

VicVision engagement analysis



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What is VicVision?

The Town of Victoria Park is undertaking a major review of its highest-level planning document, the Strategic Community Plan (SCP).

Under the *Local Government Act 1995*, the Town is required to undertake a major review of the SCP every four years. The [current SCP](#) is for the period 2017 - 2032 and once revised will be for the period 2022 - 2034. The shortened 12-year period has been chosen to align better with other strategies, plans and future major reviews.

Meaningful community engagement is a critical component in the review of the SCP and provides an opportunity for the community to have input into decision-making and future direction.

VicVision is the project that will deliver a revised SCP that is functional, measurable, and genuinely informed by the community.

Purpose of the Strategic Community Plan

The SCP is the blueprint for the Town that outlines the vision, values, aspirations, priorities, and service expectations of the community.

It is directly informed by the community and guides the efforts of the Council and Town administration. It references and drives the development of other plans and informing strategies such as the Corporate Business Plan, place plans, Workforce Plan, asset management plans and Long-Term Financial Plans, to ensure that what is being delivered is what the community wants.

An SCP is legislatively required to be prepared as part of the [Integrated Planning and Reporting Framework](#).

Background of Strategic Community Plan reviews

The Town's first Strategic Community Plan was adopted by Council in June 2013. It covered the years of 2013-2028 and replaced the Plan for the Future 2011-2026, as required by changes to the *Local Government (Administration) Regulations 1996*.

The first Strategic Community Plan included a vision, mission, values, planning and decision-making framework, strategic performance indicators broken down by program area, objectives, key projects and services, and some actions.

In June 2017, a major review of the Strategic Community Plan was completed. This process was known as Evolve. It resulted in the Town's current Strategic Community Plan 2017-2032.

The current Strategic Community Plan includes a vision, mission, values, and strategic outcomes.

[Strategic Community Plan 2017-2032](#)

	2013-2028	2017-2032
Vision	Vibrant Lifestyle	A dynamic place for everyone <ul style="list-style-type: none"> • We are Perth's most empowered and engaged community. • We are Perth's premier place for entertainment and entrepreneurship. • We lead in sustainability. • We put people first in urban design and safety. • We are inclusive and connected with a thriving community.
Mission	Creative <ul style="list-style-type: none"> • We will embrace creativity • Our Town will be unique, quirky, and identifiable • We will be creative in all things; in the decisions we make and the solutions we find Attractive <ul style="list-style-type: none"> • We will attract people and businesses into our Town • Our Town will be the destination for lifestyle, work, and recreation Friendly <ul style="list-style-type: none"> • We will be welcoming • We will listen • We will make your day Environmentally sustainable <ul style="list-style-type: none"> • We will be aware of the changing environment in which we operate, live, work and • recreate • We will make decisions based on environmental, economic, and social impact on our environment • We will create the best environment in which to live and work 	Social <ul style="list-style-type: none"> • To promote sustainable, connected, safe and diverse places for everyone. Economic <ul style="list-style-type: none"> • To promote sustainable, diverse, resilient, and prosperous places for everyone. Environment <ul style="list-style-type: none"> • To promote sustainable, liveable, healthy, and green places for everyone. Civic leadership <ul style="list-style-type: none"> • To show leadership by communicating with, empowering, and supporting people in the community.

Values	<ul style="list-style-type: none"> • Positive • Inspirational • Caring 	<p>We will be proactive</p> <ul style="list-style-type: none"> • We will look to cause positive things to happen rather than waiting to respond. <p>We will have integrity</p> <ul style="list-style-type: none"> • We will be honest, accountable, and transparent in how we do things. <p>We will be innovative</p> <ul style="list-style-type: none"> • We will be courageous in introducing new ideas to meet community needs and improve our services and projects. <p>We will be caring</p> <ul style="list-style-type: none"> • We will display kindness and concern.
Planning and decision-making framework	<p>Social</p> <ul style="list-style-type: none"> • The outcome is to provide an environment where the community can live a safe, healthy, and active life with opportunities to participate in social and cultural activities. <p>Economic</p> <ul style="list-style-type: none"> • The outcome is to provide the community with a vibrant, strong, and sustainable local economy as well as range of business and employment opportunities. <p>Environmental</p> <ul style="list-style-type: none"> • The outcome is to preserve and maintain natural and built assets that provide a sustainable environment for the community. <p>Governance</p> <ul style="list-style-type: none"> • The outcome is to ensure excellence in governance and demonstrate continuous improvement in service delivery. 	Strategic direction intended to be planning and decision-making framework.
Objectives	See plan for full list.	No objectives included in the plan.
Strategic outcomes	No strategic outcomes included in the plan.	See plan for full list.

A minor review of the Strategic Community Plan 2017-2032 was completed in June 2019. This review resulted in minor updates and wording and grammatical changes. The absence of strategic initiatives to help guide the achievement of strategic outcomes was identified. These were later added to the Corporate Business Plan as part of the minor review in December 2019. The review also highlighted the lack of measures in the plan. It was decided that these would be revisited in the next major review.

[Strategic Community Plan minor review](#)

Since the Town’s first Strategic Community Plan in 2013, community priorities have stayed consistent. Each minor review has focussed more on reviewing the structure and wording used to communicate and guide the delivery of community priorities.

Planning for VicVision

Planning for VicVision began in May 2020 with a review of Evolve - the Town's last major SCP review process. The review focused on developing a project closure report by assessing whether the project met its objectives and identifying any lessons learned.

Evolve project team members, most of which were no longer employed at the Town, were contacted, and asked to inform the review. Town staff and community participants of Evolve were also asked to participate.

Evolve met most objectives it set out to achieve. Planning for VicVision focused on building on those that were met and improving on those that weren't.

Ways to improve the community engagement process were identified as:

- making sure the process was easy to follow
- designing community engagement based on the information needed to inform the major review
- clearly outlining plans for engagement at the beginning of the process
- ensuring community engagement outcomes meaningfully inform the outcomes of the major review that then inform decision-making
- attempting to build trust and confidence with the community throughout the process
- ensuring any proposed changes address public perception focus areas
- ensuring people know how their input affected decisions
- ensuring that any time commitment expected by the community is reasonable

These findings informed the community engagement program outlined in this document.

Although some comments were positive, the review also highlighted the opportunity to improve the strategy itself. Some points raised by Evolve project team members and staff were that:

- strategic outcomes could be more goal-oriented
- direction could be communicated clearer
- statements could better reflect the priorities and objectives
- outcomes could be balanced across all pillars
- the number of vision and mission statements could be decreased to make them clearer
- strategic outcome descriptions could be simplified to decrease repetition
- strategic direction should include direction for all service areas
- the strategic direction could be refined to better drive efforts and guide decision-making based on the clear priorities of the community
- strategy needs to be measurable
- financial considerations could be greater
- the strategy could feel more complete.

Once the VicVision project plan was set, the project team engaged elected members at the December 2020 Concept Forum. When asked about the strengths and weaknesses of the plan, the following feedback was received:

- current vision fits the target
- measurables are missing from the strategy
- content should be revisited and realigned to what the community wants
- structure needs to be clear so that strategy makes sense
- any completed outcomes should be removed during the review

- strategy needs to reflect the Town's demographics
- vision could be enhanced with a mission and purpose
- strategic outcomes are not equally spread
- strategic outcomes need to be clear and direct
- strategy needs to be translatable.

Feedback was also received that it needed to be clear that VicVision was a review process and not a rewrite, but any changes were to be based on the outcomes of community engagement.

The project team considered the findings and feedback and completed a desktop review of other local governments' strategic plans across Australia and New Zealand. With there being numerous ways to structure and communicate a strategic direction, the project team felt it would be beneficial to engage an experienced strategy consultant to provide training on how to best structure and communicate a strategic direction to guide culture and achieve results. It was also thought that the same consultant could be involved in the project to assist with the engagement outcomes into a revised strategic direction. A recommendation was made to the project board and a consultant was engaged.

Through training, the project team and board could see the benefit of simplifying and restructuring the Town's strategic direction to better guide the efforts of the organisation and demonstrate to the community that their voices are heard. An opportunity to clearly align all administrative and operational work the Town does to community priorities was also identified. Another recommendation was made to the project board and the team was given approval to proceed with the intention of recommending that the structure of the strategic direction be refreshed. Community engagement then reflected this recommendation while also clearly being positioned as a major review of the current strategy.

The project team considered all findings to this point and set out with the objective of completing a major review that resulted in a refreshed Strategic Community Plan that is functional, measurable, and genuinely informed by the community.

Engagement methods and results

VicVision was designed to allow for people to decide their level of involvement with 'choose your own adventure' style options dependant on the community members' time and interest in shaping the future of the Town.

The engagement program aligned with Policy 103 – Communications and Engagement which is founded on the IAP2 principles, spectrum, and core values. It was built to allow for engagement to reach the Involve level of the spectrum – To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

All participants were encouraged to familiarise themselves with the context and future trends information prior to being involved, to ensure they were well-informed prior to giving their views.

