

Community Engagement Strategy

MAY 2023



Contents

Acknowledgement of Country	3
Mayor’s foreword	4
CEO’s foreword	5
About the strategy	6
Why has the Council prepared this strategy?	6
What has the Council considered in preparing this strategy?	6
What does this strategy cover?	7
What are the benefits of effective community engagement?	8
How this strategy relates to the IAP2 Public Participation Spectrum	9
Our community and environment	11
Our stakeholders	16
Council’s engagement principles	17
Willoughby’s road to engagement success	18
1 We will build engagement into the start of our project planning	19
2 We will consider early and staged engagement	19
3 We will employ the right engagement methods for the circumstances	20
4 We will harness the insights of Willoughby’s volunteers and special interest groups	21
5 We will carefully consider and respond to feedback we receive	21
6 We will keep the community engaged and informed during the project lifetime	21
7 We will monitor and evaluate our engagement function	22
8 We will provide opportunities for ongoing engagement	22
Attachment A – Practical examples of our principles in action	23
Attachment B – Typical engagement steps	25
How we determine whether multi-stage engagement is appropriate	26
Attachment C – Proposed engagement options	27
Further matters to consider during the engagement process	31
Attachment D – Monitoring and evaluating the outcomes of this strategy	33
Attachment E – Implementation plan	34

Acknowledgement of Country

Willoughby City Council acknowledges the Traditional Owners of the lands on which we stand, the Gamaragal people. We pay our respects to their Elders past and present.



Mayor's foreword



As a Council, community engagement is at the heart of everything we do.

Willoughby City Council believes that community members have a right to participate in, and influence, decision-making. We also believe that our diverse and talented community has the ability to add tremendous value to this decision-making.

It is also important that the Council has a consistent, understood and trusted approach to its community engagement effort.

This strategy seeks to drive this community engagement approach and effort, by outlining the key Council's engagement principles and by defining engagement success.

I hope you find this strategy of interest.

Tanya Taylor

Mayor

CEO's foreword



Willoughby City Council has, for many years, had a deep commitment to involve the community in our decision-making process. We believe that, by undertaking this engagement, our decisions are strengthened.

This strategy brings together and updates the Council's various documents in our existing community engagement framework, to make it easier for our stakeholders to understand how we listen and respond to them.

In preparing this strategy, Council staff have considered a range of information sources, including the 2021 Census results, a survey of community members, staff and Councillor feedback and lessons learned from recent engagement activity. As such, this strategy seeks to reflect current community desires and needs.

I'd like to thank everyone within the Council who's worked to deliver this important strategy.

Debra Just
CEO

About the strategy

Why has the Council prepared this strategy?

In its *Delivery Program 2022–26*, the Council stated it would review its existing community engagement policy framework by December 2022, to ensure this framework is in line with contemporary community expectations. This Strategy is the outcome of the review process.

What has the Council considered in preparing this strategy?

In developing this strategy, Willoughby City Council has considered its corporate priorities, relevant NSW Government legislation, the latest Census data and early Councillor and community insights.

Community Strategic Plan

The Council's work is guided by its ten-year Community Strategic Plan, known as *Our Future Willoughby 2032*. This plan includes several priorities relevant to this strategy, including:

- **Priority 5.1** – Be honest, transparent and accountable in all that we do
- **Priority 5.4** – Anticipate and respond to changing community and customer needs
- **Priority 5.5** – Make it easy for citizens to engage and participate in decision making

Legislation

The strategy has also been prepared in line with the Section 402A of the *Local Government Act 1993* (LG Act), under which local councils are required to prepare a Community Engagement Strategy which must cover "engagement with the local community when developing its plans, policies and programs and for the purpose of determining its activities (other than routine administrative matters)".

Census data

The strategy has considered and responded the Council area's 2021 Australian Bureau of Statistics Census data, which is being progressively released from the second half of 2022. By doing this, the strategy seeks to respond to our unique community features.

Community engagement

Between 28 September and 27 October 2022, nearly 100 Willoughby community members were surveyed to help inform this strategy.

The consultation process identified community’s preferred methods of communication and consultation in the development of Council’s projects, programs and policies as well as community suggestions for refinement of Council’s engagement processes into the future.

The majority of community members interviewed (80%) said they would like to make a greater contribution to Council’s decisions. The community also told us it would like to participate early and often throughout the development of Council projects, programs and policies. When asked what was a barrier to participation, respondents typically stated that it needed to be easier to find out about new engagement opportunities, and given their limited available time they wanted surveys to be short.

