



Shape Your City

Community Panel Report
September 2024

Prepared by

Conversation Co.



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For City of Casey Council

1. Introduction

Across August and September 2024, the City of Casey undertook a deliberation process to review the Shape Your City 2041 Community Vision and inform development of the Council and Casey's Municipal Health and Wellbeing Plan 2025-2029, including a review of the Long-Term Financial Plan, Revenue and Rating Plan and Asset Plan.

Shape Your City 2041 sets the community's vision, aspirations and priorities that Council and the community will work towards to deliver a shared future towards 2041.

1.1 Project stages

There are three stages of engagement in this project:

- Stage 1: May to July 2024 – broader engagement with the wider community (mixed method approach)
- Stage 2: August to September 2024 – deliberative engagement with a representative Community Panel (online and face-to-face workshops)
- Stage 3: Mid 2025 – Public exhibition of the Council and Casey's Municipal Health and Wellbeing Plan 2025-2029, Long-Term Financial Plan, Revenue and Rating Plan and Asset Plan.

Each stage builds on the previous stage, both in the data collected and the intensity of engagement. Please refer to Stage 1 Broad Engagement Summary Report for results of the Stage 1 community consultation. This report presents the methodology and findings for Stage 2 of the engagement program.

1.2 Outcome of this process

As well as informing the City of Casey's corporate plans, local councils are required to review or create a community vision for, at minimum, the next 10 years. The *Local Government Act 2020* outlines the requirements for local councils to facilitate "the articulation of the Community Vision" and to maintain and review the document. The Vision must influence and provide direction to the Council Plan and for other mandated plans and strategies.

2. Process of Deliberation

2.1 Overall approach

A key component of the project and requirement of the *Local Government Act 2020* was to engage the community in the deliberation of the Community Vision and Council Plan priorities. A deliberative approach can be described as a process of thoughtfully weighing up options, emphasising the use of logic and discussion as opposed to power struggle. Group decisions are generally made after deliberation through a vote of consensus of those involved.

Shape Your City Community Panel members attended two online workshops and two face-to-face sessions. The online sessions ran for two hours, where the in person sessions ran for four hours. Each workshop built on the information of earlier workshops and focused on a particular outcome area of Council.

Section 1: Understanding their role and deliberating on the vision

The first part of the workshop program was focused on panel members understanding their role and the work of local government, and creating trust in each other and in Council.

Items in Workshop One Wednesday 21 August 2024, 6:30pm - 8:30pm:

- **Panel role and make up:** Discussion of the group's role, the makeup of the panel and the role of Council.
- **Three levels of government:** High level presentation of Council's role in comparison to other levels of government.
- **Council's financial management:** Finance presentation to highlight Council's revenue and rating plan and approach to financial management.
- **Stage 1 broader engagement:** Presentation to show the findings from the broader engagement conducted in Stage 1.
- **Reviewing the Community Vision 2041 and creating vision descriptions:** Reviewing community feedback and discussing alternatives to community raised concerns, drafting vision statements to refine and voting during workshop 2 and before workshop 4.

Section 2: Working through broad outcome areas of Council service

The second part of the workshop program was spent working through five broad outcome areas. Time was spent at each meeting listening to a subject matter expert (SME) from Council present about how Council currently satisfies their particular outcome area. A discussion about the aspirations and priorities for each theme were deliberated within smaller groups.

Prior to attending each workshop, panel members were given a comprehensive discussion guide on each topic. During the workshop they were then asked to review the information presented by the SMEs, consider the feedback from stage 1 and connect the

outcome area to what matters to the community most today and for the next four years.

- **Aspirations:** community definition of the outcome area. A statement that highlights what would be achieved if this outcome area was delivered appropriately
- **Priorities:** areas of focus within the outcome area for Council to consider and respond to within the Council and Health and Wellbeing Plan and its other corporate plans and strategies.

Items in Workshop 2 Saturday 24 August 2024, 10.00am to 2.00pm:

- Outcome 1: Liveable City
- Outcome 2: Thriving Economy
- Outcome 3: Sustainable Environment

Items in Workshop 3: Wednesday 4 September 2024, 6.30pm to 8.30pm:

- Outcome 4: Strong Communities

Items in Workshop 4: Sunday 15 September 2024, 10.00am to 2.00pm:

- Outcome 5: High Performing Organisation

Section 3 Deliberating on long term asset plan and financial plan

The third part of the workshop program was focused on reviewing the Long Term Asset Plan and Financial Plan.