[Setting the Scene for VicVision](#)

[Future Trends](#)

The approach was unique in that engagement:

- considered that people have diverse levels of capacity to be involved in terms of time, level of interest and knowledge
- considered the demographics of the community throughout its design
- took place online and offline
- had opportunities where the community had to come to us and others where we went to them
- gathered consistent information regardless of the method chosen which was entered in an online tool that could be reported on live
- connected with people using traditional methods including surveys and facilitated workshops, along with more creative and contemporary ways such as SMS and participatory budgeting
- allowed people flexibility and a sense of ownership by facilitating their own workshop
- could be easily adapted to suit changes to COVID-19 restrictions
- ended in a half-day workshop where people that had participated in at least one of the VicVision options were invited to assist further by prioritising focus areas, dig deeper into strategies and give their view on service levels.

The engagement options included:

In-person workshops

The workshop series consisted of three, three-hour workshops over a two-month period. It involved reviewing the relevance and progress against the current SCP, providing views to assist with updating the content of the SCP and identifying the priorities that help achieve the Town's desired future.

Online workshops

Online workshops that mirrored the in-person workshops were offered with the only difference being that participants could join from the comfort of their own home. There were no participants that chose this option.

Workshop in a box

This option also mirrored the in-person workshop option but was designed to be self-facilitated. Those that took up the option were provided with the informing documents; workshop plans and online input tool so they could deliver views that were consistent with other options.

Survey

A survey was made available on the Town's engagement hub with questions that replicated what was being asked in the workshop options. Rather than making paper copies of the survey available, members of the community were advised that they could visit or call the Town to have the survey completed for them. Staff that speak languages other than English were on hand to help people complete the survey in their own language.

The Town was also developing a Youth Plan at the same time as VicVision. As the younger demographic would be targeted as part of that project, a couple of VicVision questions were added to the youth survey to get their views.

Brainstormer

Brainstormer tools were added to the Town's engagement hub that asked - "What makes the Town unique?" and "What do you think the Town's priorities should be for the future?" People were able to add their ideas online or by texting their answer to each of the phone numbers. A tool was also added to the internal staff hub to get views on the values of the Town by the people that must live them.

Pop-up survey

Staff attended Town events and approached people to complete a quick five-minute pop-up survey. People were asked what makes the Town unique and what the Town's priorities should be for the future. Surveys were completed at:

- Twilight Trios, Harold Rossiter Park - 14 February
- Burswood Farmers Market, Burswood Park - 21 February
- Victoria Park Farmers Market, John Macmillan Park - 21 February
- Lathlain Celebration event, Lathlain Park - 6 March
- Peninsula neighbourhood event, The Circus - 7 March
- Twilight Trios, Burswood Park - 14 March
- Vic Park Health Expo, Zone 2X - 21 March
- Playtime in the Park, Rotary Park - 21 March
- Explore More launch, Burswood Community Cinemas - 25 March
- Village Hub, Connect Victoria Park - 14 April

Participatory budgeting

An online tool called Balancing Act was offered to give participants the chance to balance the numbers.

The tool showed all the revenue and expenditure categories staff and Council are required to balance on an annual basis. Participants were able to increase or decrease these categories and add commentary to their submissions. The Balancing Act was built with figures from the Long-Term Financial Plan (LTFP) and future budget projections, considering inflation and COVID-19 impacts. The intent of the exercise was to allow for full transparency of Council's budgeting process and to help inform the LTFP and the SCP.

The participatory budgeting exercise was completed as part of VicVision because of Council's desire to pilot a participatory budgeting process as part of the annual budget in prior years. As this did not happen, it was thought that using participatory budgeting as an engagement exercise could allow the Town to learn from the experience and implement these learnings in future budgeting processes where participatory budgeting is included.

Voices of VicVision Forum

Voices of VicVision was a half-day forum event with the aim of providing VicVision participants with an opportunity to present their combined views to their peers, elected members and senior management.

It also provided elected members and senior management with an opportunity to hear the views of participants firsthand.

Activities were based around:

- presenting individual group findings
- narrowing down priorities captured throughout all VicVision engagement opportunities
- digging deeper into the services, projects, strategies, and actions to help achieve identified priorities
- investigating service level expectations.

The event also acted as an opportunity to thank participants for their involvement with the project, with a celebration also taking place to recognise the time and effort of the community.

Results by the numbers

The community chose to participate by:

In person workshop	16 participants
Online workshop	0 participants
Workshop in a box (self-run workshops)	41 participants over three separate groups
Full survey	137 responses
Youth survey*	309 responses
Pop-up survey at events	259 responses
Brainstormer - online and text message	58 ideas
Participatory budgeting	30 participants
Voices of VicVision forum	30 participants
Total	880 participants/responses

*surveys that responded to VicVision questions included in the survey

Designing engagement to directly inform the review of the SCP

The project team designed the community engagement early in the project to review the Town's current Strategic Community Plan and inform any proposed new sections of the plan. The community were not engaged on every section as some content is factual and already exists. Parts of the plan that engagement occurred on are provided in the table below.

Section in Strategic Community Plan	What we asked	Methods used to gain feedback
Introduction		
Vision	See strategic direction.	
Welcome to Country NEW	<ul style="list-style-type: none"> Whether it was appropriate to include a written welcome to country by a local Aboriginal elder in the plan. 	<ul style="list-style-type: none"> Representative of Mindeera Advisory Group
How to use the plan	<ul style="list-style-type: none"> How the plan should be used by elected members. Whether the community thinks they play a part in achieving the plan. How the community should use the plan. 	<ul style="list-style-type: none"> Councillor Portal feedback post Full survey In person workshop Workshop in a box
All about the Town/context		
Why we're unique NEW	<ul style="list-style-type: none"> Why the Town is unique. 	<ul style="list-style-type: none"> Full survey In person workshop Workshop in a box Pop-up survey Online and SMS brainstorm
What people value about the Town NEW	<ul style="list-style-type: none"> What people value most about living, working, and recreating in the Town. 	<ul style="list-style-type: none"> Full survey In person workshop Workshop in a box Youth survey
Future trends	<ul style="list-style-type: none"> What challenges the Town will face in the future. 	<ul style="list-style-type: none"> Full survey In person workshop Workshop in a box
Achievements guided by the last SCP NEW	<ul style="list-style-type: none"> Whether the Town is on track to achieve the vision, mission, and strategic outcomes. 	<ul style="list-style-type: none"> Full survey In person workshop Workshop in a box
What people said		
What we heard	<ul style="list-style-type: none"> All questions. 	<ul style="list-style-type: none"> All methods
Strategic direction		
Purpose NEW	<ul style="list-style-type: none"> What the organisations purpose is as a local government authority. 	<ul style="list-style-type: none"> Full survey In person workshop Workshop in a box <p>Staff workshop reviewed outcomes from community</p>

Values	<ul style="list-style-type: none"> • Whether any values should be added or removed. 	<ul style="list-style-type: none"> • Full survey • In person workshop • Workshop in a box <p>Staff workshop reviewed outcomes from community</p>
Vision	<ul style="list-style-type: none"> • Whether the vision is relevant. • Whether the Town is on track to achieve the vision by 2032. • How the community sees the Town today. • What people want the Town to look and feel like by 2033 (12 years). 	<ul style="list-style-type: none"> • Full survey • In person workshop • Workshop in a box • Youth survey – how they see the Town only <p>Staff workshop reviewed outcomes from community</p>
Mission	<ul style="list-style-type: none"> • Whether the Town is on track to achieve the mission by 2032. 	<ul style="list-style-type: none"> • Full survey • In person workshop • Workshop in a box <p>Staff workshop reviewed outcomes from community</p>
Community priorities (used to be referred to as strategic outcomes) NEW	<ul style="list-style-type: none"> • Whether the Town is on track to achieve the strategic outcomes by 2032. • What must be achieved to meet the vision for 2032. • What the Town’s priorities should be for the future. • Which five actions listed in the place plans should be prioritised for each place. * • How the Town’s budget should be spent. ** 	<ul style="list-style-type: none"> • Full survey • In person workshop • Workshop in a box • Pop-up survey – what the priorities should be only • Youth survey - what the priorities should be only • Online and SMS brainstormer - what the priorities should be only <p>* in person and workshop in a box only ** participatory budgeting only</p> <p>Voices of VicVision Forum prioritised the priorities</p>
Organisational objectives and key result areas NEW	<ul style="list-style-type: none"> • Whether the Town is on track to achieve the strategic outcomes by 2032. • What must be achieved to meet the vision for 2032. • What the Town’s priorities should be for the future. * 	<ul style="list-style-type: none"> • Full survey • In person workshop • Workshop in a box <p>*pop-up survey only</p> <p>Staff workshop reviewed outcomes from community and suggested measures</p>

Implementation

Managing strategic risks	<ul style="list-style-type: none">• Whether risks are still present.• Whether risks are still relevant.• What controls are in place.• What treatment actions need to be completed.	<ul style="list-style-type: none">• Workshop with executive• Workshop with elected members (still to be completed)
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Engagement analysis

Questions asked were consistent across all methods of engagement but were tailored to whether the method was designed to be in-depth, requiring considerable time and effort, or whether the method was designed to quickly engage those that would not likely participate in the full engagement.

