Willoughby City Council

Community Strategic Plan - Engagement Strategy

17/11/2017

Version 1.0

WILLOUGHBY CITY COUNCIL
City of Diversity

ThinkPlace

Contents

01 Purpose

Willoughby City Council is embarking on the development and delivery of its Community Strategic Plan.

The Community Strategic Plan will capture the community's vision for the area and identify key social, economic and environmental priorities, along with long-term strategies for the next 10 years.

The Community Strategic Plan will reflect the aspirations, needs and priorities of the local community.

The purpose of this engagement strategy is to ensure the Community Strategic Plan is developed in close consultation and collaboration with our local community.

This engagement strategy outlines the stakeholders to be engaged, proposes a range of engagement approaches, and presents key timelines to assist in the delivery of the Community Strategic Plan.

This strategy will evolve, as opportunities emerge, and feedback is sought from the community.

02 Background

All Councils in New South Wales are required to plan and report on their activities as part of an integrated planning and reporting framework set out by the Local Government Act 1993 and Local Government (General) Regulation 2005.

The integrated planning and reporting framework requires all Councils to prepare a Community Strategic Plan (10+ years), Resourcing Strategy, Delivery Program (4 years), Operational Plan (1 year) and Annual Report.

The Community Strategic Plan will set the future direction for the Willoughby City covering a period of 10 years.

The Willoughby City Strategy is the name given to our Community Strategic Plan.

Legislative Requirements

All Councils are required to prepare and implement an engagement strategy to meet the provisions of Section 402A of the Local Government Amendment (Governance and Planning) Act 2016.

The Act specifically states that Councils are required to *"establish and implement a strategy for engagement with the local community when developing its plan, policies and programs and for the purpose of determining its activities".*

Previous Engagement

Willoughby City Council has been engaging with its community and stakeholders throughout the development of several projects and activities such as:

* *Willoughby City Planning Strategy 2016 – 2036*
* *Willoughby Street Parking Strategy 2017*
* *Draft Inclusion Action Plan for People with a Disability 2017-2021*
* *Volunteer Strategy 2016-2021*

The results of engagement activities derived from these projects will help to inform the development of the Willoughby City Strategy.

03 Engagement Goals

In delivering the Willoughby City Strategy, we want to push our engagement goals further than we have before, and we are aiming to:

- Increase our engagement with young people i.e. aged 15 to 30 years

- Increase our engagement with the families that live in our suburbs

- Increase our engagement with local businesses and workers visiting our local government area

- Understand the aspirations of our community in meaningful, innovative and creative ways

- Create a memorable and innovative campaign of engagement with the community

04 Engagement Principles

Council has developed a set of 8 principles to guide our approach to engagement activities throughout the development of the Willoughby City Strategy. A new engagement strategy must be…

1

Easy for the community to access and participate in

Taking into consideration location, timing, transport options and accessibility for the disabled

2

Interactive

Inspiring the community to get involved and contribute through interesting and non-static engagements

3

Inclusive of the whole community

Considers the cultural, geographical and logistical needs of the community

4

Fun, novel and engaging

Activities and events that are exciting and interesting to the community

5

Clear and simple

Activities, events and services that are easy to understand, follow and participate in

6

Meaningful, authentic and adds value

Activities, events and services that are not trivial and have a clear link to creating value for the community

7

Snappy, short and sharp

Does not require large time commitments from the community

8

Impactful and tangible Activities, events and services that hit the ground and make a difference

Engagement Principles

In addition to the 8 engagement principles listed previously, the engagement strategy is aligned with the spectrum of participation developed by the International Association of Public Participation (IAP2).

The Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process, including the development of Community Strategic Plans.

The spectrum has five participation goals:

INFORM - to provide the community with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and / or solutions.

CONSULT – to obtain community feedback on analysis, alternatives and / or decisions.

INVOLVE – to work directly with the community in each aspect of the decision including the development of alternatives and the identification of preferred solutions.

