



Willoughby City Council

ORDINARY COUNCIL

ATTACHMENT BOOKLET 1

12 DECEMBER 2022

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CHIEF EXECUTIVE'S OFFICE

**12.1 PUBLIC EXHIBITION OF DRAFT COMMUNITY ENGAGEMENT POLICY
AND STRATEGY**



COMMUNITY ENGAGEMENT POLICY

Reviewed	<u>9-December-2019- Add date of adoption here after exhibition</u>
Next Review	<u>Four years from adoption date</u>
Version	<u>4.5</u>
Responsible Position	Community Engagement Stakeholder Specialist
Administration Reference	5706160

1. PURPOSE

To establish a framework of effective community engagement practices. This will build community relationships and gather stakeholder and community feedback to inform Council decision making.

2. CITY STRATEGY OUTCOME

Our Future Willoughby ~~2028~~ 2032 identified five city outcomes guiding our community's future direction in relation to Council's policy making, along with ~~29~~ 32 community priorities.

This Policy enables Council to deliver on Outcome 5, "A city that is effective and accountable", through the following three priorities: The following three priorities are applicable to a city that is effective and accountable.

5.1 - Be honest, transparent and accountable in all we do

5.4 – Anticipate and respond to changing community and customer needs

5.5 – Make it easy for citizens to participate in decision making

3. APPLICATION

The Community Engagement Policy, ~~which forms part of the Community Engagement Framework, and the Community Engagement Strategy and Community Participation Plan (known as the Community Engagement Framework)~~ apply to all Council officials, members of staff, contractors ~~individuals under contract~~ and delegates of Council.

4. POLICY PRINCIPLES

Willoughby City Council will ~~have regard to~~ adhere to the following principles of Community Engagement;

- ~~Community engagement will gather contributions from people who are affected by or interested in a decision;~~
- ~~Community engagement will provide opportunities for community to contribute in a meaningful way to provide relevant, timely and balanced information;~~
- ~~Community engagement will ensure a mix of appropriate and accessible means for people to provide feedback~~
- ~~Community engagement will ensure a broad range of community needs, interests and ideas inform Council decision making~~
- ~~Community engagement will consider human and cultural factors; Community engagement will be systematic, structured and timely;~~
- ~~Community engagement will inform business improvement throughout council;~~
- ~~Willoughby City Council will inform the community about the final decision, and how their input was incorporated;~~
- ~~Willoughby City Council will utilise partnerships with community groups, business, and other Government organisations to achieve City objectives.~~
- Community engagement will be easy-to-understand. It will be accessible and available and in a form that facilitates community participation.
- Community engagement will be inclusive. It will actively seek views that are representative of the community to participate in decisions that affect them.
- Community engagement will be meaningful. It will provide a platform for community to express their views and their input to be taken into consideration within Council's decision-making process.

- Community engagement will be early and ongoing, with the community enabled to participate in Council's work at key stages during a project's lifecycle.
- Community engagement will be visible. Council will seek to go to the community who are affected by or interested in a decision to gather input and feedback.
- Community engagement will be responsive. Council will engage in a systematic, structured and timely manner.

5. POLICY STATEMENT

Willoughby City Council is committed to understanding the needs and expectations of the community to inform decision making processes. Council recognises the value of engaging with the community in a meaningful way to meet Council's commitment to building long term, sustainable community relationships in achieving a shared vision for Willoughby City. Council commits to inclusive, meaningful and visible ~~credible and equitable~~ engagement processes throughout the organisation, after considering the IAP2 Spectrum for Public Participation :

We are committed to protecting the privacy of personal information we collect from our community.

6. RESPONSIBLE OFFICERS

Council

- In accordance with the *Local Government Act 1993*, have regard to the long term and cumulative effect of its decisions.
- ~~General Manager CEO~~
- ~~Ensure the establishment and implementation of the Community Engagement Policy, which forms part of the Community Engagement Framework, and the Community Participation Plan.~~
- ~~Provide adequate resources to effectively conduct community engagement activities~~
- Lead and foster a culture of valuing community input to inform decision making.
- ~~Ensure communication practices that inform the community about how their input was incorporated into Council decisions~~

Directors

- Oversee the establishment and implementation of the Community Engagement Framework ~~and Community Participation Plan~~
- Allocate resources to effectively conduct community engagement activities.
- Facilitate and encourage a culture of valuing community input to inform decision making.
- Identify engagement opportunities to constructively engage with community in achieving City objectives.
- Ensure communication practices that inform the community about how their input was incorporated into Council decisions
- Ensure engagement activities are conducted in accordance with the Community Engagement ~~Framework Framework and Community Participation Plan.~~

Program or Project Leaders~~All Staff~~

- ~~Adopt and implement~~Implement the Community Engagement Framework ~~and Community Participation Plan~~ into operational activities.
- Identify engagement opportunities to constructively engage with community in achieving business objectives.
- Ensure compliance with the Community Engagement Framework ~~and Community Participation Plan~~ in the performance of their duties.
- Ensure that any conflicts or risk to council identified during engagement processes are escalated to the relevant Council officer.