In-depth methods included the in-person workshops, workshops in a box and the full survey. Quick engagement was completed through the youth survey, pop-up survey at events, brainstormer and participatory budgeting.

It was not made mandatory for participants to answer all questions. In each method participants could choose to provide feedback in areas where they chose to.

An outcomes report and dashboard were developed to allow for the community, staff, and elected members to view and consider raw information received during the process.

[VicVision engagement outcomes](#)

[VicVision outcomes dashboard](#)

Using the engagement outcomes and dashboard, more than 30 staff from various service areas participated in two workshops led by the strategy consultant to review the existing values, vision, and mission. A new purpose and measures were also workshopped. Organisational objectives were explored to help with communicating and guiding the administration and operations of the Town against community priorities. The workshops were attended by three community members involved in the engagement process to increase confidence that the strategy truly affects community wants and needs.

The goal was to set the Town up to be more focused on achieving what the community wants, by focusing on what the Town needs to achieve and become. Staff worked together to review the existing strategy against engagement outcomes and were asked to produce options for each part of the direction if they felt the existing strategy could be improved.

The analysis throughout this document groups consistent themes against each part of the strategic direction to communicate common community views expressed through engagement. It also provides insight into views expressed in the staff workshops.

What's unique, what people value and the challenges to face

When reviewing the data, it is important to keep in mind what people think is unique about the Town and what people value about living, working, and recreating in the Town. It is also important to be aware of future challenges. This helps inform what we've already achieved, what should be retained and external factors the Town needs to address.

Why the Town is unique

Participants completing the in-depth options, brainstormer and pop-up survey were asked what they thought was unique about the Town. This amounted to 511 responses with many responses covering multiple themes. The top 20 themes are provided below with the number of times they were mentioned and some context.

Rank	Theme	Mentions	Context
1	Location	132	Central location Proximity to city Proximity to Swan River Proximity to Curtin University Everything needed is close by
2	Albany Highway strip	110	Café strip and café culture A lot of choice and diverse options Meeting place Good to visit at all times of day Thriving and prosperous Good vibes
3	Sense of community	108	Village feel and atmosphere Connected and close-knit Friendly, welcoming and inclusive Supportive and caring Strong community involvement Common values e.g., sustainability Keen to support local
4	Diversity	97	Multicultural Personalities Young and old Occupations Socio-economic Mix of residential and commercial Housing options Geographical features
5	Restaurants, cafes and entertainment venues	60	Number of businesses Variety of cuisines Good ratio of restaurants, bars and cafes Lively nightlife Affordable
6	Public open spaces	54	Amount of parks Playgrounds Green space All in close proximity Good for dogs

7	Community events	50	Sunday markets Concerts Free events Always something going on
8	Variety of businesses	32	Boutique and quirky shops Small businesses Good mix Commercial precincts in suburbs
9	Vibrancy	29	Inner city vibe Trendy Cultural Lively Urban
10	Heritage	28	Architecture Character properties History
11	Good facilities	28	Leisure and sporting Library Arts centre Pool
12	Accessibility	27	Easy to get everywhere Public transport Access to major travel routes Walkways and cycleways
13	Family friendly	24	Good place to raise children Variety of activities and events Schools Community programs
14	Nature	24	Trees Bushland
15	Burswood Peninsula	17	Optus Stadium Casino Parkland
16	Council	15	Competent Progressive Proactive Involved Engages with community
17	Walkability	11	Everything within walking distance
18	Town administration	10	Helpful Supportive Proactive Engages with community
19	Environmentally aware	6	Seen as priority More practical than other areas
20	Community groups	5	Improving the community Actively involved

What people value most about living, working and recreating in the Town

Participants completing the in-depth options and youth survey were asked what they valued most about the Town. This amounted to 503 responses with many responses covering multiple themes. The top 20 themes are provided below with the number of times they were mentioned and some context.

Rank	Theme	Mentions	Context
1	Restaurants and cafes	77	Number of businesses Variety of cuisines Lively nightlife Place to meet with family and friends
2	Location	74	Central location Proximity to city Proximity to Swan River Proximity to Curtin University Everything needed is close by
3	Sense of community	49	Nature of the people Village feel and atmosphere Connected and close-knit Friendly, welcoming and inclusive Supportive and caring Strong community involvement Common values e.g., sustainability Keen to support local
4	Public open spaces	45	Well-maintained parks Number of parks Facilities within parks (sporting, playgrounds, exercise equipment) Recreation Green space Good for dogs
5	Albany Highway strip	43	Café strip and café culture A lot of choice and diverse options Meeting place Good vibes
6	Good facilities	31	Leisure and sporting Library Pool
7	Local businesses	31	Retail shops Small businesses Good mix Park Centre
8	Accessibility	30	Easy to get everywhere Public transport Access to major travel routes Walkways and cycleways Parking available/free parking
9	Diversity	26	Multicultural Personalities
10	Walkability	23	Everything within walking distance

11	Vibrancy	22	Liveliness Streetscape A lot happening Up and coming
12	Community events	12	Big and small events Sunday markets
13	Safety and security	12	Low crime rate Feel safe
14	Arts and culture	7	Arts and cultural scene Public art
15	Nature	6	Trees Bushland
16	Quality of life	6	Relaxed and easy going Social
17	Family friendly	5	Lots of families Variety of activities and events Schools
18	Heritage	5	Architecture Character properties Weatherboard precinct History
19	Affordability	4	Cheaper rents Commercial rent value
20	Burswood Peninsula	4	Optus Stadium Crown Casino Swan River foreshore

Future challenges

Participants completing the in-depth options were asked what challenges the Town may face in the future. There were 170 responses to the question. The themes are provided below with the number of times they were mentioned.

Rank	Themes	Mentions
1	Increased transport and traffic (traffic, public transport and parking)	47
2	Social issues and safety (homelessness, antisocial behaviour and crime)	33
3	Increased density and development	29
4	Budget constraints	20
5	Population increase	18
6	Economic decline and diversity	17
7	Environment and climate change	15
8	Maintaining the identity of the area	11
9	Maintaining sense of community	10
10	Changes of Council and resistance to change	10
11	Legislation changes (Local Government Act and amalgamations)	7
12	Staff retention	6
13	Over engagement	4
14	Ageing population	4
15	Housing availability	4
16	Ageing infrastructure	3
17	Increasing demand for services	2
18	None	1
19	Waste	1

There were only 19 themes that came out of all engagement.

Purpose

Why the Town exists

Participants that chose to complete the in-depth options – full survey, in person workshop and workshop in a box – were asked what they thought of the purpose of the Town of Victoria Park as an organisation. 185 people provided a response. The themes are provided below with the number of times they were mentioned.

Themes	Mentions
Provision of services	87
Facilitating a sense of community	41
Improving safety	21
Planning for the future	20
Maintaining and improving amenities	17
Improving quality of life	17
Improving and maintaining infrastructure	14
Maintaining and improving the economy	14
Sustainability and environment	11
Governance and legislation	10
Advocating on behalf of the community	6
Fostering diversity and inclusiveness	5
Supporting the community / vulnerable	4
Management of finances	2
Provision of events	2
Protection of heritage	1
Education of the community	1

Recommendations

The staff workshop recommended that the Town's purpose is to *"responsibly serve, enable and inspire community."* This reflects the community's view of the Town providing services and facilitating a sense of community. Responsibly was included to capture feedback around financial management, governance, and legislation. It also came out as a theme in engagement around the Town's values. Enabling the community attempts to communicate that the Town provides services and programs that enable people to have an improved quality of life such as community safety initiatives, environmental initiatives, town planning and community facilities. Common anecdotal feedback around supporting the community to suggest and introduce their own ideas was also considered.

