

An aerial photograph of Melbourne, Australia, showing the city skyline across the Yarra River. The foreground is dominated by lush green trees and a winding path along the riverbank. In the middle ground, the river flows through the city, with a bridge visible. The background features a dense cluster of skyscrapers and modern buildings under a clear blue sky. A semi-transparent dark grey banner is overlaid across the middle of the image, containing white text.

# Special Future Melbourne Committee Meeting Response to the People's Panel Recommendations on Affordable Housing

Rushda Halith  
General Manager,  
Community and City Services  
05 March 2024



An aerial photograph of Melbourne, Australia, showing the city skyline across the Yarra River. The foreground features lush green trees and a winding path along the riverbank. In the middle ground, the Yarra River flows through the city, with a bridge visible. To the right, the Melbourne Cricket Ground (MCG) is prominent, surrounded by parking lots and roads. The background is filled with a dense collection of skyscrapers and modern buildings under a clear blue sky.

# People's Panel process overview



# The People's Panel on Affordable Housing

## What is deliberative engagement?

- Deliberative engagement is not a typical community engagement process.
- Deliberative engagement is appropriate when there is a complex question, where the decision-maker is committed to upskilling the community and is willing to accept recommendations to the fullest extent possible.
- Deliberative engagement works on the premise that communities can make effective decisions which earn public trust if they are given enough information and time to consider the trade-offs.

## Why did we do deliberative engagement?

- Melbourne is in a housing crisis and this is a priority issue for CoM and our community.
- Affordable Housing is a complex policy area that is difficult to navigate in typical engagement activities.
- Issues raised through community engagement on affordable housing in 2022 needed to be tested and investigated further.
- There is significant policy reform happening in housing, and there is potential government funding available for affordable housing in 2024. A clear mandate from our community will assist with advocacy efforts.

# The IAP2 Spectrum (International Association for Public Participation)

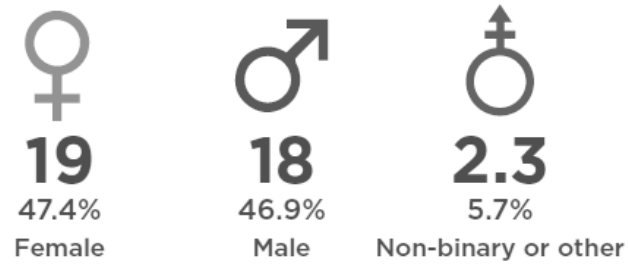
	Inform	Consult	Involve	Collaborate	Empower
<b>Goal</b>	To provide our community with objective and clear information that lets them know when something is happening.	To seek and consider community feedback on alternatives, proposals and/or decisions we need to make.	Work directly with our community through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