The community told us it was particularly interested in traffic and parking, planning and development, bushland management and sustainability initiatives.

What does this strategy cover?

Community engagement is the process of involving people in the decisions that affect their lives. This strategy covers how the Council wishes to engage with its local community, including:



What are the benefits of effective community engagement?

Community engagement strengthens our planning, decision making and project delivery by ensuring that we understand and consider the needs and nuances of our community.

Engaging our community helps to:

- Understand the needs and aspirations of our community
- Create a shared vision for our future
- Challenge our assumptions and broaden our understanding beyond our experience
- Empower communities to activate spaces, collaborate on programs and deliver services
- Check that we are on the right track

Community engagement enables good governance and ensures our Council staff and elected officials are making informed decisions by promoting a shared responsibility for the future of our local government area.

How does this plan form part of the Council’s Community Engagement Framework?

This plan is one of the three elements which form part of the Council’s Community Engagement Framework. These elements are:

Community Engagement Policy



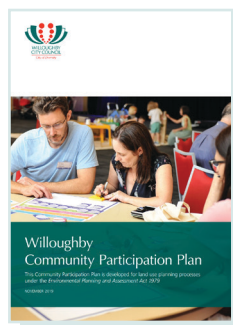
- Council’s engagement principles
- Defines elements of the Council’s Community Engagement Framework
- Defines internal roles and responsibilities

Community Engagement Strategy (this document)



- Required under Local Government Act
- Explains how the Council undertakes general local government engagement matters, including non-statutory strategic planning matters (such as centre, precinct or sector studies)
- Excludes statutory planning and development matters

Community Participation Plan




- Required under Environmental Planning and Assessment Act (EP&A Act)
- Explains how the Council undertakes engagement on statutory planning and development matters outlined in Division 2.6 of the EP&A Act, and some other planning matters such as certification

How this strategy relates to the IAP2 Public Participation Spectrum

In line with global best practice, Willoughby City Council utilises the IAP2 Public Participation Spectrum. The Spectrum is a toolkit which can be used by project managers when designing engagement activity, to ensure that the level of engagement and the mediums utilised are in line with the level of community interest, and ability to inform the decision making process.

Table 1: IAP2 Public Participation Spectrum



Participation status	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place the final decision making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations and provide feedback on how public input influenced decisions.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

This strategy utilises this spectrum, by:



- Asking project managers to identify and designate how a project's engagement aligns with the spectrum and embedding this alignment into engagement plans



- Supporting staged engagement processes, which provides a greater opportunity in the early phases of a project to partner with the public and examine alternatives via the Collaborate participation status (see Attachment B for a further discussion on this)



- Seeking greater engagement effort, including implementing the Involve or Collaborate participation status, for projects which have high levels of interest or impact (such as in the engagement methods matrix in Attachment C)

As Council undertakes a decision-making process, it will typically utilise the spectrum options ranging from Inform to Collaborate, to aid project teams and Councillors to develop a firm understanding of the community's desired outcomes and concerns, and for the community to understand the constraints on, and rationale for, proposed Council activity.

As the Council is the final decision-maker, it does not intend to use the Empower status option as part of this strategy.

Our community and environment

The Gamaragal People are the traditional custodians of the land, on which the Willoughby City Council area stretches, covering some 23 sq/km from St Leonards in the south to Roseville and Castle Cove in the north, and from Middle Harbour in the east to the Lane Cove River in the west. In 2021, the Council area had an estimated population of 76,034 people.

This strategy seeks to respond to the unique features of the Willoughby community and environment.

Our community in 2021

Figure 1: Key features of the Willoughby community¹



We have a relatively high proportion of high density dwellings

	Percentage of housing stock as high density
Willoughby	43.1%
Sydney	27.1%

We have a relatively high proportion of people who speak a language other than English

	Speaks a language other than English
Willoughby	41.1%
Sydney	37.7%

Most common languages (other than English)

Language	Percentage of population who speaks language
Mandarin	12.9%
Cantonese	7.8%
Japanese	2.4%
Korean	2.3%

¹ 2021 Census data used unless indicated otherwise



3.9% of our community have a disability, which is slightly lower than the Sydney average

We have a relatively high proportion of renters and outright home owners, but less mortgage holders than the rest of Sydney