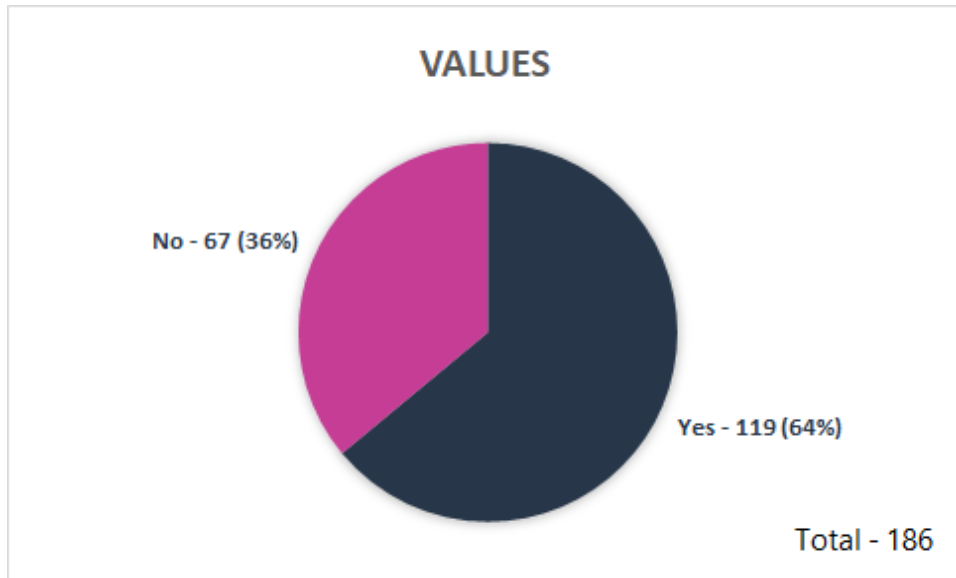
Values

The Town's unique thinking

Participants that chose to complete the in-depth options – full survey, in person workshop and workshop in a box – were asked to review the Town's current values. Of the 186 people that answered whether there was anything they would add or remove, 119 people said there was and 67 said there wasn't. 125 people then provided further comment on their views.

Themes of the suggestions are provided below, categorised into add, remove, combine, and define. The number of times themes were mentioned is also provided.

Is there anything you would add or remove from our values?



Add			
Value	Mentions	Value	Mentions
Sustainable	10	Courageous	1
Inclusive	9	Community-centred	1
Considerate/Respectful/ Thoughtful	6	Representative	1
Responsible/Accountable	5	Common sense	1
Listening	4	Commitment	1
Worldclass/Best in class	3	Accessible	1
Responsive	3	Service	1
Enabling/Empowering/ Encouraging	3	Leadership	1
Safe	3	Optimistic	1
Teamwork/Collaborative	3	Opportunistic	1
Equitable/Fair	2	Learning	1
Creative	2	Awareness	1
Honest/Transparent	2	Vibrant	1

Remove		Combine	
Value	Mentions	Value	Mentions
Innovative	7	Proactive and innovative	2
Proactive	6		
Integrity	4		
Caring	4		

Define	
Value	Amend or add to definition
Proactive	<ul style="list-style-type: none"> We will look to cause positive and innovative things to happen rather than waiting to respond Continuous improvement
Innovative	<ul style="list-style-type: none"> Working with the community to develop new ideas
Caring	<ul style="list-style-type: none"> Add a safety aspect For all things - our environment, our people, and our way of life Displaying kindness and concern is not the same as delivering it. Why does a municipal body need to be displaying kindness and concern?

Recommendations

At the staff workshop, staff reviewed the values against the engagement outcomes but also considered their own experiences and what they thought was unique about the culture of the Town. The following values were proposed:

Inclusive – Embracing diversity

Caring – Showing consideration and kindness

Proactive – Anticipating, planning and acting

Connected – Creating value together

Courageous – Being brave, honest and trusting

With these recommendations, the values of innovation and integrity were recommended for removal. This was due to innovation being seen more as an objective than a value that was also too like proactive. Integrity was considered as something each employee must have regardless of whether it is a value.

Caring and proactive were recommended to be retained with adjustments to their definitions. Caring was seen by staff as a quality that sets the Town apart from the rest as staff genuinely care about each other and the community. Changes to the definition were proposed as displaying concern is sometimes not possible with all operations of the Town but it is possible to be considerate. Proactive was also considered as a value that staff should strive to achieve but changes to the definition were recommended to emphasise the need to anticipate, plan and then act rather than just cause positive things to happen.

Three new values were then recommended – inclusive, connected, and courageous. Inclusive was one of the values most mentioned by the community that staff also considered important. Connected was proposed to combine the themes of enabling, empowering, encouraging, teamwork and collaborative. Courageous was

aligned to the theme of creative but could also replace innovative. Staff felt that they were regularly encouraged to try and do things differently but highlighting the need for everyone involved to be brave, honest and trusting was important.

Although sustainable was the most common theme, it was felt that the term was over-used and as a result, lacked meaning. It was hard to determine whether the community was referring to environmental or financial sustainability but was also seen as more of an objective. Assuming that the community were referring to being mindful that anything done today considers current and future generations, a more suitable value could be conscious or aware.

The theme of responsible/accountable also came out of the outcomes. It is important to point this out in terms of the proposed purpose, where staff recommended that the theme be lifted to the reason the Town exists rather than just a way of thinking.

Vision

What the future of the Town looks like

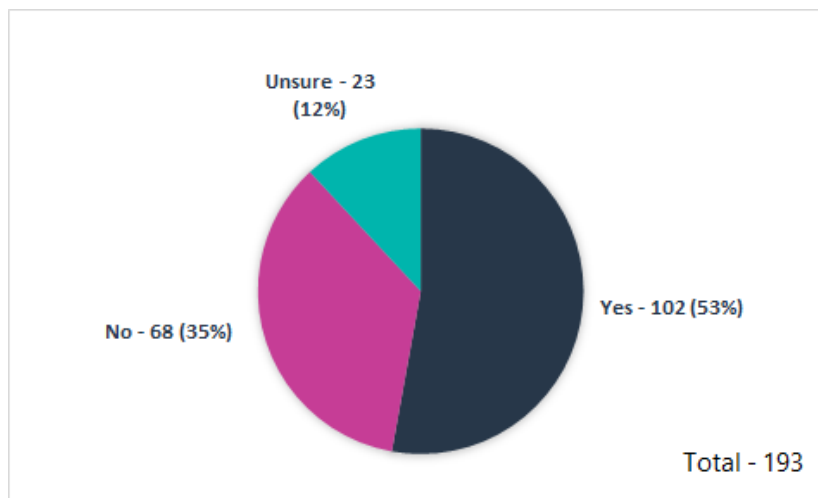
The Town has one overarching vision statement that is further guided by five targeted statements.

In 2019, the Town completed the minor review of the Strategic Community Plan 2017-2032. There were 608 respondents that participated in a community perception scorecard developed by an external party. Results of the survey were that 49% of respondents agreed with the Town's vision.

[Community Perception Survey](#)

During VicVision, participants that chose to complete the in-depth options – full survey, in person workshop and workshop in a box – were asked whether the Town's current vision is relevant. Of the 193 people that responded, 102 people thought it was, 68 people thought it wasn't and 23 people were unsure.

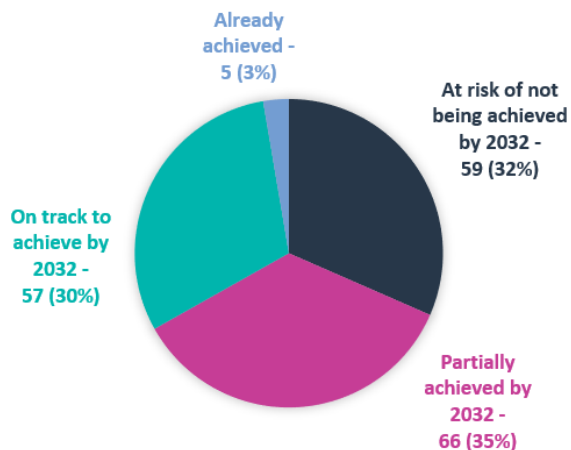
Do you think our vision is relevant?



People had the opportunity to provide comment on the reason for their answer. Common themes were around not understanding what dynamic meant, not wanting the Town to be in a constant state of change, wanting some balance of calm amongst the vibrancy, and not wanting, needing or being able to cater to everyone. There were also comments about the vision not being clear enough to give any insight into the wants of the community and it not being clear how the vision could be achieved.

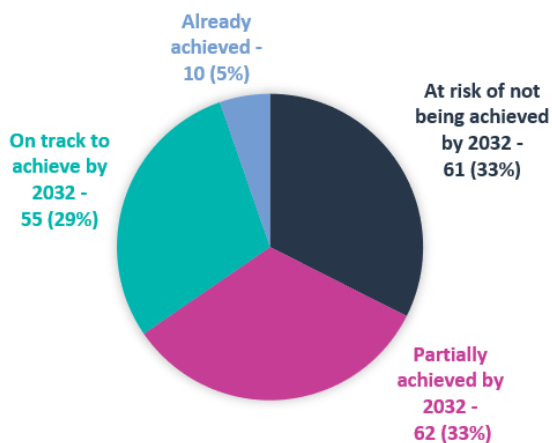
In the absence of any key result areas or measures, participants were asked their thoughts on how the Town is tracking to achieve the five targeted statements by 2032.