Community Engagement Specialist

- Deliver centralised policy, processes and protocols, and engagement planning advice, to enable work of Directors and Program and Project Leaders
- Maintain and where possible strengthen the Council's centralised engagement infrastructure, including the Council's Have Your Say portal

7. MONITORING AND REVIEWS

Directors

- ~~Disseminate relevant information and data gathered during engagement processes across the organisation and to relevant community groups~~
- ~~Use the information gathered in engagement activities to inform decision making~~

Community Engagement Specialist

- Work with Directors to evaluate and monitor the Council's implementation of the Community Engagement Framework

8. SUPPORTING INFORMATION

8.1 REPORTING AND LEGISLATIVE REQUIREMENTS

~~Willoughby City Council acknowledges when undertaking high impact development on Council-owned and managed land, a community engagement process consistent with the engagement framework and Community Participation Plan will be undertaken in correlation with the statutory requirements.~~

~~For initiatives requiring Council approval, the results of community and stakeholder engagement activities will be reported to Council and published on Council's Have Your Say portal.~~

~~The Council will comply with relevant NSW and Australian legislation and regulations which include community engagement provisions, including the *Local Government Act 1993* and the *Environmental Planning and Assessment Act 1979*. It will also comply with its own Community Engagement framework and the above legislation and regulations when undertaking development with a significant impact on Council owned or managed land.~~

8.2 COMMUNITY ENGAGEMENT FRAMEWORK

The Community Engagement Framework consists of;

- Community Engagement Policy
- Community Engagement ~~Process and Matrix~~Strategy
- ~~Community Engagement Resources (Internal Staff Guide)~~
- Community Participation Plan
- ~~Advisory Committee and Reference Groups Policy~~

Governing laws and standards	<ul style="list-style-type: none"> ▪ <i>Local Government Act 1993</i> ▪ <i>Environmental Planning and Assessment Act 1979</i>
Related policies and other documents	<ul style="list-style-type: none"> ▪ Willoughby City Council Community Engagement Framework ▪ Community Participation Plan (new requirement of Department of Industry, Planning and Environment 1 Dec 2019) ▪ Communications Policy ▪ Advisory Committees Policy ▪ Privacy Management Plan
Document History	<ul style="list-style-type: none"> ▪ <u>Date amended (insert date of adoption)</u> ▪ Date amended 9 December 2019 ▪ Date amended 11 November 2019 ▪ Date adopted June 2016

Appendix

Definitions	
Policy	A statement/s of principles and intent that guide decisions to help achieve outcomes and community priorities.
Procedure	A statement or instruction that set out how policies will be implemented and by whom.
<u>Project</u>	<u>A piece, or series, of works delivered by Council to respond to community needs or achieve outcomes designated in the Community Strategic Plan,</u>

	<u>Delivery Program or Operational Plan.</u>
<u>Engagement</u>	<u>Within this policy 'engagement' is used as a generic, inclusive term to describe the broad range of interactions between people. It can include a variety of approaches, such as one-way communication or information delivery, consultation, involvement in decision-making, and empowered action in informal groups or formal partnerships.</u>
<u>Community</u>	<u>Within this policy 'community' is used in its broad sense to define groups of people; whether they are stakeholders, interest groups, citizen groups etc. A community may be a geographic location (community of place), a community of similar interest (community of practice), or a community of affiliation or identity (such as industry or sporting club).</u>
<u>Community and Stakeholder Engagement</u>	<u>Within this policy 'community engagement' refers to a planned process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest or affiliation, to investigate and address issues affecting their well-being.</u>
<u>IAP2</u>	<u>The International Association for Public Participation (IAP2) is an international organisation advancing the practice of public participation. Council will focus its practice of engagement on the IAP2 model whereby a spectrum or continuum of engagement is available to assist in planning effective community engagement.</u>
<u>Stakeholder</u>	<u>Anyone with an interest in or who is impacted by a project. It can describe members of a local community or the general public including residents, business owners, workers, visitors, community groups and organisations. It may also be used to describe employees, contractors, consultants, professional associations, or levels of government and government agencies.</u>



Community Engagement Strategy

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Acknowledgement of country

Willoughby City Council acknowledges the Traditional Owners of the lands on which we meet today, the Gamaragal People, and their connections to land, waters, and community.

We pay our respects to their Elders past and present, and extend that respect to all Aboriginal and Torres Strait Islander people, including those who may be in attendance today.

Draft

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, has 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:

- Informing the community about engagement opportunities
- Engaging, or listening to, the community
- Reporting back to the community about what we heard
- Keeping the community regularly informed about engagement projects

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 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 community*¹

76,034 people

Four wards

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%

¹ 2021 Census data used unless indicated otherwise

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%

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

² 2016 Census data

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

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.

³ Figures from National Institute of Economic and Industry Research

⁴ See Community Engagement Strategy Community Survey Consultation Outcomes Report for full analysis (link to come)

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%

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, including

Australian Government

Internal

Council staff

Councillors

Draft

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
<ul style="list-style-type: none"> • Early 	<p>For more complex projects, taking advantage of opportunities to engage with the community before significant decisions are made</p>
<ul style="list-style-type: none"> • Easy-to-understand 	<p>Material which supports an engagement process will be easy to understand for all members of our community</p>
<ul style="list-style-type: none"> • Inclusive 	<p>Utilising engagement methods that enable a broad range of community members to participate in our decisions</p>
<ul style="list-style-type: none"> • Meaningful 	<p>Ensure community members have the opportunity to influence the outcome, subject to Council considering all factors</p>
<ul style="list-style-type: none"> • Visible 	<p>The Council will regularly go to people to seek input and feedback, rather than waiting for people to decide to participate</p>
<ul style="list-style-type: none"> • Responsive 	<p>The Council will be transparent about what feedback it has received, and how this feedback has been considered</p>
<ul style="list-style-type: none"> • Continuous 	<p>The Council keeps the community informed about projects as they are progressed</p>

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

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 13.