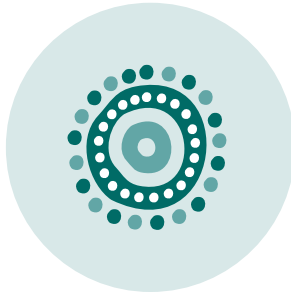
Housing tenure	Renting	Mortgage holders	Own home outright
Willoughby	37.7%	26.1%	31.0%
Sydney	34.7%	31.9%	26.7%

Compared to the Sydney average, we have a relatively high proportion of youths aged 5–17, parents and home builders aged 35–49 and older workers and pre-retirees aged 50–59

	Youths aged 5–17	Parents and home builders aged 35–49	Older workers and pre-retirees aged 50–59
Willoughby	17.3%	24.6%	12.4%
Sydney	15.9%	21.5%	12.0%



Compared to the rest of Sydney, we have a comparatively lower number of young workforce members aged between **25–29** and young children aged **0–4**



0.3% of our population are Aboriginal and Torres Strait Islanders



Our community is relatively well-educated, with **79.9%** of residents having completed Year 12, compared to **64.5%** across Sydney



Our community is digitally connected, with **87.2%** of households having an internet connection, compared to the Sydney average of **81.4%**²



16.3% of our residents are volunteers, compared to the Sydney average of **11.6%**



We have a large number of visitors, including **20 million** shopper visits



We have **78,629** local jobs and **12,816** businesses, contributing to a gross regional product of more than **\$13 billion**³

² 2016 Census data

³ Figures from National Institute of Economic and Industry Research

Our environment

Figure 2: Key features of the Willoughby environment



330 hectares of bushland



20km of harbour
foreshore



425 hectares of
open space



Large CBD (Chatswood) containing
18,000 jobs













Vibrant **local** centres, including at
Artarmon, Naremburn, Northbridge
and Willoughby

Council matters our community wants to participate in

Research conducted for this strategy has provided some insights on the types of Council decisions that our community wants to participate in.⁴

Younger community members showed greater interest in community services, and cultural and community events, while community members older than 55 years of age showed greater interest in planning and development and streetscape issues.

Figure 3: Issues of interest to our community

Area	Percentage of respondents who said they would like to provide input in this area
 Traffic and parking	56%
 Planning and development	52%
 Bushland management	47%
 Sustainability	46%
 Streetscape management	44%
 Cultural and community events and exhibitions	42%
 Parks and playground management	39%
 Community services, such as the libraries and youth services	39%
 New capital works projects	31%
 Council policy and vision documents	27%

⁴ See Community Engagement Strategy Community Survey Consultation Outcomes Report for full analysis (<http://www.haveyoursaywilloughby.com.au/draft-community-engagement-framework>)

Our stakeholders

Our community engagement will identify stakeholders – individuals, groups or organisations who will be affected by, or who have an interest in, a Council decision – and promote opportunities for participation to ensure a range of perspectives is heard, and the community’s needs, values and expectations are represented and considered in this decision.

Figure 4: Willoughby’s stakeholder groups



Individuals and families

- Owner occupiers
- Renters
- Young people
- Seniors
- Families
- Single people
- Workers
- Commuters
- Visitors



Social groups

- People from culturally and linguistically diverse backgrounds
- People living with disabilities
- Aboriginal and Torres Strait Islander Peoples
- LGBTQI+



Special interest groups

- Progress Associations
- Chambers of Commerce
- Clubs
- Community groups
- People connected by a common interest or by a place



Institutions and service providers

- Schools
- Faith communities
- Non-government organisations (NGOs)



Economic contributors

- Business owners and operators
- Development proponents
- Non-resident property owners



Other levels of government

- NSW Government
- Australian Government



Internal








- Council staff
- Councillors

Council's engagement principles

Willoughby City Council has adopted the following principles which represent the foundational elements and underlying aspiration for our community engagement.

See Attachment A for practical examples of these principles in action.

Table 2: Our engagement principles and practical examples of what they mean

Principle	What this means
 Early	For more complex projects, taking advantage of opportunities to engage with the community before significant decisions are made
 Easy-to-understand	Material which supports an engagement process will be easy to understand for all members of our community
 Inclusive	Utilising engagement methods that enable a broad range of community members to participate in our decisions
 Meaningful	Ensure community members have the opportunity to influence the outcome, subject to Council considering all factors
 Visible	The Council will regularly go to people to seek input and feedback, rather than waiting for people to decide to participate
 Responsive	The Council will be transparent about what feedback it has received, and how this feedback has been considered
 Continuous	The Council keeps the community informed about projects as they are progressed

Willoughby's road to engagement success

The steps below illustrate how Willoughby's community engagement principles can be implemented at the project level to deliver a positive outcome.