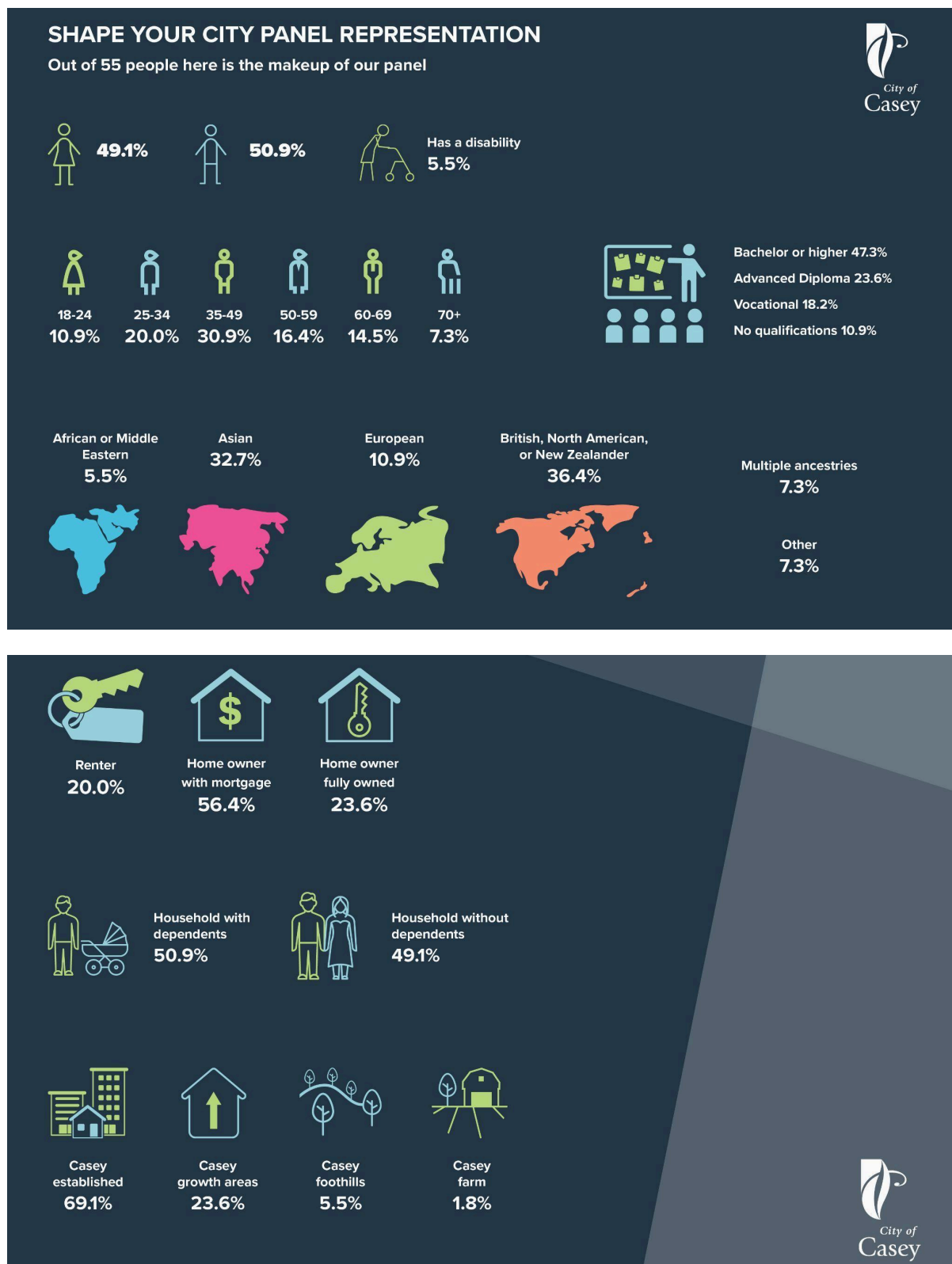
Items in Workshop 4: Sunday 15 September 2024, 10.00am to 2.00pm:

- **Reviewing the Long Term Asset Plan:** presenting Council's current approach to asset management and testing two long term scenarios.
- **Reviewing the Long Term Financial Plan:** presenting Council's current approach to long term financial management and aligning the panel members priorities to budget spend.
- **Evaluation and close of project:** Thanking panel members for their important contribution, evaluating the process and their involvement, and stepping them through the process of what happens next in Council adoption of the Vision.