Volunteers also take part in Advisory Committees. The primary objective of Advisory Committees is to provide ongoing advice, to Council, on advancing strategic outcomes, while noting that the Council from time to time will consult with these committees on specific initiatives.

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 engagement projects, 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 by directly contacting and engaging with Council staff and Councillors or in the open public forum at Council meetings.

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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	<p>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</p> <p>Acknowledging that community interest begins well before planning or works are underway</p>
Easy-to-understand	<p>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</p> <p>Publishing summary fact sheets or brochures to explain the matter at hand</p> <p>Utilising high-quality photomontages so the community can understand proposed public domain improvements or land-use changes</p> <p>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</p> <p>Minimising the use of technical terminology and acronyms in all community consultation communications</p>
Inclusive	<p>Allowing a longer exhibition period for complicated material</p> <p>Making special effort to reach groups or individuals who either find it more difficult, or ordinarily may not consider, participating in decision-making</p> <p>Planning engagement and engagement activities with consideration for the demographics and nuance of the impacted community</p>

Principle	Practical examples
	<p>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</p> <p>Making it clear, at public forums or events, that inappropriate behaviour may result in the forum or event being abandoned</p>
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>

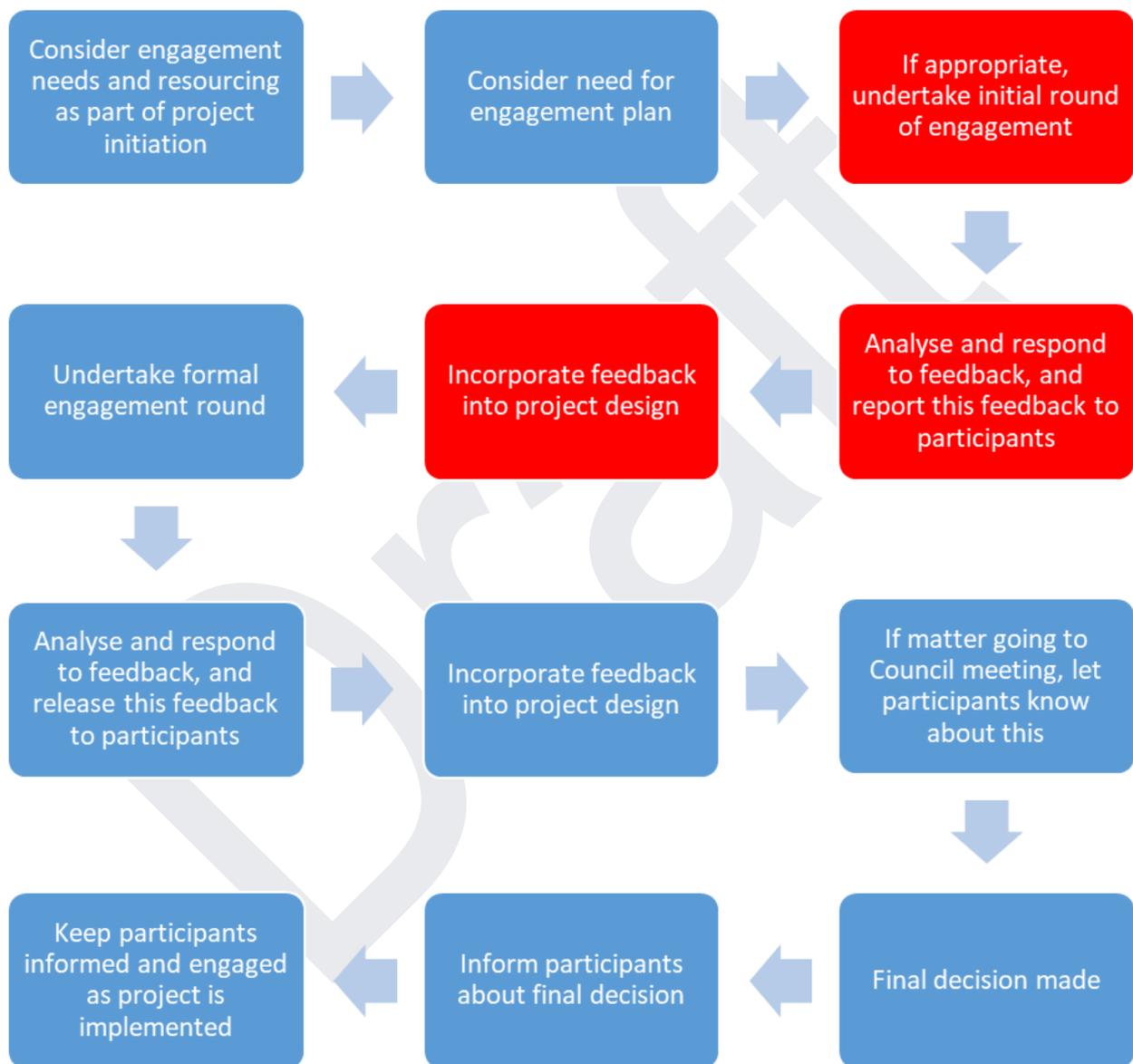
Principle	Practical examples
Continuous	<p>Community members who've had their say about a proposed project are kept up-to-date during the engagement process and as the project is implemented</p> <p>Keeping engagement web pages up to date with the latest information, so the community can easily follow 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>