-  1 We will build engagement into the start of our project planning
-  2 We will consider early and staged engagement
-  3 We will employ the right engagement methods for the circumstances
-  4 We will harness the insights of Willoughby's volunteers and special interest groups
-  5 We will carefully consider and respond to feedback we receive
-  6 We will keep the community engaged and informed during the project lifetime
-  7 We will monitor and evaluate our engagement function
-  8 We will provide opportunities for ongoing engagement



1 We will build engagement into the start of our project planning

We will carefully consider the need for engagement, and the level of engagement effort likely to be required, when we begin planning a project. This will include if:

- Engagement is required by law; and/or
- There are options available as to how a project could be delivered and community members are likely to be interested in the project, including exploring and commenting on these options

In planning for engagement, we will also consider the research conducted for this strategy, which provides insights on the level of community interest in potential engagement activity, depending on project type and community demographics and location.



2 We will consider early and staged engagement

We will conduct early engagement on more complex projects, to understand community views so that these views can be incorporated into the design of these projects. By doing this, we are able to increase the chances of project success.

See more details about early and staged engagement in our typical engagement steps in Attachment B.



3 We will employ the right engagement methods for the circumstances

We will implement the right engagement method for the circumstances, after considering the level of impact and community interest, the ability of participants to shape the decision-making process, community demographics and the efficient use of resources relative to the project budget. Depending on the circumstances, this will include examining the best way to engage a wide range of community members, including members who:

- are Aboriginal and Torres Strait Islander
- speak a language other than English
- are younger
- are older
- are time-poor working families
- live in a high density dwelling
- have a disability; or
- who are renting.

The Council has prepared an engagement methods matrix, which is available in Attachment C, which includes a range of mandatory or optional engagement methods which would be considered over the entire life cycle of a project.



4 We will harness the insights of Willoughby's volunteers and special interest groups

Willoughby has a relatively high proportion of local volunteers and passionate interest groups. We will endeavour to engage these groups often and utilise their insights, expertise and enthusiasm.

For instance, volunteers freely contribute their local insights and expertise by taking part in Progress Associations, Chambers of Commerce and other local groups defined in our stakeholder groupings on page 16.

Volunteers also take part in Advisory Committees. The Terms of Reference for each Advisory Committee states its role in the engagement process.



5 We will carefully consider and respond to feedback we receive

We will carefully consider feedback in our planning, development and decision-making. This will include by preparing reports which provide a clear analysis of feedback received, and by responding to issues raised in this feedback.



6 We will keep the community engaged and informed during the project lifetime

We will ensure that the community is engaged and informed across the full lifecycle of engagement projects, including when people have the opportunity to have their say, when the time comes to make a final decision and as a project is being implemented following this decision being made.

For more information about how we undertake this as part of a typical project, see our typical engagement steps at Attachment B.



7 We will monitor and evaluate our engagement function

We will monitor and evaluate the success or otherwise of individual projects, including their engagement process, and our overall engagement function (see Attachment D for more details as to how we will do this).

This will include monitoring potential technology-led improvements in engagement outreach, which will take advantage of Willoughby's high rate of digital literacy.



8 We will provide opportunities for ongoing engagement

We will support community members to raise and discuss issues with us, outside of specific engagement projects initiated by the Council.

This could be via the community directly contacting and engaging with Council staff and Councillors, or by taking part in the open forum at Council meetings.

Attachment A –

Practical examples of our principles in action

The table below seeks to provide a selection of examples explaining how our engagement principles would be put into action during engagement activity. It is not designed to be an exhaustive list, but instead a guide to be applied in the right circumstances.