2.2 Recruitment

Recruitment of the panel was conducted by the Sortition Foundation and was contracted directly by the City of Casey. Using Council's rates database, 11,000 invitations were physically mailed to residents, homeowners and renters inviting them to express interest and apply online. A total of 201 expressions of interest were received and 55 residents were recruited to reflect the demographic makeup of the City of Casey. Figure 1 shows the demographic makeup of the panel across age, gender, house tenure, location, education and identification with demographic descriptors (Aboriginal and Torres Strait Islander, cultural diversity, disability and sexuality).

Figure 1. Demographic makeup of panel members



Throughout the panel process, attendance at the meetings declined. Some decline is expected during any engagement process, due to changing priorities and unforeseen

personal circumstances. From the first meeting to the last, we saw a total drop in panel member numbers of 10 people. Participation in the panel process was supported through:

- **Training on online tools:** Panel members who nominated that they required additional support using online meeting tools such as Zoom and MentiMeter were contacted and invited to attend a training session.
- **Member reminders:** Reminder SMS messages were sent to panel members from a text service prior to each key event, such as meetings or surveys. Follow-up emails were sent between meetings with meeting minutes, next steps and pre reading to complete.
- **Materials sent out in advance:** Reading materials were provided to panel members at least seven days in advance of meetings.
- **Meeting absence grace:** Participants were able to miss up to two workshops and still remain in the group, under the instruction that they needed to make up the homework and reading.

Despite this drop-off in numbers, there were still sufficient attendees to continue the process, with remaining members generously contributing their time towards robust discussions. Table 1 shows the number of attendees at each meeting.

Table 1: Number of Attendees at Shape Your City 2041 Panel Meetings

Date	Time	Attendance
Wednesday 21 August '24 - online	6:30 pm to 8:30 pm	48
Saturday 24 August '24 - in person	10:00 am to 2:00 pm	43
Wednesday 4 September '24 - online	6:30 pm to 8:30 pm	43
Sunday 15 September '24 - in person	10:00 am to 2:00 pm	42

2.3 Provision of time and information

A framework of critical thinking was employed throughout the deliberative process in recognition that this would help achieve more robust outcomes for the deliberation piece. The panel analysed engagement findings, studied the facts, debated ideas, checked biases and regularly critiqued their own work. The following tools were implemented in support of critical thinking:

- **Collaboration:** Working together with other members of the group enables individuals to be exposed to new thoughts and ideas.
- **Majority consensus:** Individual panel members accepted that their individual view might not always be upheld as decisions were made according to a majority ruling.
- **Questioning assumptions:** Facilitators used open-ended probing questions to ensure panel members questioned their assumptions and tried to think of alternative solutions where possible.
- **Research:** Panel members were presented with research and facts from a range of different sources to support them to make informed judgements.
- **Regular reflection:** Decisions made at meetings were distributed to all panel members, providing them with time and opportunity for reflection. Decisions were brought back to the following meeting for further reflection and refinement as the project went along.

Panel members were presented with information sources at various intervals throughout the deliberative process. Table 2 outlines the information provided to participants and the point in the program at which the information was presented for discussion.

Table 2. Information provided to Community Panel members throughout the project

Information	Media	Point in the process	Detail included within document
Community Panel Member Handbook	PDF	Before meeting 1	• Information about the process • What to expect at meetings • Declaring a conflict of interest • Social media use advice • Complaints handling.
Community Engagement data from Stage 1 engagement	PDF	Before meeting 1	Community engagement outcomes from Stage 1 of this project. Summary version and detailed version provided.
Discussion Guides across five themes Liveable City Thriving Local Economy	PDF	Before meeting 2	Background information on each topic including: • Demographic data, relevant facts, as well as state and regional trends

Sustainable Environment Strong Communities High Performing Organisation		Before meeting 3 Before meeting 4	• Council's role - current or proposed action. • Discussion prompts.
Asset Plan 2022 - 2032	PDF	Before meeting 4	The purpose of the Asset Plan is to articulate how Council is going to manage its assets to meet the service delivery needs of the community. Including a ten-year financial forecast for operating and capital expenditures related to assets.
2021 Road Management Plan	PDF	Before meeting 4	This plan documents the standards, policies and management systems used by the City of Casey to discharge its duty to manage, inspect, repair and maintain the roads for which it is responsible.

Between meetings, panel members were sent information as well as tasks to complete to be prepared for group meetings. This included surveys, background reading and idea generation. The information circulated to the panel is shown in Table 2 above.