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Attachment B - Typical engagement steps

The diagram below explains our typical engagement steps. The squares marked in red 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

	<i>Level 1 – High interest or impact LGA wide</i>	<i>Level 2 – Low interest or impact LGA wide</i>	<i>Level 3 – High interest or impact – local only</i>	<i>Level 4 – Low interest or impact – local only</i>
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				

	<i>Level 1 – High interest or impact LGA wide</i>	<i>Level 2 – Low interest or impact LGA wide</i>	<i>Level 3 – High interest or impact – local only</i>	<i>Level 4 – Low interest or impact – local only</i>
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
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 enewsletter 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

⁵ This is a 'newsflash' style enewsletter, 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

	<i>Level 1 – High interest or impact LGA wide</i>	<i>Level 2 – Low interest or impact LGA wide</i>	<i>Level 3 – High interest or impact – local only</i>	<i>Level 4 – Low interest or impact – local only</i>
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 placed in public areas 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
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

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 posters placed in libraries, council noticeboards or in malls / public spaces

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

	<i>Level 1 – High interest or impact LGA wide</i>	<i>Level 2 – Low interest or impact LGA wide</i>	<i>Level 3 – High interest or impact – local only</i>	<i>Level 4 – Low interest or impact – local only</i>
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
Stakeholder meetings or briefings ¹⁵	U	O	U	R
Co-design workshop ¹⁶	O	O	U	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.*

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*

	<i>Level 1 – High interest or impact LGA wide</i>	<i>Level 2 – Low interest or impact LGA wide</i>	<i>Level 3 – High interest or impact – local only</i>	<i>Level 4 – Low interest or impact – local only</i>
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

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.

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

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

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

Exhibition periods include business days and weekends

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

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

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)

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
- 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

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.

KEY DIFFERENCES BETWEEN FORMER AND NEW ENGAGEMENT FRAMEWORK

Item	Former engagement framework approach	New engagement framework approach	Identified improvement
<i>POLICY CHANGES</i>			
Community Engagement Framework	Community Engagement Framework is made up of the following documents: <ul style="list-style-type: none"> • Policy • Process and Matrix • Resources (Internal Staff Guide) • Community Participation Plan • Advisory Committee and Reference Groups Policy 	Community Engagement Framework redefined as: <ul style="list-style-type: none"> • Policy (revised) • Strategy (new) • Community Participation Plan (existing) The Advisory Committee Policy has been referred to as a related Policy, which reflects the fact it is a standalone Policy in its own right, with specific Terms of Reference for Advisory Committees. The Community Participation Plan to be reviewed in 2023.	Aligning Policy to new framework hierarchy
Privacy issues	Privacy not referenced in Policy	Policy now states “we are committed to protecting the privacy of personal information we collect from our community” and references Council’s Privacy Management Plan	Acknowledge Council’s commitment to privacy and data protection
Principles	Different referenced principles in the Policy and Community Engagement Framework. Council was required to ‘adhere to’ the principles listed in the Policy.	The principles outlined in the draft Strategy and draft Policy are now aligned. Compared to existing principles across the Community Engagement Framework, the new principles have a stronger focus on:	Consistent approach

Item	Former engagement framework approach	New engagement framework approach	Identified improvement
		<ul style="list-style-type: none"> • Early and staged engagement • Visible engagement activity • Keeping community members informed as a project progresses <p>In line with the legislative approach for Community Participation Plans in the Environmental Planning and Assessment Act, the Policy now states that Council will “have regard” to the principles, rather than it will “adhere” to them, which reflects a more practical approach to engagement. This in no way reduces the importance of the principles in our engagement effort, but does allow some flexibility and for the proposed new principles to be more aspirational in nature, compared to the previous principles.</p>	
IAP 2 Public Participation Spectrum (used to guide level of engagement activity)	Doesn't refer to Spectrum	Clarifies that the Council will use the IAP2 Public Participation Spectrum in its work	Aligning with best practice
Definitions	Current Policy includes definitions of: <ul style="list-style-type: none"> • Policy • Procedure 	Definitions expanded, including adding: <ul style="list-style-type: none"> • Project • Engagement • Community • Community and Stakeholder Engagement • IAP2 • Stakeholder 	Makes it easier to understand Policy

Item	Former engagement framework approach	New engagement framework approach	Identified improvement
Roles and responsibilities	Policy outlines roles and responsibilities for Council, CEO, Directors and staff	<p>In line with the outcomes of the review, the Policy's roles and responsibilities table has been re-focussed so that Directors take additional responsibility for implementing the Community Engagement Framework.</p> <p>In addition, new roles and responsibilities have been created for the Community Engagement Specialist position, particularly around creating engagement protocols and infrastructure, and evaluation and monitoring of the overall engagement function (see more below).</p>	Improved clarity on how framework will be implemented
Reporting and legislative requirements	In the current Policy, this section states that the Council will act in a way which is consistent with the Community Engagement Framework when undertaking "high-impact development" on Council land	This section has been expanded to also describe how Council reports engagement outcomes to Council and the legislative structure on which the Community Engagement Framework is based	Improved clarity on Policy's approach to reporting and its legislative base
Monitoring and compliance	Policy states that Directors will be responsible for monitoring the Policy	In line with the more detailed and centralised requirements for monitoring and evaluation in the draft Strategy, the Community Engagement Specialist will work with Directors to monitor and evaluate the outcomes of the draft Strategy	Ensuring the Policy aligns with the draft Strategy
Community Strategic Plan alignment	Refers to Our Future Willoughby 2028	Refers to Our Future Willoughby 2032	Alignment with latest Community Strategic Plan