Table 3: Examples of Willoughby’s engagement principles in action

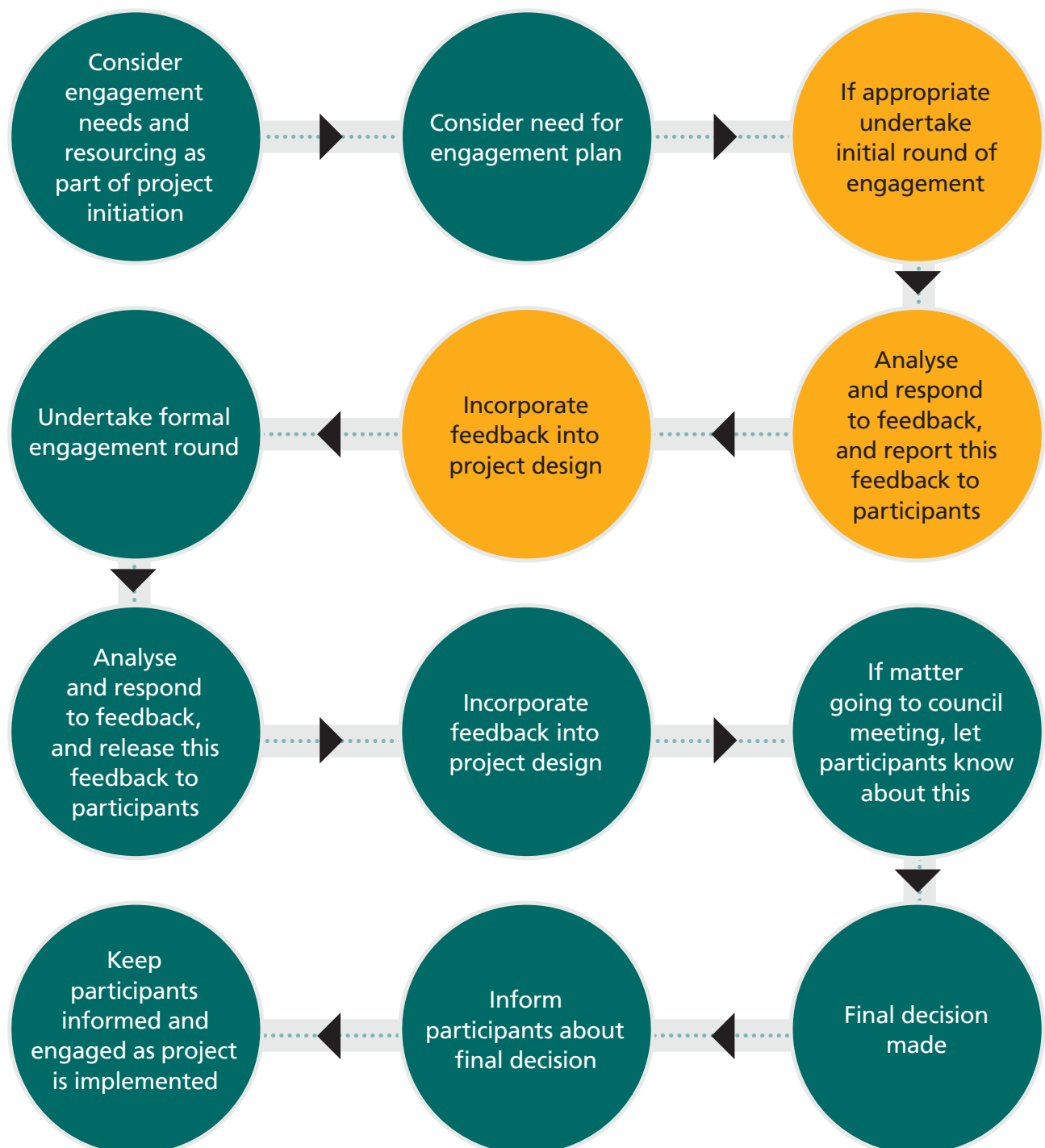
Principle	Practical examples
Early	<ul style="list-style-type: none"> Undertaking a survey or co-design workshop to understand the community’s needs and views before beginning the design or policy process for more complex projects Acknowledging that community interest begins well before planning or works are underway
Easy-to-understand	<ul style="list-style-type: none"> Preparing maps for a major capital works project which could be understood by a layperson, as distinct to publishing maps used to inform the engineering or traffic management process Publishing summary fact sheets or brochures to explain the matter at hand Utilising high-quality photomontages so the community can understand proposed public domain improvements or land-use changes When a document has been updated, showing the changes in a different text style or through some other graphic design effect, or providing the previous document for comparison Minimising the use of technical terminology and acronyms in all community consultation communications
Inclusive	<ul style="list-style-type: none"> Allowing a longer exhibition period for complicated material Making special effort to reach groups or individuals who either find it more difficult, or ordinarily may not consider, participating in decision-making Planning engagement and engagement activities with consideration for the demographics and nuance of the impacted community Organising engagement events in a manner to reduce the potential, as far as is practically possible, of anger or hostility between people wanting different outcomes Making it clear, at public forums or events, that inappropriate behaviour may result in the forum or event being abandoned