It is typical on a panel to see panel members focus on immediate issues that need resolving in their local area, as these are causing immediate concern. Steps were taken to ensure that the discussion focused on long term aspirations, such as:

- Addressing actions at a high level, rather than at a smaller specific level, and looking at the root cause behind issues.
- Presenting data and trends for the local Council area and localised region, as well as data and trends that provide state, national and global context.

2. 3 Community panel member evaluation

In order to evaluate the project, panel members were asked a range of questions before and after their experience on the panel, in a short participant survey. Where possible, questions were included in each survey that were identical to enable comparison of data, and asked panel members about their reasons for participating, their level of participation experience and their previous involvement with City of Casey.

Completion of the pre and post panel surveys was optional, yielding a total of 41 responses in each survey.

Panel member experience previously

Panel members were asked to demonstrate their prior experience contributing to a Council process, and were able to select multiple options. There were selections made by 41 participants.

There were 33 selections outlining this process as the first time contributing to a Council process (67.3%). The remaining selections showed varied levels of prior experience with attending Council meetings (8.2%), providing feedback on a project (8.2%), being involved in a planning permit process (6.1%), attending a consultation workshop or community meeting (6.1%), and sent in a submission or signed petition (4.1%). Table 3 outlines panel member experience prior to participating.

Table 3. Panel members' prior experience contributing to a Council process

Prior experience	Percentage of responses	Number of responses
Involved in previous meetings (to speak or listen)	8.2	4
This is my first experience	67.3	33
Previously provided feedback on a project (online, email, letter, phone call)	8.2	4
Sent in a submission or signed a petition	4.1	2
Been involved in a planning permit process (applicant or objector)	6.1	3
Attended a consultation workshop or community meeting	6.1	3

Panel members trust and understanding of Council

Participants were asked to demonstrate their level of agreement with a series of statements relating to their understanding of Council and Council process and their trust in Council.

Table 4 shows a comparison of the responses between the pre and post panel surveys. The top line (aqua) shows the result from the pre-panel survey, while the bottom line (green) shows the result from the post-panel survey.

A noticeable increase was seen when panel members were asked if they understood the challenges and opportunities the community faces in the City of Casey, with 68.3% either agreeing or strongly agreeing in the pre-panel survey, and 87.8% in the post-survey.

This trend is carried on through the subsequent statements, with a significant increase in participants agreeing or strongly agreeing with each statement. Understanding what Council is and isn't responsible for, and feelings that Council asks and listens to community feedback received the same number of strong disagreement in pre and post-surveys.

Table 4. Comparison of feedback from before to after participation on the panel

Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I understand the challenges and opportunities the community faces in the City of Casey	12.20%	56.10%	21.95%	4.88%	4.88%
	39.02%	48.78%	9.76%	0.00%	2.44%
I understand what Council is, and isn't, responsible for	14.63%	51.22%	19.51%	9.76%	4.88%
	41.46%	43.90%	9.76%	0.00%	4.88%
I think Council asks, and listens to community feedback	4.88%	26.83%	56.10%	9.76%	2.44%
	12.20%	51.22%	31.71%	2.44%	2.44%
I think Council provides value to the community	17.07%	46.34%	31.71%	2.44%	2.44%
	29.27%	48.78%	14.63%	7.32%	0.00%

Post-panel reflections

In the post-panel survey, panel members were asked to reflect on their experience with facilitators of small groups, and how well they managed certain aspects of facilitation. Participants often felt facilitators performed very well in encouraging participation (58.54%), managing the process (51.22%), and keeping people to time (41.46%). Encouragement of quieter voices and management of louder voices had a more varied response, with a higher proportion of participants feeling neutral (equal 17.07%), and 7.32% of participants feeling that facilitators did not encourage the quieter voices.

Table 5. Panel member sentiment on reflection after panel experience

Statement	Very well	Well	Neutral	Poorly	Very poorly
Managed the process	51.22%	41.46%	7.32%	0.00%	0.00%
Kept people to time	41.46%	43.90%	12.20%	2.44%	0.00%
Encouraged participation	58.54%	39.02%	2.44%	0.00%	0.00%
Managed louder voices	34.15%	46.34%	17.07%		2.44%
Encourages quieter voices	36.59%	39.02%	17.07%	7.32%	0.00%

In addition to pre-determined options, participants were invited to provide optional additional comments. Four participants provided a free text response, these are listed below.

- “Very well planned.”
- “Cindy did very well to keep the organisation in the sections.”
- “They were genuinely all so amazing, everything you’d hope for and more!”
- “Nice job team.”