COLLABORATE – to partner with the community in each aspect of the decision including the development of alternatives and the identification of the preferred solutions.

EMPOWER – to place final decision-making in the hands of the community.

Throughout the development of the Willoughby City Strategy we will focus on activities that achieve the goals of inform, consult and involve.

05 Potential barriers to engagement to consider

When planning an engagement process, it is important to recognise the diversity of the communities with which you will be engaging. As a highly diverse and multi-cultural locality, considering the inclusiveness of engagement strategies is very relevant for Willoughby City Council. There are barriers to engagement that are often overlooked, and can inadvertently exclude minority groups.

Capacity and ability of different stakeholders to participate

This barrier is particularly relevant to culturally and linguistically diverse members of the community, who may not be fluent in English.

Also to consider are people with disabilities that restrict their ability to access, participate or contribute to engagement activities.

Levels of community infrastructure

Community infrastructure can create a potential barrier to participation when engagement activities or events require participants to be physically present. For Willoughby City, the main infrastructure considerations would be public transport and the availability of parking.

Contested or divided communities

Religious and cultural beliefs can lead to divisions in the community that may exclude one or more groups from actively engaging with the council.

Gaps in information

Misinformation and incomplete information can cause unnecessary confusion or misinformed opinions.

Literacy and numeracy levels

The assumption that all members of the community have a similar level of literacy and numeracy can inadvertently exclude some member.

06 Who are our stakeholders?

Local Residents and Ratepayers

As a local resident, you can best engage me if…
- I feel a sense of belonging in my local area and community
- I have easy access to mobility and transport services
- I have access to arts, cultural and recreational activities
- I have stability and choice in accommodation
- I have access to entertainment, restaurants and recreational space
- I have access to sporting groups and clubs
- I'm able to participate from home
- I can socialise with friends and family
- I'm able to move around safely

Councillors

As a Councillor, you can best engage me if…
- I have easy access to transport
- I'm not inconvenienced
- Workshops and meetings are efficient
- Information presented is complete, correct and easy to understand

Council staff

As a Council staff member, you can best engage me if…
- I'm able to contribute quickly and easily
- I don't have to break from my daily routine
- I can socialise with my friends and colleagues

Council volunteers

As a Council volunteer, you can best engage me if…
- I have easy access to transport
- I feel that my contributions will be heard and will make a difference
- I have access to cheap and easy food and entertainment
- I have access to a social network of like-minded people

Who are our stakeholders?

Council advisory committees

As a Council advisory committee member, you can best engage me if…
- I have networking opportunities
- I feel that my contributions will be heard and make a difference

Workers

As a worker, you can best engage me if…
- I have easy access to transport in and out of the area
- I have employment and networking opportunities
- I have access to restaurants, shopping and exercise opportunities
- I have access to entertainment activities and events
- I'm able to socialise with friends, family and colleagues

Visitors and Tourists

As a visitor to the city, you can best engage me if…
- I have clear wayfinding that is easy to understand
- I have diverse shopping opportunities
- I have access to regular, clean public transport
- I have access to high quality recreational facilities
- I'm able to attend a range of events
- I feel safe and secure

Interest Groups

As a member of an interest group, you can best engage me if…
- I feel a sense of belonging in my community
- I'm able to meet and socialise with like-minded people
- I have access to food and entertainment facilities
- I have access to technology and the internet
- I feel safe and secure

Who are our stakeholders?

Community and Cultural Groups

Willoughby City is a culturally diverse area that has experienced continuous growth in a range of cultural groups, predominantly people of Chinese, Korean and Japanese ancestry.

As a member of a cultural group, you can best engage me if…
- I feel confident and proud
- I'm actively involved in cultural events
- I have a cultural sense of community
- I have space to practice cultural or religious activities

Families

Willoughby City has seen an increase of 1,190 families with children over the past five years.