Principle	Practical examples
Visible	<p>Erecting community engagement street stalls and conducting intercept surveys in public areas, so that we reach out to people for input</p> <p>Erecting temporary signs at sites or public places which are the relevant location of an engagement activity</p> <p>Keeping up-to-date with relevant technology changes to engage with community members online</p> <p>Providing the names and details of staff contacts to help with queries</p>
Meaningful	<p>Ensuring that engagement takes place in a way and time that means that well-reasoned feedback and input will be able to alter or create a decision of Council</p> <p>Provide engagement opportunities that enable community and stakeholders to express their view</p>
Responsive	<p>Writing back to participants, to let them know their feedback has been considered in the decision-making process</p> <p>Publishing engagement outcomes reports, that transparently analyse and report what we heard, for major engagement initiatives</p> <p>Providing opportunities for stakeholders to raise questions as well as provide feedback</p>
Continuous	<p>Community members who've had their say about a proposed project are kept up-to-date during the engagement process and as the project is implemented</p> <p>Keeping engagement web pages up to date with the latest information, so the community can easily follow and understand the process</p> <p>Engaging with the community across a number of key stages in the design or program development process</p> <p>Maintaining an open line of communication to raise concerns or questions once the project is underway</p>

Attachment B – Typical engagement steps

The diagram below explains our typical engagement steps. The circles marked in orange are relevant only for projects where multiple engagement stages are proposed to be undertaken.

Figure 5: Typical engagement steps for general engagement projects



How we determine whether multi-stage engagement is appropriate

In some instances, more complicated projects will benefit from a period engaging with the community, to understand community sentiment and drivers, ahead of the creation of a plan or program which would then be the subject of a further round of engagement. At this early engagement stage, the Council would typically apply the Collaborate engagement status.

Usually, the first round of engagement will provide the community the opportunity to suggest or co-design ideas, ahead of a formal proposal being on the table. The second round of engagement will then examine this proposal.

A multi-stage process for complex projects increases the chances of engagement and project success, as community views are known and considered before significant internal resources are committed to delivering solutions.

The table below can be used as a guide as to whether multi-stage engagement is appropriate, while noting that this list is not exhaustive and that alternative decisions may be taken on engagement processes, based on the circumstances.

Table 4: Examples of single or multiple-stage engagement projects

Single engagement stage example project types	Multiple engagement stage example project types
Corporate policies and documents	Significant infrastructure and facility upgrades
Reserve action plans	Council sector strategies (such as strategies for housing, active transport, recreation or economic development)
Localised traffic and parking changes	Major planning strategies, including for precincts, town centres and corridors
Financial statements	

Attachment C – Proposed engagement options

This attachment has been prepared to help inform the community how the Council will carry out general engagement activities.

The matrix below outlines the different engagement methods the Council will consider for a range of engagement projects. The Council may undertake additional engagement activities (compared to those in the matrix) if this is considered desirable in the circumstances, or outlined in legislation.

Table 5: Matrix of engagement methods for general engagement projects

	Level 1 – High interest or impact LGA wide	Level 2 – Low interest or impact LGA wide	Level 3 – High interest or impact – local only	Level 4 – Low interest or impact – local only
Nature of impact	Has the potential to have an impact on, or be of interest to, a wide number of community members	Matters that are largely procedural in nature and will not, by themselves, impact on community members	Has the potential to have an impact on, or be of interest to, community members in a specific area	May be of interest to some community members who are active followers of the issue at hand
Example	Integrated Planning and Reporting Framework documents Sector-specific documents of widespread interest Regional facility	Corporate and governance policies Financial statements Sector-specific documents of niche interest	Centre strategies Plans of management Floodplain study	Playground improvements plan Reserve action plan Minor traffic or parking change
Likely maximum IAP2 engagement level	Collaborate	Involve	Collaborate	Involve
COMMUNICATION TACTICS				
A – Always U – Usually O – Occasionally R – Rarely				
Media release	U	O	U	R
Leaflet/brochure/ fact sheet	U	O	O	O
Promotional video	O	O	O	R
Photomontage	O	R	O	R

A – Always **U** – Usually **O** – Occasionally **R** – Rarely

	Level 1 – High interest or impact LGA wide	Level 2 – Low interest or impact LGA wide	Level 3 – High interest or impact – local only	Level 4 – Low interest or impact – local only
Map	U	R	U	R
Include in Monthly Have Your Say newsletter	A	A	A	A
HaveYourSay news flash ⁵	U	O	U	O
Council News e-newsletter ⁶	A	U	U	O
Subscriber updates	A	A	A	A
Newspaper advertisement	O	O	O	O
Emails or letters to indirectly affected stakeholders ⁷	U	O	U	O
Letters to directly affected stakeholders ^{8,9}	O	O	A	U
Site signage ¹⁰	R	R	U	U
Customer Service Centre material	U	O	U	R
Posters and leaflet distribution ¹¹	U	O	U	R
Translated explanatory material	U	O	O	R
Social media posts ¹²	A	O	U	R
Social Media paid advertising	O	O	O	R