We are Perth's most empowered and engaged community



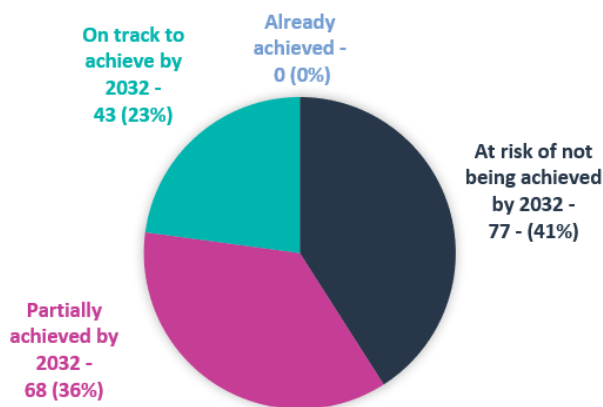
Total – 187

We are Perth's premier place for entertainment and entrepreneurship



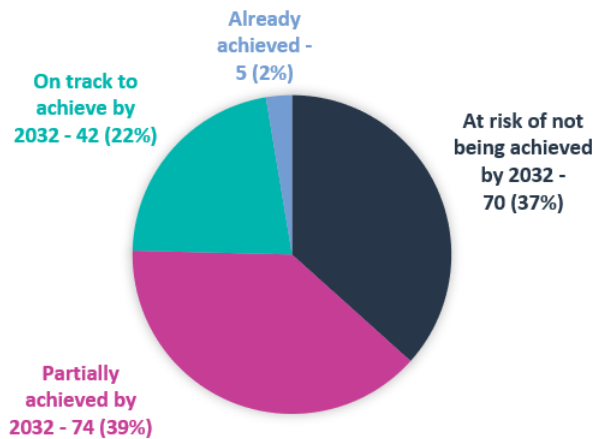
Total – 188

We lead in sustainability



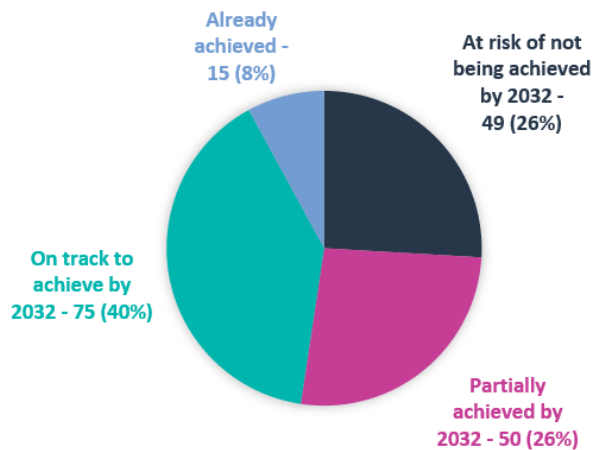
Total – 188

We put people first in urban design and safety



Total – 191

We are inclusive and connected with a thriving community



Total - 189

Results show that in the eyes of the people that chose to engage with the Town through VicVision, there was no consensus on the status of achievement for any of the targeted statements. Comments provided suggest that people aren't aware of which Town responsibilities fall into each of the statements, with suggestions being repeated over each one. While some specific suggestions for improvement were provided, each of these are addressed as community priorities later in the analysis. The nature of responses on how the Town is tracking support the need for a clear vision that is supported by an achievable mission, objectives, outlined priorities and measurements.

To further inform the review of the Town's vision, participants completing the in-depth options and youth survey were asked how they see the Town today. This amounted to 503 responses. The top 20 themes are provided below with the number of times they were mentioned.

Rank	Theme	Mentions
1	Vibrant and lively	320
2	Good/great	160
3	Sense of community	160
4	Inclusive and diverse	102
5	Safety and social issues (crime, homelessness, anti-social behaviour and substance abuse)	99
6	Well-connected	88
7	Growing and improving	86
8	Unique	45
9	Busy and chaotic	44
10	Peaceful place to live	43
11	Pleasant place to live and visit	42
12	Safe	27
13	Dirty and grimy	23
14	Clean and tidy	22
15	Average/bland	18
16	Lots of recreation options	17
17	Family friendly	17
18	Old and outdated	12
19	Appealing	11
20	Lots of potential	10

Participants of the in-depth options were asked how they wanted the Town to look and feel by 2033. There were 182 responses to the question. The top 20 themes are provided below.

Rank	Theme	Mentions
1	Safer	34
2	Environmentally responsible	32
3	Greener	28
4	Easier to get around	25
5	More inclusive	14
6	More vibrant	14
7	A more diverse population	13
8	More family oriented	13
9	A retained sense of community	13
10	Thriving businesses	13
11	Focussed on meeting the needs of the residents and ratepayers	12
12	Less homelessness	12
13	Low to medium density	11
14	Less car-centric	10
15	Cleaner	10
16	A place where arts and culture are appreciated	10
17	Retained history and character	8
18	More affordable	6
19	More public open space	6
20	A place people want to visit	5

Recommendations

A vision statement should be an overarching statement that inspires the Town to create the environment that the community wants. It should be something that has not yet been achieved that requires the involvement of the community, elected members and staff to create. The statement itself should be simple, punchy, descriptive, and memorable.

Participants of the staff workshop were asked whether the Town's current vision should be retained. Considering that 51% of people did not agree with the vision in the 2019 public perception survey and only 53% of VicVision participants asked thought the vision remained relevant, staff felt the vision should be reviewed to better reflect the outcomes of the engagement.

Staff recommended a new vision statement of "*community soul driving endless possibilities.*" This statement was designed to pick up on the common theme of the community appreciating the sense of community and village atmosphere of the area. It also reflects the community's desire to remain a town rather than become a city, as seen in the results of the 2019 poll.

Results of engagement show many similarities but also show that because of the diverse range of demographics, people want their town to fit their own needs, values, and lifestyles. The inclusion of endless possibilities drives the Town administration and its community to be open-minded, consider all demographics and believe that nothing is impossible. The Town can become what its residents, ratepayers and visitors want it to be.

Mission

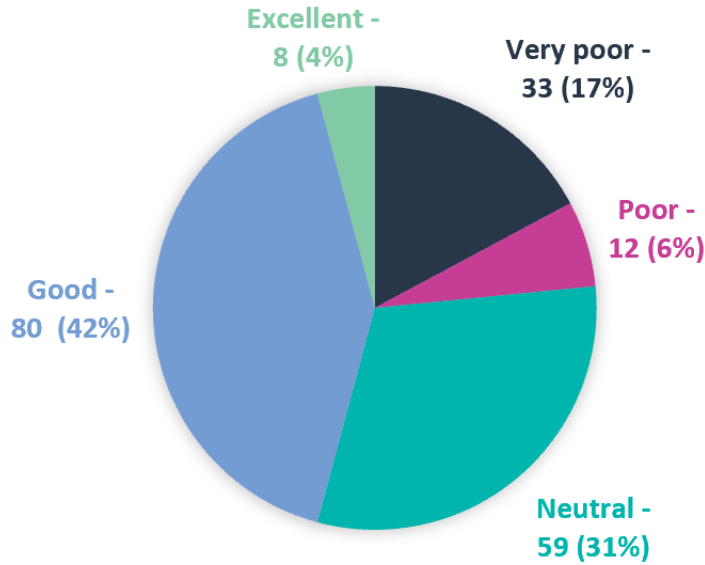
Who the Town needs to become

The Town has four mission statements. Each of the mission statements has strategic outcomes that communicate what will happen if the vision and mission is achieved. The 194 participants of the in-depth options were asked how well the Town is tracking to achieve each of the mission statements and strategic outcomes by 2032.

To help them answer these questions, participants were encouraged to read the Town's current Strategic Community Plan to understand what each of the statements meant. They were also provided with the context document to be informed about the Town's strategies and plans for achieving the mission that then result in the outcomes.

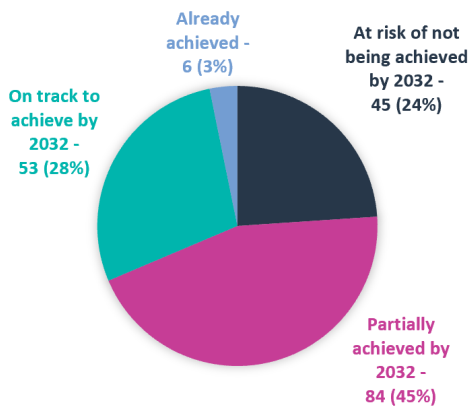
Participants had the option to provide reasons for their answer. All themes identified for improving each of the areas mirrored what participants considered priorities. This information is included later in the document. Comments of a general nature that didn't focus on a specific mission statement or strategic outcome were also received. It was mentioned that statements were broad and included a number of factors in each. The repetition of terms was raised and some people weren't clear on how each were to be achieved. The need for the Town to communicate clearly and succinctly, without jargon, was raised.