CoM Community Engagement Policy 2021

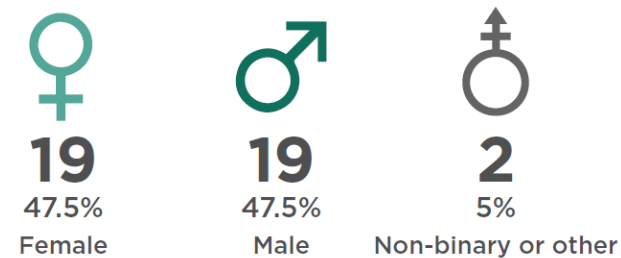
# People's panel characteristics



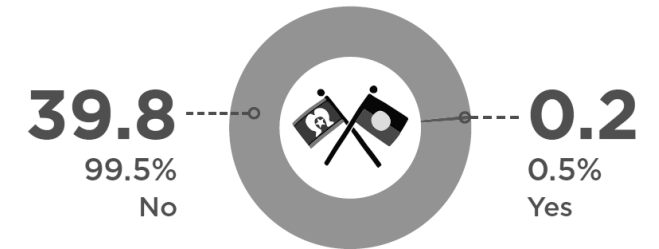
## Target gender proportions



## Panel gender proportions



## Target Aboriginal and Torres Strait Islander representation

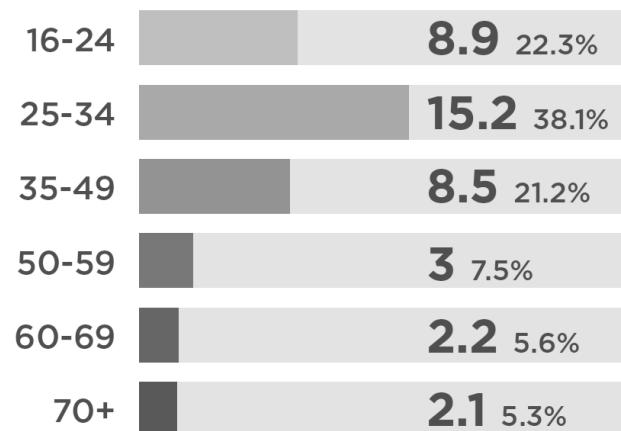


## Panel Aboriginal and Torres Strait Islander representation

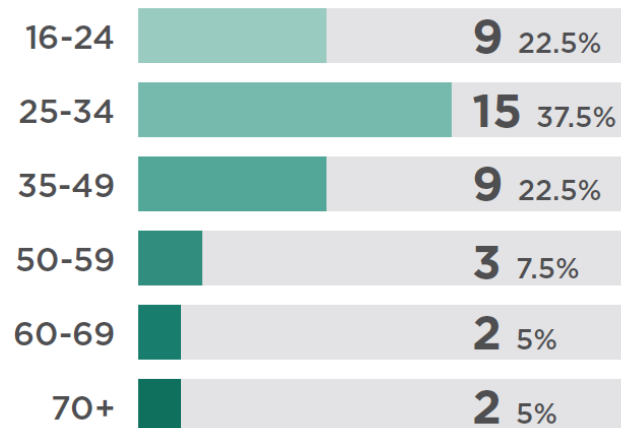


# People's panel characteristics

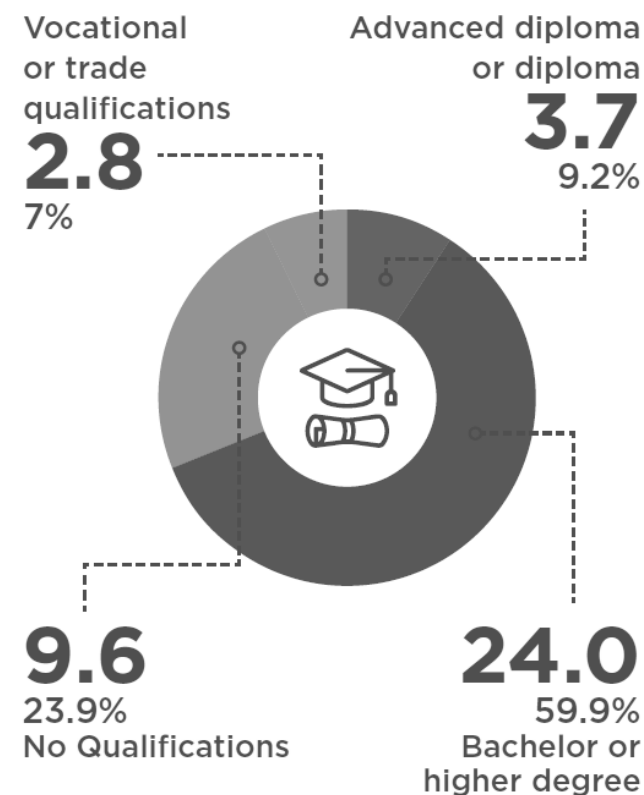
## Target age groups



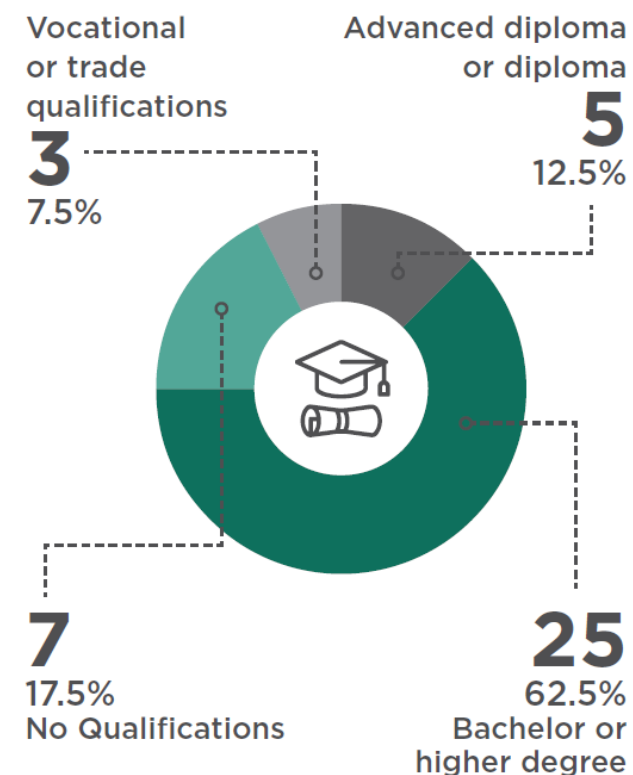
## Panel age group



## Target education levels

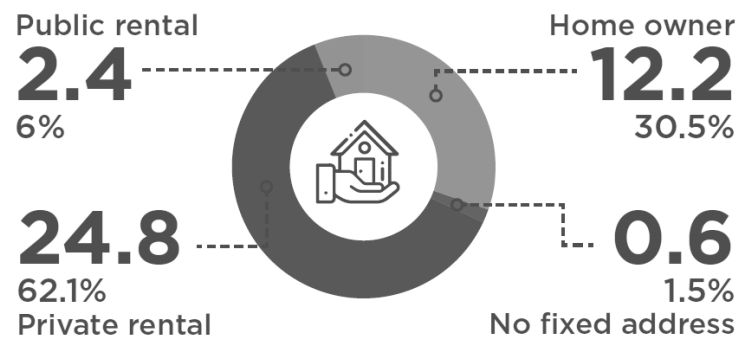


## Panel education levels

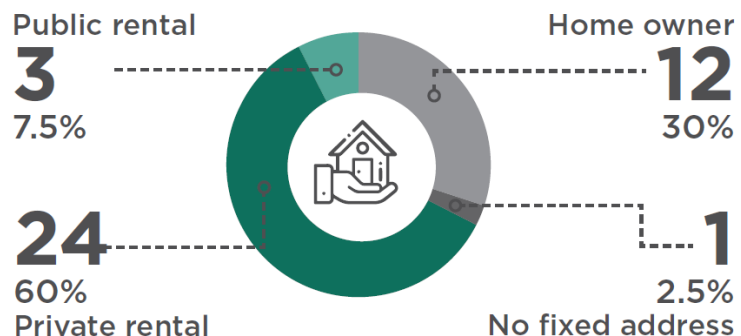


# People's panel characteristics

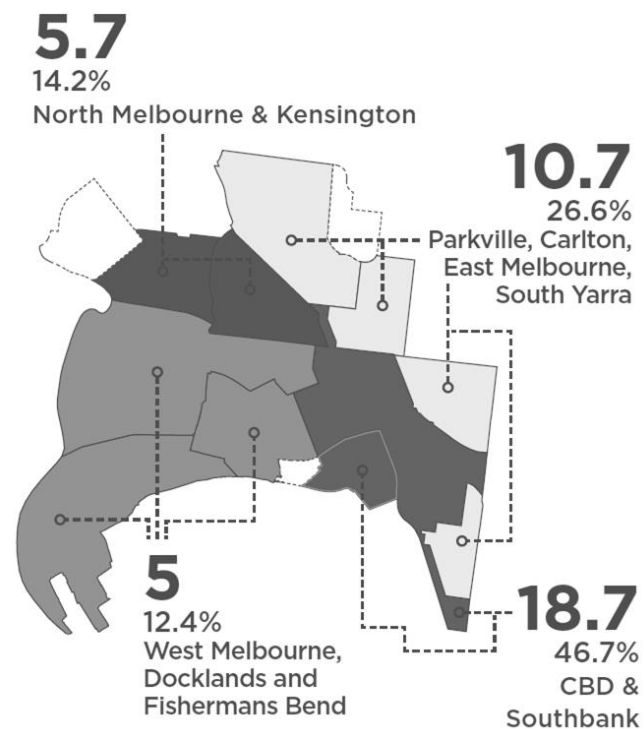
## Target housing status



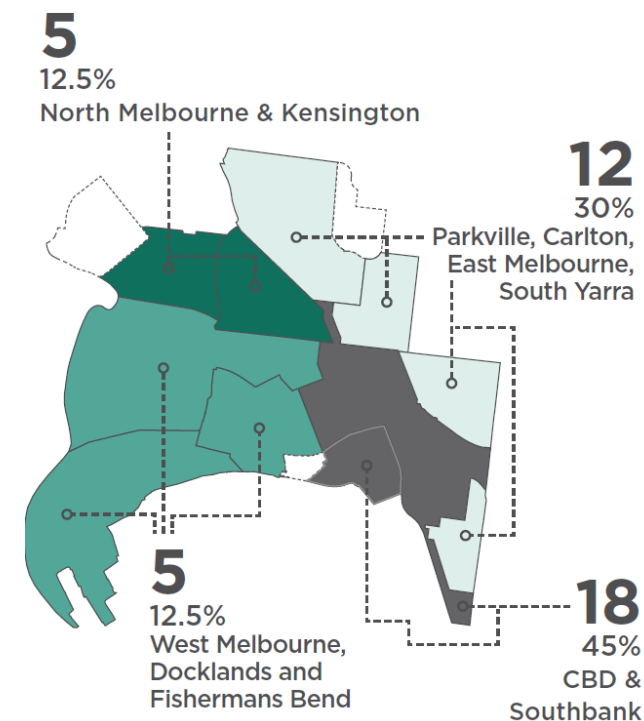
## Panel housing status



## Target participants distribution



## Panel participants distribution











The remit:  
We have a severe shortage of affordable housing and need  
innovative solutions from all levels  
of government and society.

***How can we increase affordable housing  
in the City of Melbourne?***





**40**

Representative  
People's Panel  
participants selected



**4**

Deliberative  
engagement  
sessions



**819**

Collective participant  
hours spent in  
deliberation



**11**

Recommendations  