Materials and information provided:

- 53.66% of panel members found the panel handbook distributed prior to the first meeting to be very useful.
- Of those that participated in Zoom training sessions (33 participants), 51.52% found the session to be very helpful.
- Pre-meeting information, such as agendas and discussion guides, were most often found to be very useful (56.10%).
- Links to other reading materials including corporate plans, were most often found to be somewhat useful (51.22%)

Under materials and information provided, participants were asked whether they had any additional comments.

- “Learn lots...different views. Council vision too.”
- “So informative, and very appreciative of the role of a council that is proactive in making a community a better place.”

- “Thank you for this opportunity, I have found it very interesting. In hindsight there are more questions than answers but this is particularly learning more about my local Casey community there values and concerns.”
- “Very well presented and run to accommodate the needs of 50 people across a wide range of backgrounds.”
- “All very helpful in understanding.”
- “Very good commitment to improve our council.”

What did you enjoy most about your experience on the community panel?

Participants were asked what they most enjoyed about their experience on the Shape Your City Community Panel. There were 41 responses to this question. Responses have been tagged under common themes, with many participants including more than one theme in their response.

- Learning about Council and Council processes (21)
- Working as part of a group, meeting people and hearing other’s perspectives (17)
- Appreciating the opportunity to be involved in Council process (10)
- Appreciating the presentations, facilitators or speakers (4)

What would you change about your experience on the community panel?

Participants were welcomed to provide a free text response regarding aspects of the Panel sessions that could be improved. There were 34 responses to this question which have been categorised into common themes. Participants provided a fairly varied list of potential changes or improvements, these were:

- Nothing/no change needed (9).
- Changes to the information provided (avoid overwhelm, more information about Council through other formats e.g. social media, how Council operates) (6).
- More interaction between and consensus building among panel members (3).
- Keeping participants and speakers to time, allowing more involvement of quieter voices (3).
- More opportunities to provide input (2).
- Longer duration of workshops (2).
- Shorter duration of workshops or entire panel (2).
- Meeting format preferences e.g. preference for face-to-face (2).
- Improving clarity of information presented (2).
- More participants or greater diversity of participants (2).
- Improvements to the food provided or incentives for participation (2).

3. Resulting Community Vision

3.1 Community Vision

As part of the Shape Your City Community Panel, panel members were asked to consider community feedback, listen to and discuss key information about the City of Casey and review the existing Community Vision statement. The group decided to make a small change to the vision statement, replacing the word **Bold** with Innovative. Following is the Community Vision statement built by the Community Panel.

Community Vision Statement:

Become a more connected, innovative and resilient community.

Community Vision Descriptions:

Connected: Create an inclusive, connected and safe community where our diversity is celebrated.

Innovative: Creative solutions to complex problems, encouraging new ways of thinking, living and working and promoting continuous improvement within Casey.

Resilient: Working together to adapt to change, recover from adversity and strengthen our community, emerging stronger to build towards prosperity and unity.

3.2 Community aspirations and priorities

As part of the Shape Your City Community Panel, participants were asked to:

- consider five outcome areas;
- review community feedback;
- listen to and discuss key information about the City of Casey; and
- decide on a series of community aspiration statements and a list of priorities under each outcome area.

These five priority outcome areas are:

1. Liveable City
2. Thriving Economy
3. Sustainable Environment
4. Strong Communities
5. High Performing Organisation

Following are the community aspirations and priorities across the five outcome areas. After a brainstorming session participants were presented with refined options of up to three aspiration statements and up to 14 priorities. From the aspiration statements panel members were asked to select their preferred statement to describe the outcome area from the community's perspective and select their top five priorities for this area. Following is the preferred aspiration statement and the priorities listed in priority order. The number and percentage denotes the number of participants that selected the priority.

Liveable City

Community aspiration: Casey residents enjoy an improved quality of life, reduced congestion and more time with loved ones due to high quality transport infrastructure and greener, more beautiful neighbourhoods.