Social – To promote sustainable, connected, safe and diverse places for everyone



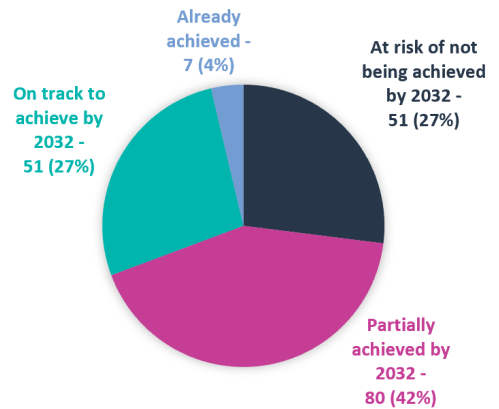
Total - 192

A healthy community



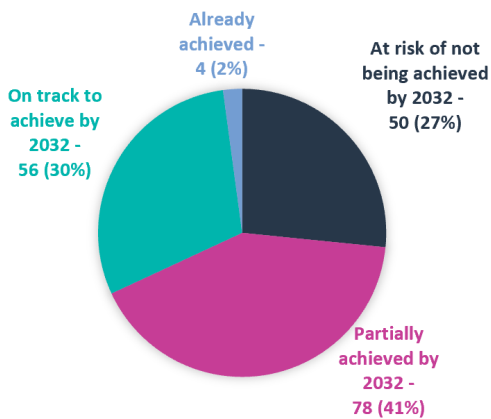
Total - 188

An empowered community with a sense of pride, safety and belonging



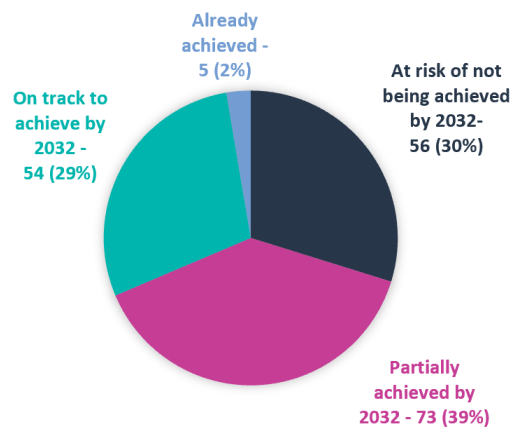
Total - 189

An informed and knowledgeable community



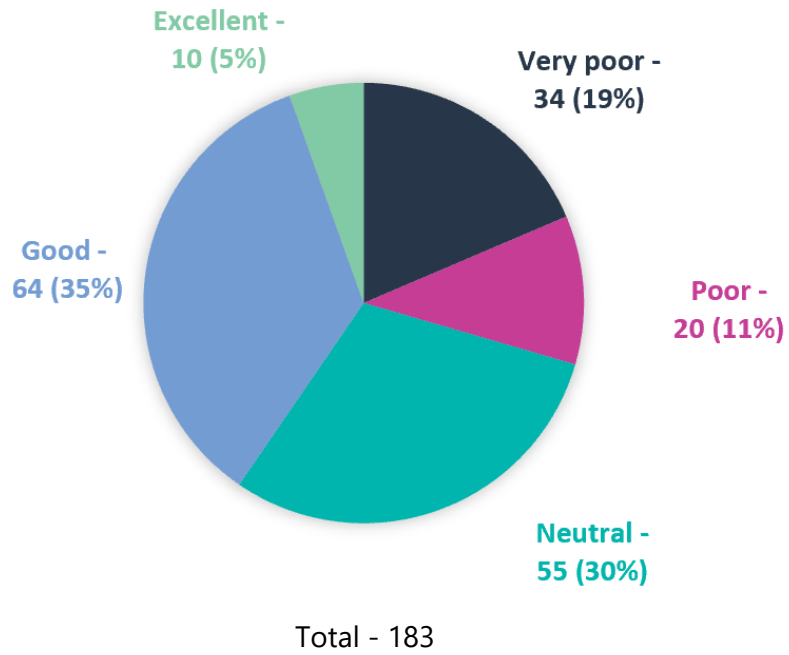
Total - 188

A place where all people have an awareness and appreciation of arts, culture, education and heritage

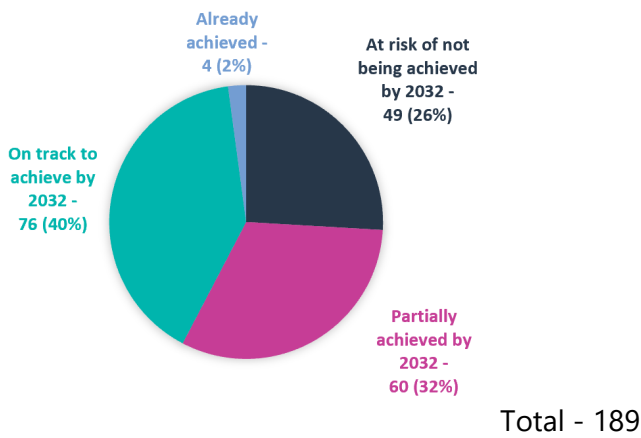


Total - 188

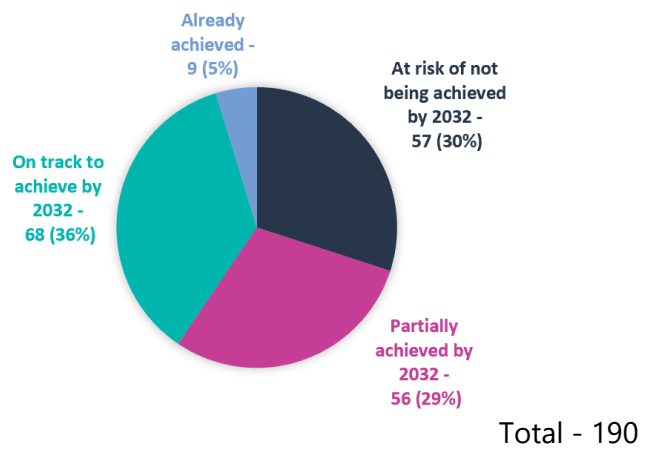
Economic – To promote sustainable, diverse, resilient and prosperous places for everyone.



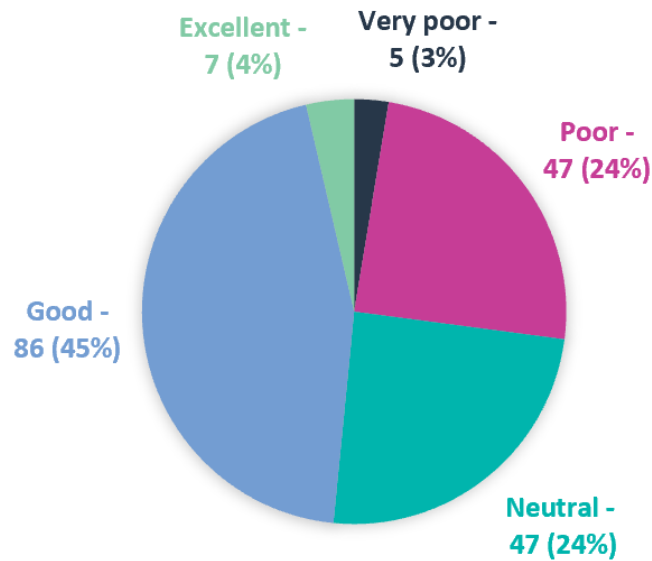
A desirable place for commerce and tourism that supports equity, diverse local employment and entrepreneurship



A clean, safe and accessible place to visit

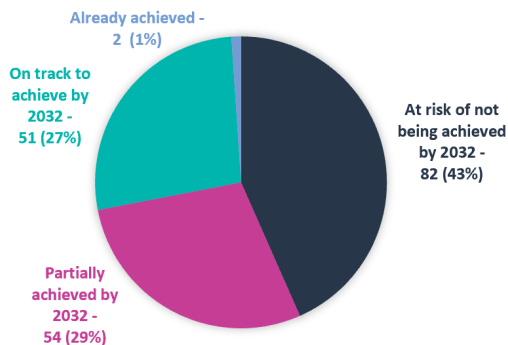


Environment - To promote sustainable, liveable, healthy and green places for everyone



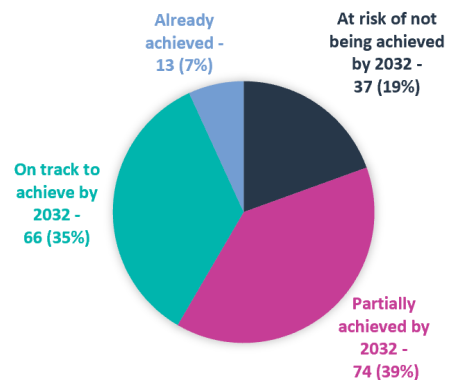
Total - 192

Land use planning that puts people first in urban design, allows for different housing options for people with different housing needs and enhances the town's character