Item	Former engagement framework approach	New engagement framework approach	Identified improvement
<i>ENGAGEMENT METHODS AND APPROACH</i>			
Community and stakeholder analysis	Engagement activities would respond to Willoughby's unique community features and stakeholders, and hard-to-reach groups, on a case by case basis.	<p>Information on Willoughby's community, key stakeholders and environment have been incorporated into Strategy, to strengthen consideration of these groups in engagement activity.</p> <p>Strategy recommends consideration of engagement options to reach hard-to-reach groups, and this aspect will be further developed in a staff toolkit.</p>	Better understanding community needs and sentiment
Engagement methods matrix	<p>An engagement methods matrix is located in the Process and Matrix document.</p> <p>This matrix defines potential engagement methods depending on different project types, including local matters and events, improvement projects, program and service planning, policy development, strategic issues, major projects or resourcing or City Wide Plans.</p>	<p>A new matrix has been prepared, which links engagement methods to the expected impact of a project, ranging from:</p> <ul style="list-style-type: none"> - 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) <p>An expanded number of engagement methods have been included, such as monthly newsletters, site signs, social media advertising, translated material and photomontages</p>	Increased rigour and engagement effort

Item	Former engagement framework approach	New engagement framework approach	Identified improvement
Technology improvements	The Council has for many years maintained a Have Your Say online engagement portal.	Commit to examine technology improvements, including reviewing the Council's Have Your Say portal so that it aligns with draft Strategy	Increased rigour and engagement effort
Liaison with community members following engagement process	This is not specifically referenced in the framework.	<p>New Continuous engagement principle added, stating "The Council keeps the community informed about projects as they are progressed."</p> <p>This is embedded in the typical engagement steps which are outlined in the Strategy.</p> <p>The draft Strategy also commits the Council to developing a community liaison toolkit for staff training purposes.</p>	Strengthened process
Requirement for engagement outcomes reports to be prepared	As a matter of practice, separate engagement feedback reports have been attached to report to Council for major initiatives, although not required.	<p>In line with the Strategy's increased focus on being responsive to engagement participants, and the delivery of credible analysis of feedback, it includes a requirement for engagement outcomes reports for general initiatives which are:</p> <ul style="list-style-type: none"> ● Level 1 – High interest or impact LGA wide ● Level 3 – High interest or impact – local only 	Better understanding community needs and sentiment

Item	Former engagement framework approach	New engagement framework approach	Identified improvement
Guidance on staged engagement	The Council does, on a case-by-case basis, conduct early engagement before the development of more complex programs and plans. The Community Participation Plan also supports this concept. ¹	<p>The concept of staged engagement has been elevated and enhanced in the draft Strategy.</p> <p>A new Early engagement principle has been created, which strongly supports staged engagement for more complex initiatives. In addition, guidance is now provided on preferred staged engagement steps.</p>	<p>Increased rigour and engagement effort</p> <p>Strengthened process</p>
Minimum exhibition timeframes	Community Participation Plan covers proposed exhibition timeframes for planning matters. Public-facing documents are silent on all other exhibition timeframes, although an internal document lists a range of typical timeframes.	<p>The Community Engagement Strategy includes proposed minimum exhibition timeframes for general engagement projects.</p> <p>Minimum timeframes range from 21 days for Level 4 - Low interest or impact local initiatives, to 28 days for Level 1 - High interest or impact LGA wide.</p> <p>Exhibition timeframes for planning matters will be subject to a separate review of the Community Participation Plan.</p>	Strengthened process

¹ Noting that the Community Participation Plan will be separately reviewed

Item	Former engagement framework approach	New engagement framework approach	Identified improvement
Guidance on commencing non-statutory engagement around Christmas-New Year period	General advice which states that “community engagement can take place at any time of the year depending on Council’s program of work”. It is also Council’s practice to seek to hold community engagement events when the community will be most likely available to participate.	The Council will seek to avoid commencing engagement in the period immediately before, or immediately after, Christmas, wherever possible.	Strengthened process
Other guidance on notification periods	General advice states that “community engagement can take place at any time of the year depending on Council’s program of work”. It is also Council’s practice to seek to hold community engagement events when the community will be most likely available to participate	<p>The Council will make reasonable efforts to extend exhibition periods, particularly for Level 1 and Level 3 matters, if the exhibition period overlaps with a private and public school holiday period, including Christmas-New Year holidays. It may be difficult to meet this aim for urgent matters</p> <p>Draft Strategy also supports undertaking engagement at a time when the community is most likely to be available (including after hours and weekends)</p>	Strengthened process
Letter notification zones	Not directly mandated, but suggested as an occasional or rarely-used option for different engagement types.	<p>Engagement methods matrix outlines the need to usually send letters to directly-affected stakeholders in high or low impact local matters.</p> <p>The draft Strategy also supports the development of a notification protocol, to better define notification boundaries and methods.</p>	Making it easier for people to learn about engagement activity