with supermajority  
of support



# Key inputs into the People's Panel process

- Introduction to the project
- Issues and Opportunities of affordable housing
- Benefits of affordable housing
- Learning about critical thinking
- Hearing from and questions for CoM
- Panel identified their information gaps and speakers they want to hear from
- Speed dialogue with 14 guest speakers (curated by CoM to bring diverse views)
- First draft of initial recommendations
- Feedback from CoM in response to draft recommendations
- Panel review and rewrite of recommendations
- Final vote on recommendations (supermajority of 80% required for support)
- Report presentation to Lord Mayor
- Final reflections and closing circle
- Pre- and post-deliberation surveys





An aerial photograph of Melbourne, Australia, showing the city skyline across the Yarra River. The foreground features lush green trees and a winding river. In the middle ground, there's a large stadium with a distinctive white, arched roof. The background is filled with numerous high-rise buildings under a clear blue sky.

# Insights and lessons learned



# Pre- and post-deliberation surveys

## Involvement in civic affairs

**PRE 16% TO  
POST 70%**

16% of pre-deliberation survey respondents said they had been 'involved' or 'very involved' in government decisions that affected them in the past.

70% of post-deliberation survey respondents said they would be 'involved' or 'highly involved' in government decisions in the future.

## Influence over decision making

**PRE 0% TO  
POST 67%**

0% of pre-deliberation survey respondents said they had been 'confident' or 'very confident' that community input would influence government decisions.

67% of post-deliberation respondents were 'confident' or 'very confident' that the panel's recommendations would be implemented by CoM.

## Implementation of recommendations

**PRE 22% TO  
POST 67%**

22% of pre-deliberation survey respondents said they had they were 'confident' or 'very confident' that their recommendations would be implemented by CoM.

67% of post-deliberation respondents said they were 'confident' or 'very confident' that the recommendations would be implemented.

# Pre- and post-deliberation surveys

## Trust and accountability

**PRE 25% TO  
POST 70%**

25% of pre-deliberation survey respondents said that City of Melbourne was 'very trustworthy and accountable' or 'trustworthy and accountable'.

70% of post-deliberation survey respondents said that City of Melbourne was 'trustworthy and accountable' or 'very trustworthy and accountable'.

## Process authenticity and collaboration

**PRE 13% TO  
POST 87%**

13% felt that CoM community engagement activities had been 'collaborative, genuine and worthwhile' or 'very collaborative, genuine and worthwhile' in the past.