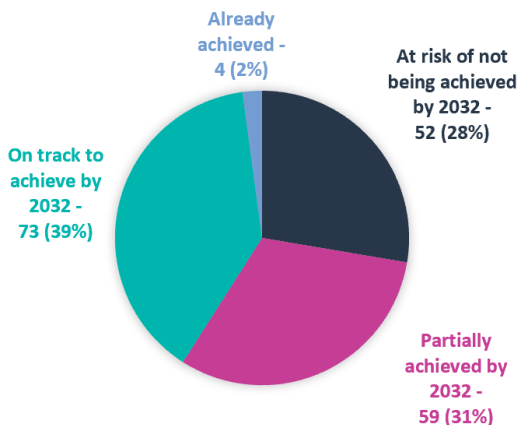
Total - 189

A safe, interconnected and well-maintained transport network that makes it easy for everyone to get around



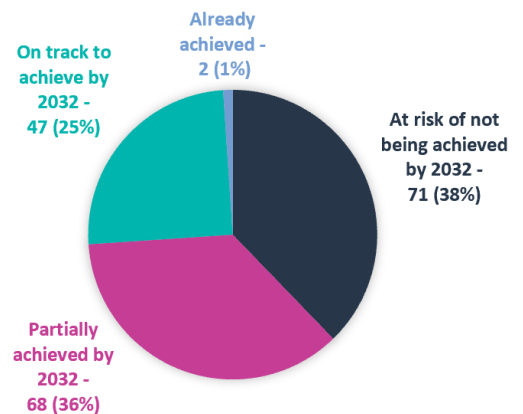
Total - 190

A place with sustainable, safe and convenient transport options for everyone



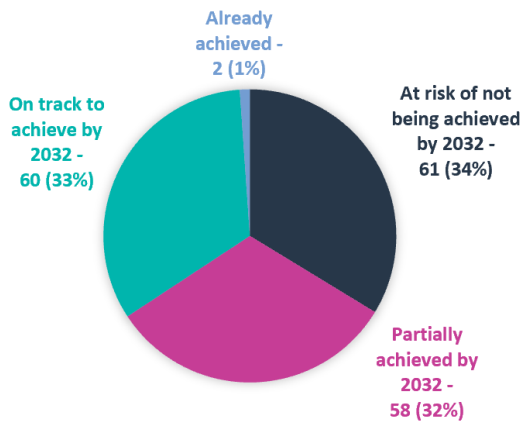
Total - 188

A clean place where everyone knows the value of waste, water and energy



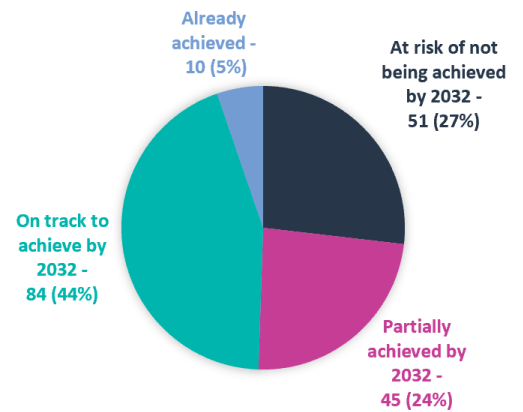
Total - 188

Appropriate and sustainable facilities for everyone that are well built, well maintained and well managed



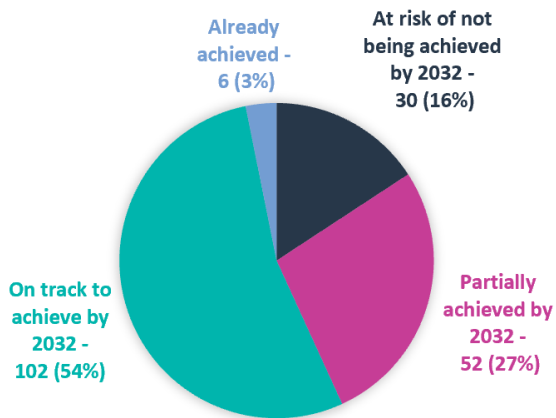
Total - 181

Appropriate, inviting and sustainable green spaces for everyone that are well maintained and well managed



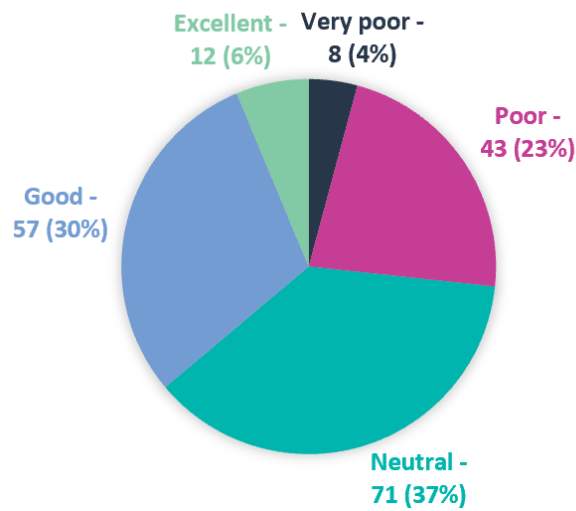
Total - 190

Increased vegetation and tree canopy



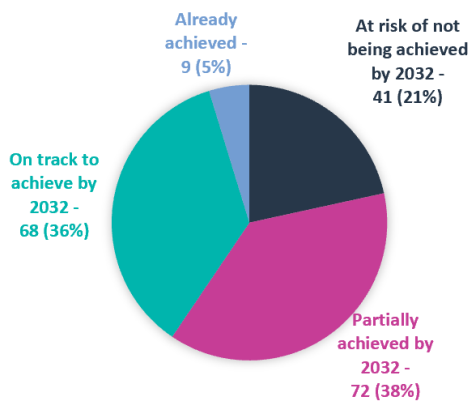
Total - 190

Civic leadership – To show leadership by communicating with, empowering and supporting people in the community



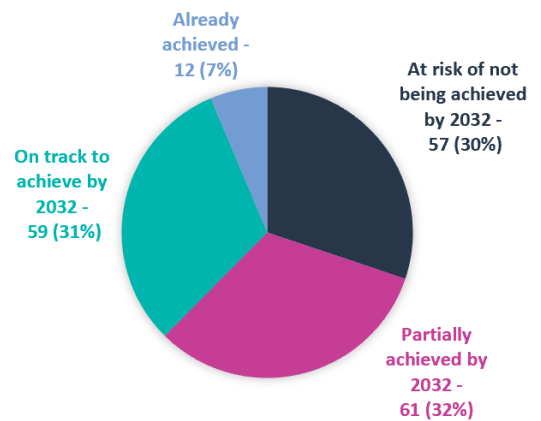
Total - 191

Everyone receives appropriate information in the most efficient and effective way for them



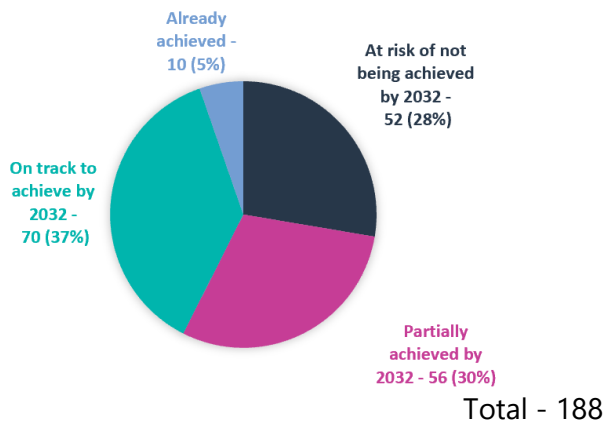
Total - 190

A community that is authentically engaged and informed in a timely manner

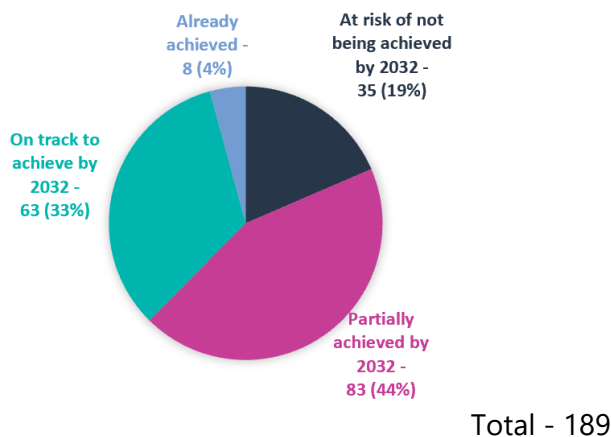


Total - 189

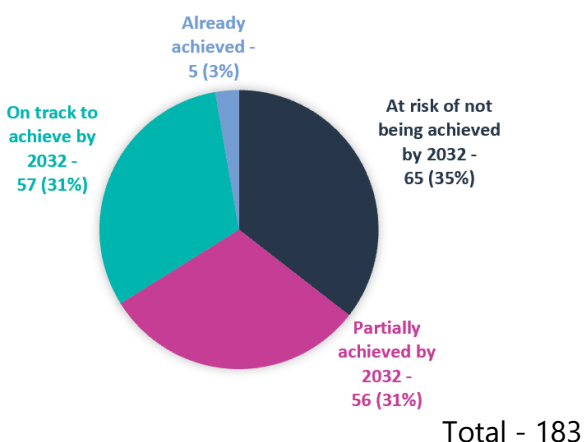
Well thought out and managed projects that are delivered successfully