As a family, you can best engage us if…
- My children are supervised
- I'm able to travel easily on public transport
- I have access to sporting groups
- I have access to arts and cultural activities
- I have access to entertainment, restaurants and recreational space
- I have easy access to on-street parking
- I have job security
- I feel a sense of belonging in my community

Students

As a primary school, high school or university student, you can best engage me if…
- I'm able to socialise with my friends and family
- I'm able to have fun
- I have access to food, entertainment and educational resources
- I'm continuing my daily routine
- I have a platform to be heard and I can express myself honestly
- I'm able to interact with role models
- I have access to the internet and technology
- My privacy is maintained
- I have space to hang out with friends

Have Your Say users

As an 'Have Your Say' user, you can best engage me if…
- I can see real outcomes from my contributions
- I have access to technology and internet
- I feel that my identity is safe and secure
- I'm able to meet and socialise with like-minded people

Who are our stakeholders?

State and Federal Members of Parliament

As a member of State or Federal Parliament, you can best engage me if…
- I'm not inconvenienced
- I understand the scope and direction of the engagement
- There is a clear course of action to make changes

Small and medium enterprises

As a small or medium enterprise, you can best engage me if…
- I have networking and employment opportunities
- I have access to technology and the internet
- I have promotional opportunities
- I have access to potential users or customers

Government agencies

As a government agency, you can best engage me if…
- I'm not inconvenienced
- I'm able to build stronger relationships and links with the Willoughby community and Council
- I understand the scope and direction of the engagement
- There is a clear course of action to make changes

Non-government organisations

As a Non-government organisation, you can best engage me if…
- I have networking and employment opportunities
- I have social research opportunities
- I have access to the community

07 How will we engage the community?

Examples of tools to be used to engage our community include:

- Face-to-face engagement at existing events, workshops, forums

- Telephone surveys

- Web-based engagement services such as Have Your Say online forum, polls and surveys

- Apps

- Wishing Trees – located in prominent, high foot traffic locations allowing the community to submit their aspirations and visions

- Social media such as Facebook and Twitter and WeChat for multicultural groups

- Guerrilla marketing – out-of-the-box and innovative marking techniques to generate responses, such as street chalk art

- Pop-up stalls – by utilizing our city's public spaces, the community can visit and provide feedback, opinions, thoughts and insights

Workshops

Gamification

Online surveys

Wishing tree

Pop-up stalls

08 Engagement Methods Summary

Method	Stage of Engagement	Timeframe/ events to leverage	Local Residents and Ratepayers	Councillors	Council staff	Council volunteers	Council advisory committees	Workers	Visitors and Tourists	Interest Groups	Community and Cultural Groups	Families	Students	Have Your Say users	State and Federal MPs	Small and medium enterprises	Government agencies	Non-government organisations
Web-based Engagement Services	All	• All Events • Traditional marketing and engagement activities	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
App and Mobile-based Engagement	All	• All Events • Traditional marketing and engagement activities • WeChat to connect to multicultural groups	●	●	●			●		●		●	●	●	●			●
Willoughby Wishing Tree	1, 3	• Carols in Willoughby Park • Family Festival • Chinese New Year • WCC staff end of year function	●			●		●	●	●	●	●	●					
Social Media Campaign	All	• All Events • Traditional marketing and engagement activities	●		●	●		●		●	●	●	●	●		●	●	●
Guerrilla Marketing	1, 2, 3, 4	• Family Festival • Fauna Fair	●	●	●	●		●	●	●	●	●	●		●	●		
Pop-up Stalls	1, 3	• Carols in Willoughby Park • Family Festival • Chinese New Year Celebration Day • Fauna Fair	●			●	●	●	●		●	●	●	●			●	
Telephone Survey	1,3		●			●		●		●	●	●	●	●		●		●
Have Your Say	All	• Promotion at all events	●			●	●	●	●	●	●	●	●	●		●		●
Face to Face	All	• Council presence at all events	●	●	●	●	●	●	●	●	●	●	●			●	●	●

09 Stages of Engagement

VALUE

1

What does our community value?