87% of post-deliberation survey respondents felt that this process was 'collaborative, genuine and worthwhile' or 'very collaborative, genuine and worthwhile'.

## Quality of information from CoM

**87% OF PARTICIPANTS**

87% of participants felt that information provided during the deliberative process was 'clear, useful and balanced' or 'very clear, useful and balanced'.

*\*This question was asked in the post-deliberation survey only.*



# Insights from the Panel and lessons learned

1. Strong alignment between existing policy and the recommendations put forward by the Panel – provides a greater mandate to take action.
2. Desire from panellists for meaningful action by all tiers of government and stakeholders. Multiple recommendations for increased funding for affordable housing.
3. Deliberative processes enable consensus on a complex and divisive issue, and have benefits for participants and Council.





An aerial photograph of Melbourne, Australia, showing the city skyline across the Yarra River. The foreground features lush green trees and a winding path along the riverbank. In the middle ground, the Yarra River flows through the city, with a bridge visible. To the right, the Melbourne Cricket Ground (MCG) is prominent, surrounded by parking lots and roads. The background is filled with a dense collection of skyscrapers and modern buildings under a clear blue sky.

# Summary Video



An aerial photograph of Melbourne, Australia, showing the city skyline across the Yarra River. The foreground features lush green trees and a winding river. In the middle ground, there are large sports stadiums, including the Melbourne Cricket Ground. The background is filled with numerous high-rise buildings under a clear blue sky.

# Panel presentation of the recommendations



# The People's Panel Recommendations

1. Penalties and disincentives for not participating in affordable housing supply
2. Innovative alternative funding
3. Simplifying the funding process
4. Public awareness campaign and education program
5. Consistent pipeline of funding between all levels of government for affordable housing
6. Compulsory affordable housing for new developments
7. Planning reform: new permit priorities
8. City of Melbourne to lobby State and Commonwealth Governments for sustained and consistent long-term funding across affordable housing models
9. Creating sustainable communities
10. Incentives for stakeholders to provide affordable housing
11. Use a data-based approach to support and assess all recommendations