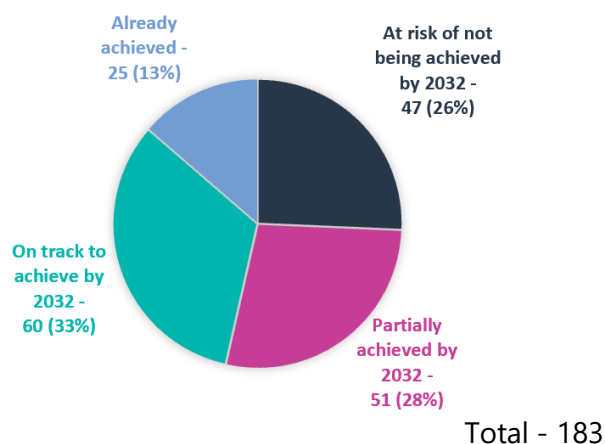
Appropriate information management that is easily accessible, accurate and reliable



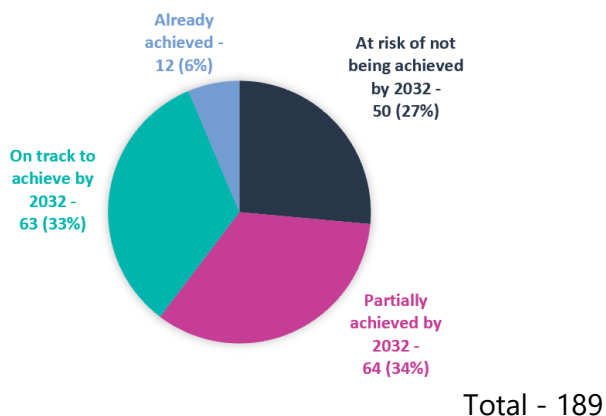
Innovative, empowered and responsible organisational culture with the right people in the right jobs



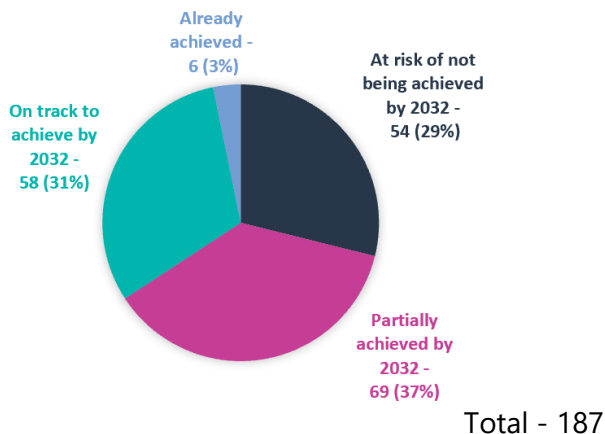
Finances are managed appropriately, sustainably and transparently for the benefit of the community



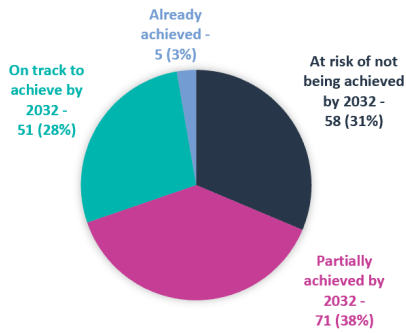
People have positive exchanges with the town that inspires confidence in the information and the timely service provided



Visionary civic leadership with sound and accountable governance that reflects objective decision-making

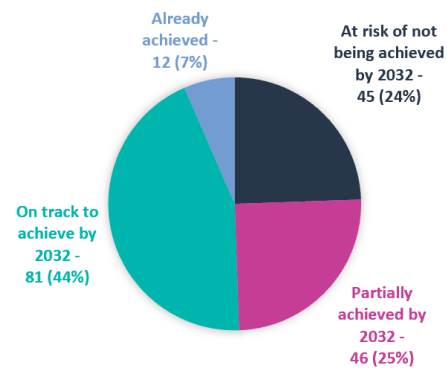


Appropriate devolution of decision-making and service provision to an empowered community



Total - 185

Legislative responsibilities are resourced and managed appropriately, diligently and equitably



Total - 184

Recommendations

The achievement of the community's vision relies not only on the community being involved in making it happen. It relies on elected members and people employed in the Town of Victoria Park organisation to make decisions, make recommendations and provide services that work towards it. A mission should communicate who the Town of Victoria Park organisation will become to achieve the community's vision.

When assessing the Town's mission statements at the staff workshop, it was determined that the current statements are modelled on quadruple bottom-line sustainability (financial, environmental, social and civic leadership), and serve to categorise the community's priorities. There was also consideration to the community's feedback being both similar and sporadic when rating each statement. While it was clear that the Town has not yet achieved any of the mission statements or outcomes, there was no clarity as to whether the Town is on track, outcomes would be partially achieved or whether there was a risk that items wouldn't be achieved. This was considered as a reason to simplify communication.

It was believed that having one statement that drives the growth of the organisation would be beneficial, particularly if it was a short-term goal obviously linked to the community's vision. This also better integrates the Strategic Community Plan with the Corporate Business Plan, with the short-term goal being achievable within four years – the life cycle of the Corporate Business Plan and required timeframe for a major review of the Strategic Community Plan. The idea was that if the mission had been achieved in four years, the next phase would become the mission to achieve the vision, providing for continuous growth.

Staff recommended the mission of *"leaders at realising community potential."* The idea was that to allow community soul to drive endless possibilities, the organisation needed to first position itself to realise the community's potential.

Staff did not workshop strategic outcomes as the structural changes being proposed mean that community priorities are explicitly stated and informed by the themes from engagement outcomes.

Community priorities

Much of the engagement focused on finding out what the community thought should be prioritised to be able to achieve what they wanted the Town to become in the future. Relevant questions were asked in all engagement methods. Specific questions are listed in the engagement planning section earlier in this document.

There were 1,061 relevant responses. These were collated and grouped into high-level themes to reflect the typical high-level nature of priorities in a Strategic Community Plan. The top 20 results are tabled below.

Theme	Mentions
Safety and security	165
Economic development	125
Transport	121
Urban design and development	115
Public areas and open space	110
Events	95
Community development	92
Trees and urban forest	74
Arts and culture	71
Waste and rubbish	64
Environment and sustainability	61
Asset management	59
Accessibility	54
Parking	52
Civic leadership and administration	37
Homelessness	34
Engagement and public participation	23
Health	22
Council finances	15
Education	13

At the Voices of VicVision Forum, the 30 participants were asked to rank the top 20 priorities.

The table below shows the top 20 priorities and their rank from the Voices of VicVision Forum.

Forum rank	Priority
1	Trees and urban forest
2	Council finances
3	Public areas and open space
4	Waste and rubbish
5	Urban design and development
6	Asset management
7	Safety and security
8	Transport
9	Environment and sustainability
10	Engagement and public participation
11	Civic leadership and administration
12	Community development
13	Economic development
14	Events
15	Homelessness
16	Accessibility
17	Parking
18	Arts and culture
19	Health
20	Education

Recommendations

Considering feedback received from the community and the recommendation to alter the structure of the strategic direction to clearly state the priorities of the community, the project team recommend that the community priorities be communicated as:

- Improving safety and security
- Protecting the environment (including improving waste management)
- Increasing and improving public areas
- Effectively managing Town assets
- Improving how people get around the Town
- Facilitating quality urban design and development outcomes
- Supporting people to live their best life
- Facilitating a strong economy
- Improving access to arts, history, culture and education
- Effectively managing the administration to achieve community priorities

Organisational objectives

Civic leadership and administration were featured as a priority of the community. This is similar to the Town's current Strategic Community Plan where the civic leadership mission statement is underpinned by multiple strategic outcomes.

To be able to achieve the community's priorities, the organisation should have goals that it is trying to achieve internally. This allows for the community's priorities to be considered across all services, projects and operations to make sure all aspects that make up delivery are planned and communicated. While more relevant to the Corporate Business Plan, it was felt that these should be included in the Strategic Community Plan to inform the community what the administration is working towards relevant to their wants and needs. The intention is for them to be used in a refreshed Corporate Business Plan to plan and identify corporate deliverables that deliver the first four years of the Strategic Community Plan.

Recommendations

Staff recommended the organisational objectives of:

- equipped and empowered people
- engaged and empowered community
- innovative and streamlined governance
- fit-for-purpose integrated systems
- effective and agile operations
- financial confidence

The objectives are intended to capture the desired state of all administrative operations of the Town in four years' time.