ASPIRE

2

Themes

Feedback

3

What are our community's aspirations?

Feedback

VISION

4

What is our community vision?

COMMIT

5

What commitments can we make to realise our vision?

The initial stage of the engagement strategy will involve understanding what the community currently values about their city. This stage will have three key focuses:

- What does our community love?
- What would our community enhance?
- What would our community improve?

A synthesis of the information received from Stage 1 will be developed into several key themes. These themes inform the aspirations we want to gather from the community.

Taking the themes, we will create events for the community to engage around them to understand their views and aspirations.

This stage will focus on how the community would like their city to be in 5, 10 or 10 - 15 years time.

From the community's aspirations, a high-level vision will be developed that illustrates the directions Willoughby City Council will seek to achieve on behalf of the community, our environment and our economy.

The final stage will see a range of strategic projects identified to achieve the community vision. This stage will focus on identifying, developing and prioritising projects, including the identification of budget and timeframe requirements.

10 What do we want to know from our community?

Love

- What's important to you about Willoughby?
- What is it about Willoughby that makes you want to call it home?
- Willoughby is great because…
- What is the best thing about Willoughby?
- Do you spend your recreation time in Willoughby?
- What facilities do you use?
- What do you like about our public facilities, including open spaces, parks, libraries, swimming pools, child care centres and marketplaces?
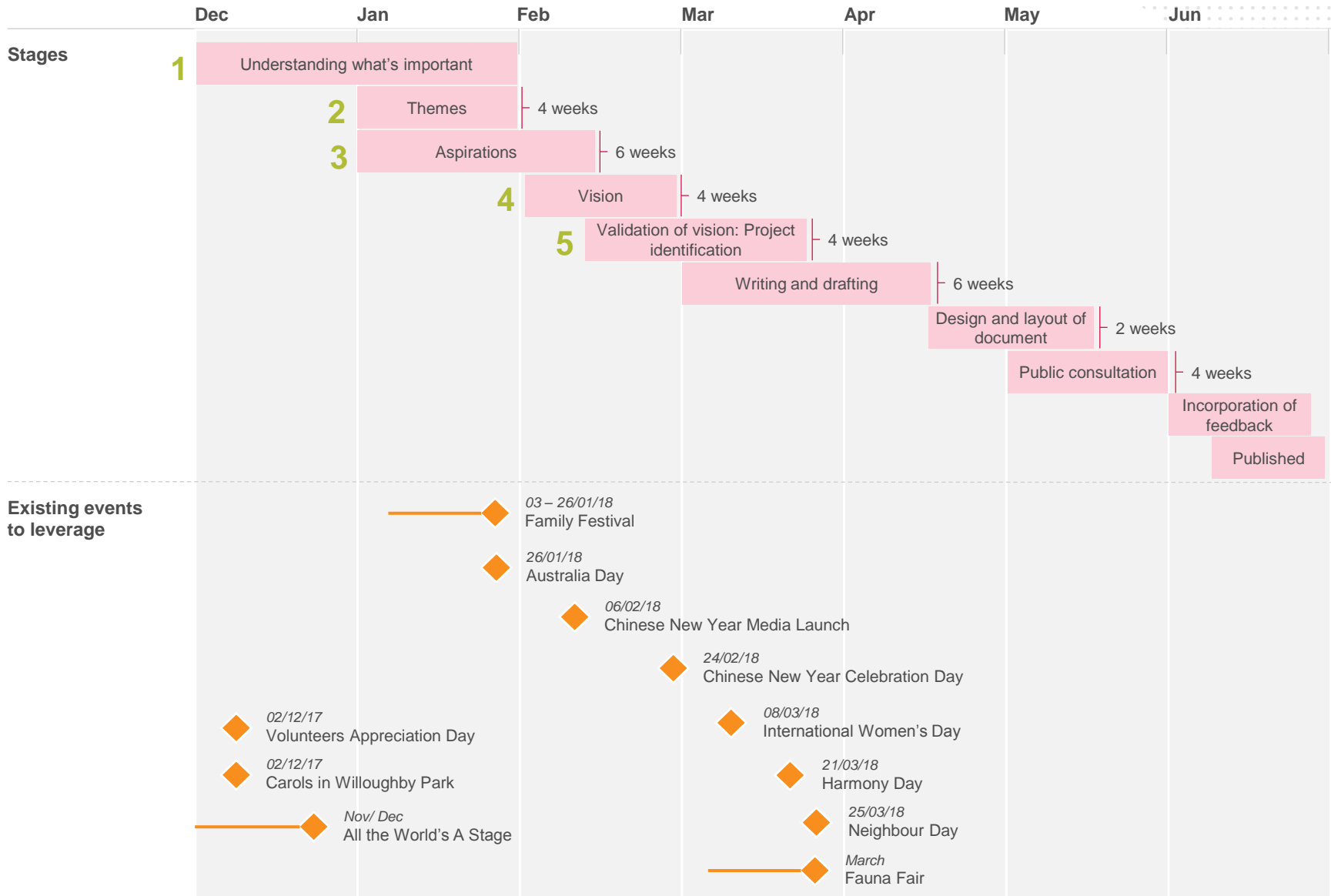
Enhance