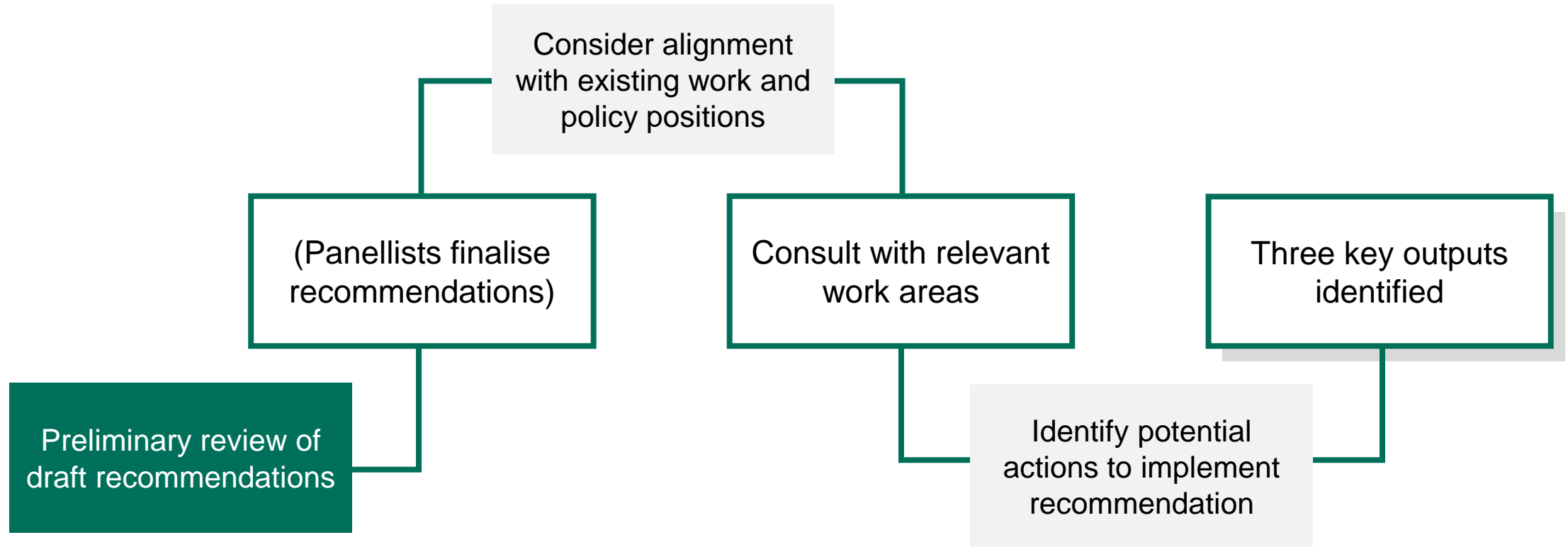


An aerial photograph of Melbourne, Australia, showing the city skyline across the Yarra River. The foreground features lush green trees and a winding river. In the middle ground, there are large sports stadiums, including the Melbourne Cricket Ground. The background is filled with numerous high-rise buildings under a clear blue sky.