5 This is a 'newsflash' style e-newsletter, separate to the monthly all-subscriber newsletter

6 This is an email to around 1,200 subscribers (June 2022 figures) and is issued monthly

7 This may include Chambers of Commerce, Progress Associations and other interest groups

8 This would include letters to surrounding residents, businesses and property owners

9 Required for any proposed planning control changes which have an impact on specific sites or areas

10 Site signs should contain a QR code

11 This could be leaflets or posters distributed via libraries, council noticeboards, businesses or in malls / public spaces

12 This could include posting on community social media sites, such as Willoughby Living

A – Always **U** – Usually **O** – Occasionally **R** – Rarely

	Level 1 – High interest or impact LGA wide	Level 2 – Low interest or impact LGA wide	Level 3 – High interest or impact – local only	Level 4 – Low interest or impact – local only
ENGAGEMENT METHODS				
Phone contact/ hotline	A	A	A	A
Email contact	A	A	A	A
HaveYourSay portal page	A	A	A	A
HaveYourSay portal survey	A	U	U	R
Business or public space inception survey	O	O	O	O
Public space Have Your Say stall or table ¹³	U	O	O	U
Phone survey	O	R	O	R
Site tour	O	R	O	O
Tactics to engage with hard-to-reach groups	U	O	U	O
Drop-in session or webinar	U	O	U	O
Engagement incentive ¹⁴	O	O	O	R
Interactive map	O	O	O	O
Town Hall meeting or public hearing	O	O	O	R

13 Particularly for open space or streetscape planning

14 Incentives should not be of a direct monetary value and should follow our Code of Conduct. Incentives might include VIP invitations to Council events for example. Council will further develop a protocol on this issue.

A – Always **U** – Usually **O** – Occasionally **R** – Rarely

	Level 1 – High interest or impact LGA wide	Level 2 – Low interest or impact LGA wide	Level 3 – High interest or impact – local only	Level 4 – Low interest or impact – local only
Stakeholder meetings or briefings ¹⁵	U	O	U	R
Co-design workshop ¹⁶	O	O	U	R
Randomly-selected focus group	O	O	O	R
REPORTING METHODS				
Project-specific community engagement plan	A	U	A	O
Engagement outcomes report ¹⁷	A	O	A	O
Participants invited to address Council meeting (if item on meeting agenda)	A	A	A	A
Participants informed of final decision and how community feedback has shaped outcome	A	A	A	A

15 This may include consultation with Advisory Committees, subject to their Terms of Reference

16 A collaborative workshop at an early stage of a project, where community members and key stakeholders are invited to help design the project

17 This is a report which would be uploaded to the Have Your Say portal page and be provided as an attachment to a report to a Council meeting. This report is optional if there are 12 or less comments and/or submissions, in which case each piece of feedback can be listed and responded to in the body of the Council report

Further matters to consider during the engagement process

Exhibition periods

The table below includes Council’s preferred minimum exhibition periods, including for each engagement stage of a project.

It should be noted that the exhibition period for a project is likely to be longer than this, if:

- This is required under legislation, or an instrument generated through legislation; or
- There is a need for a longer exhibition period, after considering:
 - The likely level of interest in the engagement matter
 - The complexity of the information which needs to be processed and understood
 - The level of impact of what is being proposed

It should also be noted that, if a matter needs to be re-exhibited with minor alterations, then it may be appropriate for a period of time to be deducted from our preferred minimum timeframes.

Table 6: Minimum exhibition periods

	Level 1 – High interest or impact LGA wide	Level 2 – Low interest or impact LGA wide	Level 3 – High interest or impact – local only	Level 4 – Low interest or impact – local only
Minimum exhibition period (days)¹⁸	28	21 ¹⁹	28	21

Exhibition periods include business days and weekends.

¹⁸ If legislation requires a longer timeframe, then this should be adopted

¹⁹ Excludes Draft Financial Statements which have separate notification requirements under the Local Government Act

Times during the year and week when we will seek community feedback

The Council will make every possible effort to seek community feedback at times when the community is best placed to provide this feedback.