- Name one thing that ensures Willoughby has a good future
- What would you like to see in 10 years in Willoughby?
- What is your 5 year vision for Willoughby?
- What in Willoughby would you like to leave or preserve for the next generation?
- What do you want in your community that you don't have now?
- Why do you live in Willoughby?

Improve

- What is missing from Willoughby?
- What do we need more of?
- What could be improved about Willoughby?
- What services and infrastructure need to improve?
- What are the needs of your community?
- Identify can issues which WCC could improve which have had a large impact on your life
- What have you seen or experienced in another community that you'd like to see in Willoughby?
- Can you see yourself still living in Willoughby in 10 years? Why/ why not?

11 Engagement Timeline

	Dec	Jan	Feb	Mar	Apr	May	Jun

Stages

1 Understanding what's important

2 Themes — 4 weeks

3 Aspirations — 6 weeks

4 Vision — 4 weeks

5 Validation of vision: Project identification — 4 weeks

Writing and drafting — 6 weeks

Design and layout of document — 2 weeks

Public consultation — 4 weeks

Incorporation of feedback

Published

Existing events to leverage

03 – 26/01/18
Family Festival

26/01/18
Australia Day

06/02/18
Chinese New Year Media Launch

24/02/18
Chinese New Year Celebration Day

02/12/17
Volunteers Appreciation Day

08/03/18
International Women's Day

02/12/17
Carols in Willoughby Park

21/03/18
Harmony Day

Nov/ Dec
All the World's A Stage

25/03/18
Neighbour Day

March
Fauna Fair

12 Resources required for engagement

The resources required for community engagement will be dependent on the specific method. However, most forms of engagement will require the following resources at a minimum:

Input by staff, volunteers and other interested stakeholders

Independent facilitation

Background information or briefing papers on the issue(s) or plan proposals

Logistics - Communication and promotion, venue hire, transport, childcare, translation