# Management response to the recommendations



# Methodology to respond to recommendations

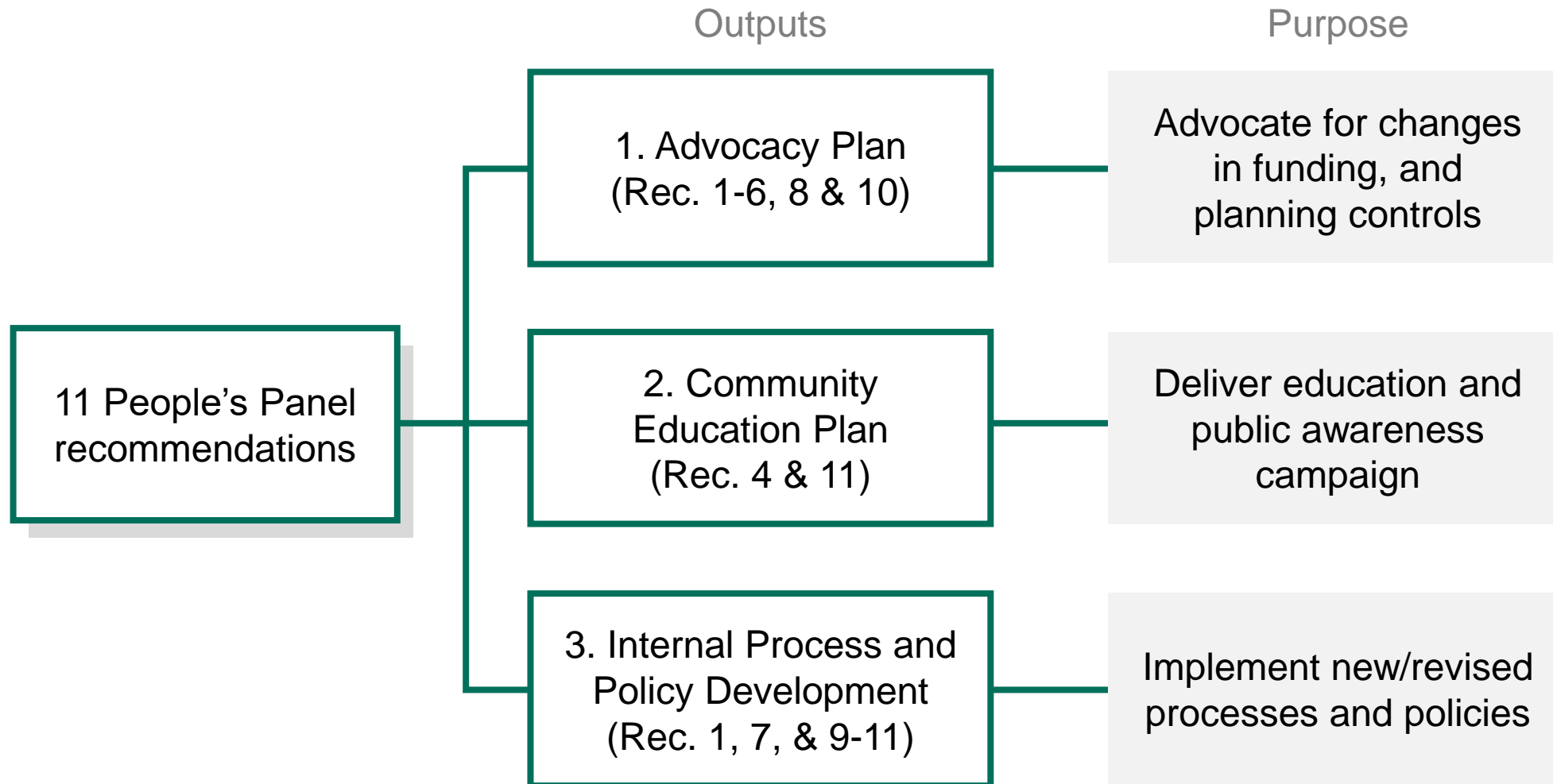




# Response to recommendations table

No.	Recommendation by Panel	Management understanding of recommendation intent	Alignment with existing City of Melbourne work	Management analysis of recommendation	What actions Council could take in response to recommendation (to be considered further through implementation)	Analysis Summary	Recommended CoM position
6	<b>Compulsory affordable housing for new developments</b>	<p>Introducing planning regulations to increase the supply of affordable housing in new developments.</p> <p>Affordable housing should be in all developments, in every neighbourhood.</p>	<p>This has been an advocacy request of Council for many years.</p> <p>Extensive research into statewide mandatory inclusionary zoning is being/has been undertaken as part of Affordable Housing Strategy Priority Affordable housing requirements embedded in Fishermans Bend and West Melbourne Structure Plan including uplift incentives also included in the Affordable Housing Strategy.</p>	<p>The recommendation is underway and closely aligned with existing advocacy and calls from the broader sector. The recommendation could be aligned with others focused on advocacy for funding, and incorporated into the Advocacy Plan.</p> <p>The Panel recommended minimum 30-40% of permanently affordable housing is provided in new developments. In relation to the quantum that has been recommended, further analysis is needed to understand whether this is appropriate and suitable. There are risks to Council in adopting a percentage that is not achievable by the development sector and may have unforeseen consequences on the housing market. An appropriate target could be established through further research, stakeholder consultation and analysis.</p> <p>In the past there has been opposition to mandatory requirements from some stakeholders, and the issues has been heavily politicised. Therefore, stakeholder engagement will need to be undertaken as part of the advocacy plan development.</p> <p>Recommendation 4 (Public awareness campaign) could potentially use calls for inclusionary zoning as the 'call to action' of the campaign.</p>	<p>Establish preferred percentage of affordable housing contribution for all new development.</p> <p>Engaging with key stakeholders to better understand barriers and opportunities for mandatory planning controls and how they could be overcome.</p> <p>Consider how to engage community and stakeholders to determine level of support for this measure (e.g. through Community Education Plan).</p> <p>Consider joining other existing campaigns that focus on this issue, and advocating jointly with other organisations.</p> <p>Advocate to State Government for mandatory contributions for affordable housing.</p>	<p>Very strong alignment with existing work and advocacy efforts.</p> <p>Specific targets cannot be supported without further analysis and stakeholder engagement, but intent is supported and strongly aligned with established positions.</p> <p>Targets to be tested further and need to manage stakeholders and potential politicisation of the issue.</p>	<p>Support intent</p> <p>Implement through: - Advocacy Plan</p>

# Implementing the People's Panel recommendations





# Outputs identified

Recommendation	Advocacy	Community Education	Internal Process and Policy Dev.
1. Penalties and disincentives for not participating in affordable housing supply			
2. Innovative alternative funding			
3. Simplifying the funding process			
4. Public awareness campaign and education program			
5. Consistent pipeline of funding between all levels of government for affordable housing			
6. Compulsory affordable housing for new developments			
7. Planning reform: new permit priorities			
8. Lobby Governments for sustained and consistent long-term funding across affordable housing models			
9. Creating sustainable communities			
10. Incentives for stakeholders to provide affordable housing			
11. Use a data-based approach to support and assess all recommendations			

# Implementing the People's Panel recommendations

## Output

## Advocacy Plan

### Relevant recommendations

1-6, 8 and 10

### Project scope

Establish advocacy plan for the next 12 month including:

- Review existing campaigns and determine whether Council should subscribe to these.
- Identify critical stakeholders and tailor advocacy efforts.
- Consider most effective timing for advocacy.
- Determine whether Council can offer funding for non-government organisations to advocate for change.
- Determine how Council can work with others (other councils, M9, CCCLM, peak bodies) to advocate.
- Align with Council's broader advocacy planning.
- Consider current and future housing projects (e.g. retirement of public housing towers) and how to best advocate in relation to these.