Item	Former engagement framework approach	New engagement framework approach	Identified improvement
Prizes and incentives	Council Community Engagement Resources document states “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.”	The draft Strategy supports the use of prizes and incentives, and includes the existing framework wording, but to strengthen this area states that a protocol on this subject, which will include publicly-available terms and conditions to accompany any prize or incentive offer, will be developed.	Strengthened process
Have Your Say newsletters to all subscribers	Council sent out Have Your Say newsletters on a case-by-case basis.	In the engagement methods matrix, the draft Strategy supports the Council publishing a monthly newsletter listing all engagement activities.	Making it easier for people to learn about engagement activity
Submission and comment management and publication	The current framework does not provide guidance on how we manage and publish submissions and comments, although this is covered in the Council’s Privacy Management Plan (which supports the publication of submissions in full).	The Council will develop a protocol to manage submission and comment publication. This will cover how the Council collects and reports feedback, including names and addresses, and align this with our privacy framework and privacy legislation. The protocol will also consider the resourcing implications of this task.	Strengthened process
Contact name	We currently place an officer’s name, email and phone number on the relevant project page	Embeds existing practice by requiring all items placed on Have Your Say to have a named Council officer able to answer queries	Strengthened process

Item	Former engagement framework approach	New engagement framework approach	Identified improvement
Determining which initiatives require engagement	Process and Matrix document states “any Council related project or a decision is an opportunity for a community engagement process.”	The draft Strategy seeks to provide improved guidance on this matter, by stating that that this will be considered at project inception, including if 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.	Improved guidance
Street stalls	Not specifically referenced in the Community Engagement Process and Matrix document, although has been done on a case-by-case basis for major recent projects, including the Community Strategic Plan review which occurred in 2018.	Elevated as an engagement method through the new Visible engagement principle. Council has also purchased branded Have Your Say tablecloths, flags, T-shirts and sign to support visible public engagement. Regarded as an engagement method most suitable for less contentious matters and at early engagement stages.	Making it easier for people to learn about engagement activity
Inviting participants to address Council meeting	It is current practice to notify engagement participants to attend Council meetings, at which the matter they have participated on is being discussed. People are also currently able to subscribe to be notified when the Council agenda has been published ahead of a meeting.	The draft Strategy includes notification of participants about meetings in a “typical engagement steps” diagram and listed as mandatory in the engagement methods matrix.	Strengthened process

Item	Former engagement framework approach	New engagement framework approach	Identified improvement
Requirement for engagement plans	Engagement plans are broadly supported in the current framework and, in practice, prepared for major or contentious engagement projects.	<p>The draft Strategy says engagement plans should be prepared for matters which are of Level 1 - high LGA-wide or local interest, or Level 3 - high local interest.</p> <p>Engagement plans for other matters will be considered on an as-needs basis.</p>	Ensuring the Council adequately plans for engagement activity
Evaluating success	Success or otherwise currently evaluated through survey responses during Community Perception Survey process	<p>Draft Strategy states that success or otherwise evaluated through:</p> <ul style="list-style-type: none"> ● Recording Councillor and community feedback about the engagement process, including compliments and complaints ● 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 the draft Strategy ● Reviewing community perceptions of our engagement effort via our two-yearly Community Perception Survey <p>Also a commitment to examine technology improvements.</p>	Strengthened process

Item	Former engagement framework approach	New engagement framework approach	Identified improvement
General engagement site signs	Listed as an engagement option	Continues to be listed as an engagement option, particularly for local matters, however the draft Strategy say signs should have QR codes to allow people to more easily access the engagement activity on their phones.	Making it easier for people to learn about engagement activity



Willoughby City Council

**Community Engagement Strategy
Community Survey**

Consultation Outcomes Report

November 2022

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Executive summary

Willoughby City Council (Council) commissioned JOC Consulting to assist with consultation and reporting to inform the revision of Council's Community Engagement Strategy.

This Consultation Outcomes Report (this Report) presents the results from consultation between 28 September and 27 October 2022. 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.

In total, 97 community members shared their feedback to inform the revision of Council's Community Engagement Strategy. These ideas have been captured in this Report.

Feedback was collected by:

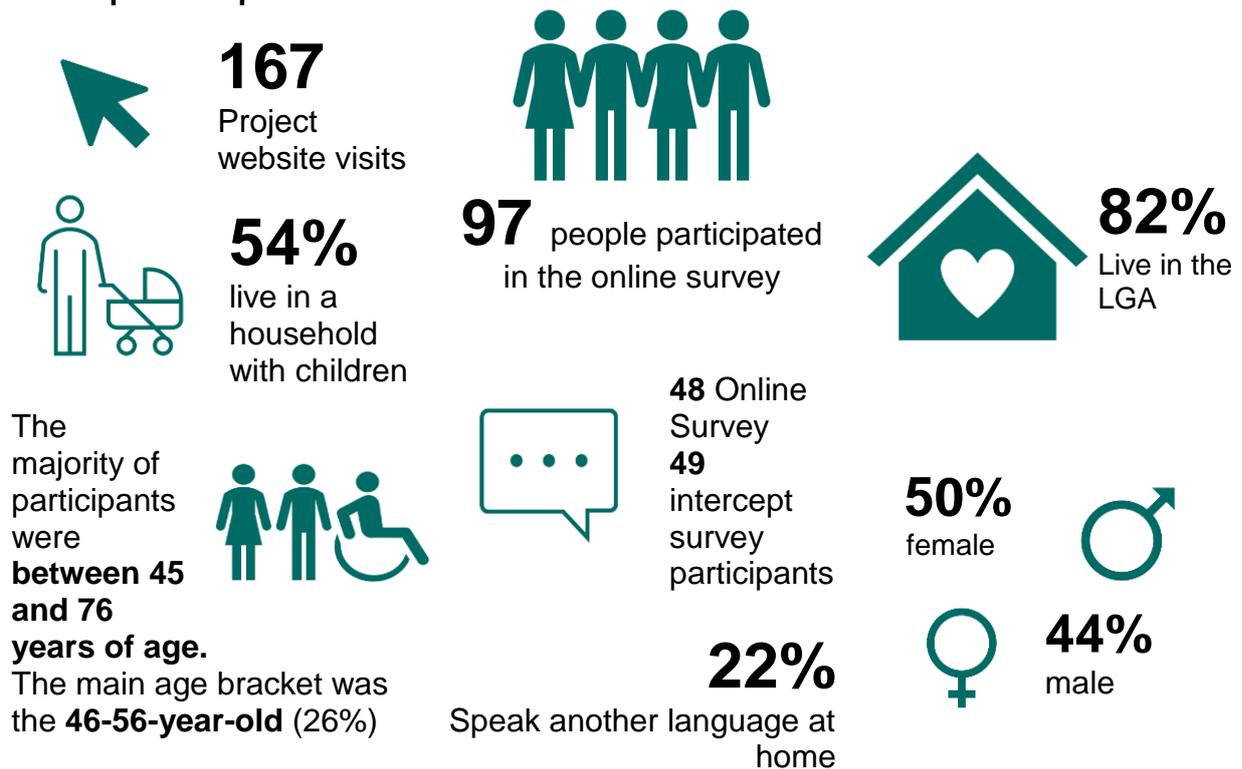
Method	Location	Date	Participants
Online Community survey	Council's Have Your Say page	28 September until 27 October	48
Intercept surveys	The Concourse at Chatswood and Sailors Bay Rd, Northbridge	18 October 2022 between 9am-1:30pm	49

