improvement and maintaining pathways close to aged care and disabled facilities so that the elderly can safely go for a walk, or for the use of wheelchair and mobility aids. Measures of success - reporting and analysis of hazards and incidents in proximity of aged care/disabilities facilities.• Use the 'open space' levy from developer permit applications to fund acquisition of additional green spaces/sustainable and permeable land.• Consideration by sporting and recreation clubs and use of facilities of ethnic and cultural sensitivities• Provision of multi purpose rooms that may serve for specific uses such as separate parents rooms, prayer rooms• Council to promote pooling of volunteer resources to assist those in the community who may be in need (ie. elderly, new mothers, new immigrants, etc)• Promotion and use of the 'Snap Send Solve' App to engage council services by all of the Community.
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Recommendation 4:

<p>Heading (5-7 words)</p>	<p>Accountability & Access to information</p>
<p>Description (intent behind this recommendation)</p>	<p>Formal processes around accountability of incorporating sustainability measures, climate change risk, technology and innovation around asset management. This includes transparency around reporting and accomplishment. That council makes the asset plan more accessible through multimodal communication methods.</p>
<p>Rationale (why this is important - up to 3 reasons)</p>	<ol style="list-style-type: none"> 1. Track progress and ensure the plan, climate targets and policies are executed transparently to the community 2. To ensure that all members of the community have access to information and the Council's decisions 3. Asset plan survey March - April: 10 out of 15 of the surveyed were sporting clubs members, and there were only 15 responses to the survey. It doesn't accurately define the interests of the majority of the community
<p>An example</p>	<ol style="list-style-type: none"> 1. Hard copies and posters around the community giving people access to links and information regarding the assets within Glen Eira with updates to the asset plan. Without making it too blatant and while also being user-friendly. Hiring an artist or advertising specialist to educate residents of the content whilst keeping them engaged with the information presented may be a valuable way to gain residents attention. 2. Newsletters and local papers, posters in libraries and local community centers. Emphasis on high-priority assets and action plan. 3. Making sure there is diversity in the survey respondents, we need a range of representative residents with different recreational needs to better encompass the interests of the community. 4. Exposing residents to climate/ sustainability and social/wellness measures through social media, blogs, podcasts with some level of entertainment interwoven in the information. Diversifying the way in which the information is presented will increase the accessibility to a larger range of age groups. Catering for people's preferred methods and medium of engagement.



REPORT PREPARED BY:

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This report has been prepared by MosaicLab on behalf of and for the exclusive use of the Glen Eira City Council project working group. The sole purpose of this report is to provide a summary of the deliberative process undertaken by the Citizens Plan over three sessions held in May 2022.

This report has been prepared in accordance with the scope of services set out by MosaicLab in its proposal dated March 2022. In preparing this report, MosaicLab has relied upon the information provided by the participants at the sessions. The Glen Eira City Council can choose to share and distribute this report as they see fit. MosaicLab accepts no liability or responsibility whatsoever for or in respect of any use of or reliance upon this report by any third party.

Please email Melinda Jacobsen at melinda@mosaiclab.com.au for any suggested edits/ additions.

MosaicLab is a Victorian-based consultancy that specialises in community & stakeholder engagement, facilitation, negotiation, strategic planning and coaching.

We pay our respects to the traditional custodians of all the lands on which we live and work. We acknowledge their continuing connection to land, water and culture and the ongoing contribution they make to our society today. We extend this respect to elders' past, present and emerging.