Priority	Priority Order
Invest in road improvements to reduce congestion and support safe, efficient traffic flow.	61.70% 29
Promote active transport, such as bike paths and walking trails, to encourage healthier lifestyles.	59.57% 28
Improve safety through better road design, crossings, and neighbourhood watch programs.	55.32% 26
Advocate for improved public transport options, such as increased frequency, better connectivity, and new train stations.	55.32% 26
Increase tree planting and maintain green spaces throughout Casey.	46.81% 22
Enhance public lighting, especially in parks and public spaces.	44.68% 21
Ensure accessibility for people with disabilities, including park access, footpaths, and public transport.	44.68% 21
Promote streetscape beautification with better maintenance and landscaping.	44.68% 21
Work with estate developers and other stakeholders to improve digital connection and signal strength.	42.55% 20
Focus on sustainable practices in urban planning, such as using recycled materials and protecting biodiversity.	31.91% 15

Thriving Economy

Community aspiration: Casey supports businesses of all sizes and uses its resources to meet local needs, so Casey can become a vibrant hub for industry, innovation, and employment.

Priority	Priority Order
Offer reduced rates, council tax rebates, and tax leverage as incentives for businesses to set up in Casey. This will make the area more appealing compared to neighbouring regions.	63.83% 30
Create a dedicated website or platform where local businesses can access resources, tools, and information. This could also serve as a marketplace for preferred suppliers and contractors.	55.32% 26
Advocate for the reduction of unnecessary red tape for businesses. Simplifying processes and making council support more accessible will help both new businesses and existing ones expand.	48.94% 23
Invest in unique draw cards such as sports, entertainment, and events to make Casey an attractive place for both residents and businesses. Celebrating these attractions and publicising them will increase the area's appeal.	46.81% 22
Host industry expos to expose residents to new industries, career pathways, and educational opportunities. Collaborate with businesses to provide on-the-job training or apprenticeships.	42.55% 20
Expand community-based education programs, especially in areas like aged care and technology, to meet local demand. Offer job placement assistance to match residents with local businesses.	42.55% 20
Demonstrate the availability of a skilled workforce through a demographic and skills matrix. This data will help attract industries by showing that local talent is ready to support their operations.	40.43% 19
Develop free promotion opportunities for businesses. Strengthen business-to-business relationships by encouraging local procurement and collaborations.	36.17% 17
Launch a campaign to prioritise local hiring, which will help retain talent within Casey and reduce unemployment.	36.17% 17
Allocate land close to freeways for manufacturing and light industries. Providing easy access to transport routes will reduce commuting time for residents and entice companies to relocate.	34.04% 16
Establish business incubators and accessible hubs for small businesses to grow outside of homes, especially for those who are ready to scale. Provide hot desks, shared resources, and spaces for collaboration.	29.79% 14

Sustainable Environment

Community aspiration: Casey is a greener, more sustainable community with increased environmental awareness, stronger local participation, and enhanced green spaces.

Priority	Priority Order
Focus on planting more trees, especially native species that will thrive in the local environment. Encourage the preservation of mature trees and promote vertical gardens in urban spaces.	65.96% 31
Create a reward system for residents and businesses who practice clean recycling and minimise waste, such as through a points system that can be redeemed for discounts or eco-friendly products.	59.57% 28
Partner with local schools to integrate sustainability and recycling education into the curriculum. This could be supported by interactive lessons and competitions that reward sustainable behaviour.	55.32% 26
Push for renewable energy use in new developments and advocate for older buildings to be converted. Encourage developers to maintain natural topographies and create green developments with better water management.	51.06% 24
Use pamphlets, signage on bins, and translated materials in public spaces to explain waste sorting rules simply and clearly. Partner with local businesses and schools to help distribute information.	44.68% 21
Expand access to refill stations for water bottles and provide incentives for using recycled or greener materials in packaging. Advocate for restrictions on non-recyclable products at the state and federal levels.	36.17% 17
Use dashboards, newsletters, and rate notices to show the community what's being achieved in terms of sustainability and greening efforts. This transparency will encourage further involvement.	34.04% 16
Offer workshops for all ages on composting, recycling, and green living. These could be free or subsidised and held in community centres or public spaces.	31.91% 15
Organise regular community working bees to clean up local areas and involve more volunteers in waste management initiatives. Highlight progress and achievements through council communication channels, such as dashboards or newsletters.	29.79% 14
Host educational events that focus on sustainability, and make sure the community is well-informed and motivated to participate.	23.40% 11
Create community composting sites for those without the space to compost at home. These could be located in shared spaces or near business hubs.	21.28% 10
Hold neighbourhood recycling competitions or clean-up challenges, rewarding the areas that show the most improvement.	17.02% 8

Strong Communities

Community aspiration: Casey is a safer, more connected, and healthier community where residents have access to essential services, feel secure, and enjoy a high quality of life.