The survey format and questions were designed to capture an understanding of community priorities and preferences at key stages in a typical engagement process; Informing, Engaging and Reporting.

The survey combined both qualitative and quantitative data outputs, to provide the project team with a clear understanding of community preferences as well as a nuanced understanding of why community prefer these methods.

Further exploration of the qualitative responses enables the Council project team to better understand why the community values particular methods, and identify engagement values that should be upheld as Council's engagement processes are monitored, amended and improved over time.

Who participated



What we heard

The majority of community members (80%) would like to make a greater contribution to Council's decisions. Particularly, younger participants (36 years of age and under) and those who identified as living with disabilities.

Community told us they'd like to participate early and often throughout the development of Council projects, programs and policies. They identified transparency as key to building trust between Council and community.

All participants indicated they'd like to provide input into one or more of Council matters. Community told us they're particularly interested in traffic and parking, planning and development, bushland, sustainability issues and streetscape management.

Consultation participants highlighted a number of preferred methods through which they would like to be inform and engaged, as outlined below:

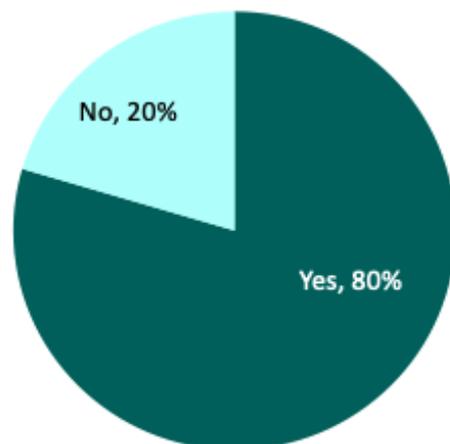


Figure 1: Results, Would you like to make a greater contribution to Council's decision making process?

Communication methods

Across all demographics and postcode Email was identified as the number one method for communicating with the community. Both the Council e-newsletter and project specific Have Your Say emails, were considered highly effective methods of communication.

A number of age specific priorities were evident within the engagement data, most notably:



- Under 25 years of age prefer Instagram
- 26-54 years of age showed a preference for Facebook
- Above 55 years of age preferred newsletter and letterbox distribution

Participants suggested the following for Council's communication processes:

- Diversification of communication channels to include a broader social media outreach - for example, the Willoughby Living Facebook Group
- Design communication methods to target key demographic groups
- Promote Have Your Say emails as a method of staying in touch with Council's projects, programs and policies.
- Target 'Hard to Reach' groups such as young, elderly and those with disability

Consultation methods

Having identified that time was the number one barrier to participating in consultation, half of all participants identified they'd prefer to engage through a short survey or email submission.

Consultation method also differed across demographics in the following ways:



- Under 36 years of age, preferred online consultation
- 36-55 years of aged preferences email submissions
- Those above 65 years of age, preferred face-to-face consultation
- Those with disability preferred online consultation methods

Participants suggesting the following for Council's consultation processes:

- Seek to consult with a broader range of stakeholder with project interest
- Match consultation to target demographic groups
- Allocate a clear line of contact at Council
- Include a survey link in the body of Council e-newsletter and Have Your Say emails
- Target 'Hard to Reach' groups such as young, elderly and those with disability
- Where possible, use intercept surveys especially for targeting community within a specific suburb or to target younger people.

Reporting methods

Closing the feedback loop and reporting on what was heard, was a priority for community and a key identified area for improvement. Those participants who highlighted the importance of this consultation step, strongly emphasised that this was a crucial step in creating a new collaborative consultation environment in Willoughby.