Printing and circulating a report on the output of the process and for provision of feedback
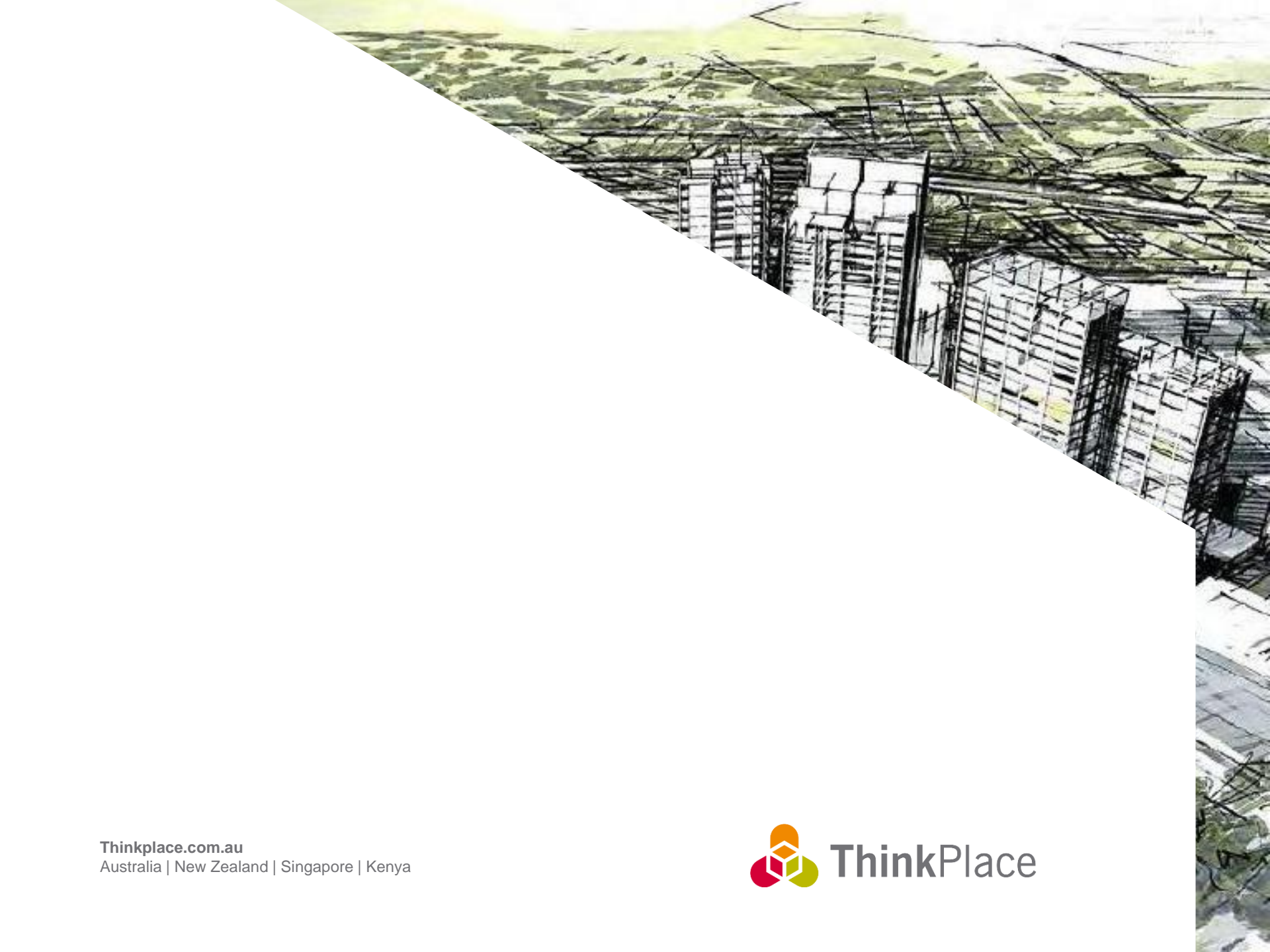
Resourcing local community and voluntary groups

13 Measurement and Evaluation

There are several methods of measurement and evaluation to determine how the community is engaged. Broadly this includes:

- Social media reach including likes, shares, retweets and hashtag usage

- Number of people attending face-to-face events such as pop-ups and participation at workshops and town hall meetings

- Number of hard copy and online surveys completed

- Visits to web based engagement tools such as Have Your Say

- Participation in telephone surveys