Priority	Priority Order
Increase street lighting in residential areas, parks with playgrounds, and key public spaces to improve night-time safety and reduce loitering.	61.70% 29
Improve public transportation links and infrastructure to better connect communities, reduce loneliness, and ensure residents have access to essential services.	61.70% 29
Create opportunities for social connection through community events, support groups, and local initiatives that foster a sense of belonging.	59.57% 28
Enhance community safety by advocating for more CCTV cameras in high-traffic areas, and an increase in neighbourhood patrols.	53.19% 25
Connected health services to increasing access to healthcare services and facilities.	46.81% 22
Promote active living by creating more recreational spaces, such as parks, community gardens and walking trails, and opportunities to include physical activity into daily routines.	46.81% 22
Mental health services targeting youth and the elderly, with more accessible resources for combating loneliness and improving social connections.	42.55% 20
Affordable housing initiatives that ensure access to clean, safe, and well-maintained living conditions for all residents.	36.17% 17
Programs that promote youth mental health through school-based counseling services, community support groups, and accessible mental health resources.	25.53% 12
Address substance abuse by expanding access to addiction support services, providing educational resources on the dangers of alcohol and drug use, and offering rehabilitation programs.	21.28% 10

High Performing Organisation

Community Aspiration: Our Council strives to build and maintain trust, by being innovative, accountable and customer focused, everyone in our diverse community feels heard, valued, and empowered to shape the future of our city.

Priority	Priority Order
Foster strong leadership within the council that articulates a clear vision, leads by example, and engages the community in long-term planning and advocacy for local services and development projects.	81.58% 31
Ensure open and transparent communication on council actions and decision-making processes, including performance tracking and sharing project updates with the community.	78.95% 30
Strengthen accountability mechanisms for both councillors and council staff to deliver on promises and prevent corruption.	78.95% 30
Establish clear and consistent communication channels with the community, ensuring proactive updates on inquiries and service requests.	78.95% 30
Adopt a solution-focused, customer service mindset that delivers consistent, respectful, and personalised experiences, streamlining processes to make interactions with council easy and efficient.	76.32% 29
Develop and promote the use of digital platforms (mobile apps, dashboards) to streamline services and gather community feedback.	52.63% 20

4. Council's long-term planning

4.1 Long Term Financial Plan

Panel members were invited to 'fund' nine broad Council services categories using a notional \$100 budget, following a discussion at their tables. The nine service categories:

- Our property and planning.
- Our arts and culture.
- Our transport network and infrastructure.
- My family, community and safety.
- My pets and animals.
- Our sport and recreation.
- Our environment.
- My business and employment.
- My Council.

Table 6 compares the results of this activity as compared to feedback from the broader engagement where 209 participants allocated their notional \$100 budget. Funding data from the broader engagement in Table 6 confirms wider community sentiment about the importance of preserving and enhancing the natural environment, improving roads and ensuring community connection and personal safety. In comparison with the broader community service priorities, Community Panel participants more often prioritised family, community and safety, and both participant groups considered the transport network and infrastructure to be a high priority.

Table 6: Broad service categories for funding

Service category	Broader community priority	Community Panel Priority
Our environment	1	4
Our transport network and infrastructure	2	2
My family, community and safety	3	1
Our sport and recreation	4	6
Our property and planning	5	3
Our arts and culture	6	7
My business and employment	7	5
My pets and animals	8	9
My Council	9	8

Data source: 'Fund It' budgeting tool. Note: Total spend doesn't add up to \$100, as 38 (18%) of the 209 participants in this engagement activity didn't allocate the full \$100 across their preferred services.