In particular:

- The Council will seek to avoid commencing engagement in the period immediately before, or immediately after, Christmas.
- The Council will make reasonable efforts to extend exhibition periods, particularly for Level 1 and Level 3 matters (as shown in Table 5) if the exhibition period overlaps with a private and public school holiday period. It may be difficult to meet this aim for urgent matters.
- The Council will generally hold drop-in sessions, webinars and other community engagement events after hours or on weekends.
- Consideration should be given to holding public space stalls on Saturday mornings, or to coincide with community events.

Further protocol development

The Council will further develop a range of protocols to support the engagement process, which will reflect this strategy's principles. These proposed protocols are listed below:

Table 7: Proposed Council engagement protocols

Proposed protocol	Further detail on area of examination
Feedback collection, analysis and publication	<ul style="list-style-type: none"> • The best approach for the Council to collect, analyse and keep participant feedback, after considering what tools are available to assist the Council with this task • How the Council should publish participant feedback, after considering issues such as privacy and resourcing implications
Notification zones and approach	<ul style="list-style-type: none"> • Preferred notification scope for general engagement matters, depending on the engagement type and available resourcing, and outlining how are best reaching different stakeholders, including owners and occupants
Prizes and incentives	<ul style="list-style-type: none"> • Preferred approach to offering prizes and incentives for engagement activity

In addition, the Council will prepare a range of internal toolkits for staff, including in relation to:

- Ongoing liaison with community members across the life-cycle of a project
- Preferred and locally-appropriate methods to reach community members who may be less likely to take part in engagement activity (known as hard-to-reach groups)
- Preferred engagement tactics at the early and later stages of engagement.

Attachment D –

Monitoring and evaluating the outcomes of this strategy

The Council will regularly evaluate whether this strategy, and the Council's engagement effort, is meeting community expectations. It will do this by:

- Recording Councillor and community feedback about the engagement process, including compliments and complaints
- Monitoring the number of Have Your Say online portal registrants, with the aim to increase registrants
- Evaluating whether engagement activity has proceeded in a way which is consistent with this strategy
- Reviewing community perceptions of our engagement effort via our two-yearly Community Perception Survey
- Considering ongoing technology improvements, including through reviewing our Have Your Say portal and examining other potential improvements, such as new ways to notify and receive feedback from the community
- Evaluating individual projects upon completion, including the engagement activity which helped deliver these projects
- Part of this evaluation will include considering 'lessons learned' as per the Council's usual project management procedures.

Data collected over time will help inform the development of key performance indicators, to be included in, and reported against, in regular Delivery Program reporting.

Attachment E – Implementation plan

Following its adoption in May 2023, the Council will seek to implement this Strategy through the delivery of the following elements.

Nature of improvement	Description
Protocols	<ul style="list-style-type: none"> Feedback collection, analysis and publication protocol Notification zones and methods protocol Prizes and incentives protocol
Internal staff toolkits	<ul style="list-style-type: none"> Community liaison toolkit, outlining how the Council will liaise with community members across the entire life-cycle of a project Hard-to-reach group toolkit, outlining preferred and locally-appropriate methods to reach community members who may be less likely to take part in engagement activity Staging toolkit, outlining preferred engagement tactics at the early and later stages of engagement
Staff training and project management improvements	<ul style="list-style-type: none"> Train staff to help them implement strategy Ensure community engagement is addressed in the budget bid process Define community engagement steps as part of the Council's project management framework
Translated letters	Create letter template containing translation service information for general engagement matters
List of experts and service providers	Create a list of service providers and experts who are able to assist staff with tasks such as engagement planning, engagement outcomes analysis and engagement outreach
Development of standard external signage solution	Create a common approach for external signage, including QR codes
Community noticeboard review	Assess our community noticeboard network, including review how marketing and engagement material is integrated into the network
Marketing plan for Have Your Say registrations	Promote Have Your Say registrations
Have Your Say review	Review our Have Your Say online portal provider and Have Your Say user experience
Create Key Performance Indicators (KPIs)	Create KPIs for the Council's community engagement function

As of May 2023, the following elements have been delivered.

Nature of improvement	Description
Have Your Say newsletter	Monthly newsletter to all Have Your Say subscribers
Street stall	Branded street stall to support engagement activity in town centres
Strategy	Adoption of this strategy



WILLOUGHBY
CITY COUNCIL

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ADDRESS

31 Victor Street, Chatswood, NSW 2067
PO Box 57 Chatswood, NSW 2057

PHONE

02 9777 1000

EMAIL

email@willoughby.nsw.gov.au