### Endorsement timing

July 2024 (with work to commence prior to this)





# Implementing the People's Panel recommendations

## Output

## Community Education Plan

### Relevant recommendations

4 and 11

Establish education plan for the next 12 months including:

- Assess existing levels of understanding of the issue within the community.
- Deliver of a program to educate the community about the importance of affordable housing.
- Build capacity within the organisation in understanding the issue and communicating with residents and businesses.
- Consider whether there is a call-to-action included, to empower communities to advocate for change.
- Consider existing community channels, partnerships and programs, and how to leverage these.
- Target critical stakeholders and tailor communication efforts to each of these.
- Determine how the People's Panel insights, participants and collateral could be used to support and implement how the education plan is delivered.

### Project scope

### Endorsement timing

July 2024 (with work to commence prior to this)



# Implementing the People's Panel recommendations

## Output

## Internal Process and Policy Development

### Relevant recommendations

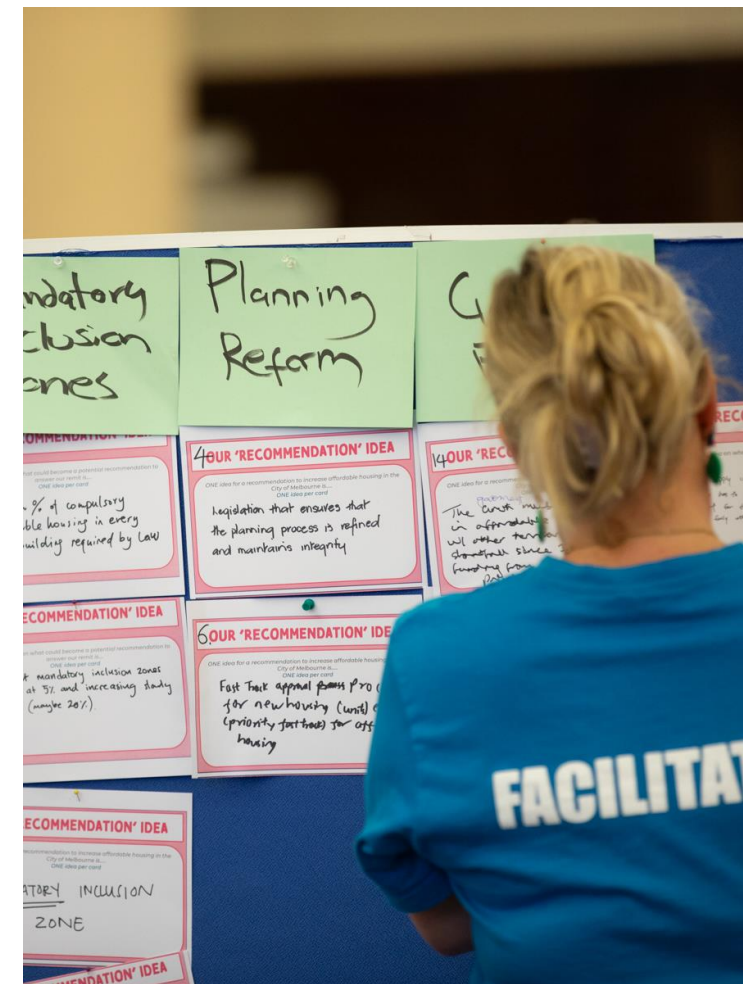
1, 7 and 9-11

### Project scope

- Establish a project plan for the next 12 month including:
- Review and update rates rebate policy and build awareness of this among eligible organisations.
  - Establish priority development stream for planning permit applications with significant affordable housing contributions.
  - Analyse and publish more comprehensive data on affordable housing need and delivery.
  - Further exploration of incentives for affordable housing delivery and alignment of CoM processes with state and federal government processes.
  - Establish internal working group to enable delivery and implementation.

### Endorsement timing

July 2024 (with work to commence prior to this)











CITY OF MELBOURNE

MELBOURNE.VIC.GOV.AU

© City of Melbourne