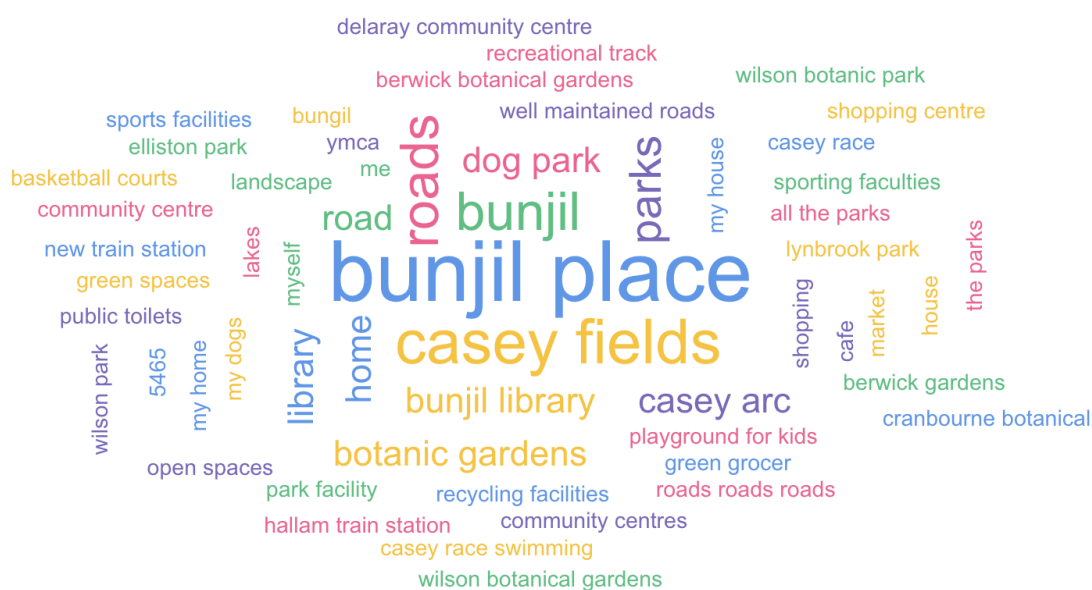
4.2 Long Term Asset Plan

Panel members were invited to participate in a range of activities following a presentation about Council's long term asset planning (budget allocation, policy and asset principles).

4.2.1 Most loved community infrastructure

As a warm up activity panel members were invited to consider their 'most loved' asset that contributes to the enjoyment of the City of Casey. Figure 2 shows the resulting word cloud from this activity. The most prominent entries were Bunjil Place (15) and Casey Fields (6).

Figure 2. Most loved community asset



4.2.2 Scenarios for a budget shortfall

Panel members were given one of two scenarios to consider in the event there was a budget shortfall in the future.

The two scenarios given:

- Scenario 1: It's 2035, there is a shortfall in the budget, what potential solution should Council explore (decrease new asset construction/reduce or delay renewals or upgrades/lower the level of service)
 - What is the rationale for the solution you've selected?

- Why did you make that decision? Was it easy or hard?
- How would you communicate this with the border community?
- Scenario 2: It's 2035, there is a shortfall in the budget, Council is considering disposal of community buildings to reduce \$5 million from its renewal works budget. What would make disposal of a building asset acceptable? Think about:
 - What decision would you make based on the criteria
 - Why did you make that decision? Was it easy or hard?
 - How would you communicate this with the border community?

Feedback from this activity was not collected by consensus however there were similarities in priority and care of assets across all tables.

Feedback on Scenario 1

From the three options presented Panel Members felt decreasing the construction of new assets was preferred over reducing renewals/upgrades or lowering the level of service. Reasons given for this include:

- Keeping the asset at a higher quality resulting in less repairs in the future.
- Concern there was not enough patronage of existing assets, would need to understand if the other assets in the same class were at capacity - therefore warranting additional services.
- If we are unable to maintain the current assets we have financially, why add other assets to the mix, which would require a further stretch of budget.

Feedback on Scenario 2

Disposal of an asset elicited more discussion by the groups, with Panel Members wanting to explore other options before an asset was disposed of. Options considered:

- Privatisation, keep the community benefit while being conditional to community use requirements. Maintaining ownership of the land, leasing the building only.
- Sponsorship, exploring community and commercial sponsorship opportunities to retain the use and operation of the asset. Likened to community banking models (e.g. Bendigo Bank).
- Consolidation, ensuring the service remains even if buildings are disposed of, and how the service can be continued to be delivered to ensure a community benefit.
- Public private partnerships, to consider how the asset could be retained or rebuilt.

Another group felt that the community needed to be brought into Council's thinking as early as possible, where utilisation was the reason behind disposal of an asset. This might look like:

- Using sensors to understand use, periods of underuse.
- Running a use it, or lose it campaign - to encourage community use.

Across both scenarios, both decisions would be communicated to sell the benefits and the thinking behind the decision. "Sell the benefit, common sense approach," be sure to

use all communication avenues available (website, local media, social media and Councillors).

Additional feedback on asset planning

On asset planning one panel member focused on ensuring planning and construction of assets was to a high quality to reduce renewal and repair costs in the future. Feedback included:

- Quality in initial build.
- Embracing emerging technical innovations such as natural heating and cooling opportunities (air flow, solar panels).
- Citing the asset close to transportation.
- Designing assets for seamless future expansion and upgrade.
- Ensuring for adequate water drainage and increased rainfall (capacity of gutters and collection).