Participants suggesting the following for Council's reporting processes:

- Clearly notifying to community members who from council will respond to submissions and emails
- Responding to email concerns in a timely manner
- Increase transparency in reporting through Community facing engagement outcomes reports
- Make it easier for the community to understand how their feedback has been heard and considered

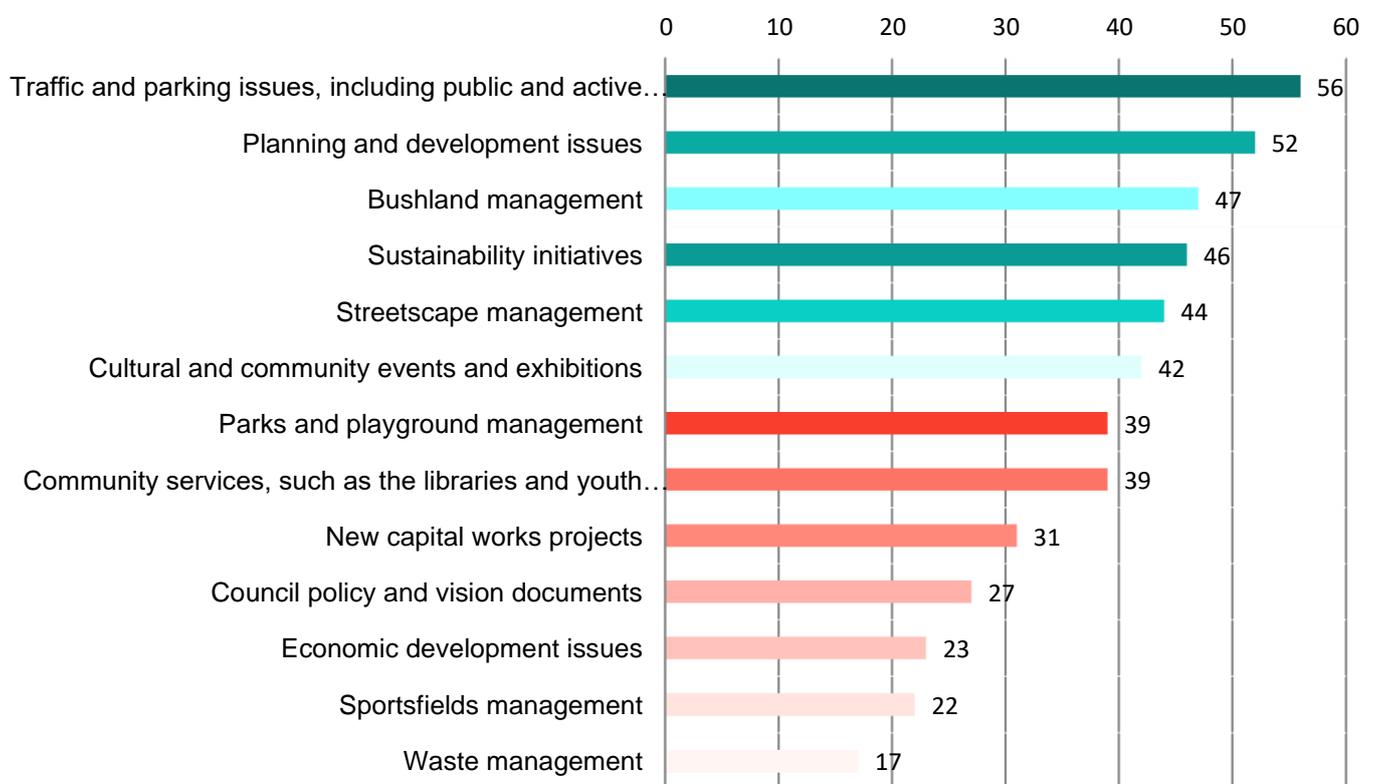
Detailed survey analysis

As part of this engagement process, participants were asked to respond to a series of questions. Below is an analysis of the responses to these questions:

Q1: Please let us know the areas of Council's work where you would like to provide your input? (Select all that apply) (96 responses)

All participants indicated they'd like to provide greater input on at least one or more of Council's projects, programs or policies.

Figure 2: Areas of Council's works that community would like to provide input on (n=96)



The top five areas of interest, being chosen by 41-58% of all participants, were:

1. Traffic and parking
2. Planning and development
3. Bushland management
4. Sustainability
5. Streetscape management

Intercept survey participants indicated they'd like to provide input on issues that directly affect them. Those with children were more likely to want to provide input on parks and playground management. Those that had developments or were involved

in construction showed a greater desire to provide input on planning and development issues.

Of those that said they speak another language at home (15 responses), there was a higher level of interest in traffic and parking (10/15 responses), cultural and community events (8/15 responses) and economic development (7/15 responses) these groups were seldom interested in Waste, Bushland or Sportsfield management.

Younger participants showed greater interest in Community services, and Cultural and community events (10/20 responses for both). Those that were older than 55 years of age showed interest in Planning and development issues (22/33 responses) and Streetscape management (18/33 responses). Notably both cohorts shared a high level of interest in sustainability and bushland management and traffic and parking.

The survey did capture some particular geographical interests, with participants from the suburb of Northbridge showing particular interest in parking and traffic issues; while Willoughby, Middle Cove and Castle Crag prioritised engagement on bushcare and sustainability. In addition to this, Middle Cove, Chatswood and Willoughby indicated an interest in planning and development matters, and Northbridge and Chatswood exhibited an outsized interest in Cultural and Community services.

Those in Northbridge were more likely to participate in the intercept survey than those in Chatswood, where half of all people who were intercepted declined by stating that they “live outside of the LGA”. This could indicate that those who lived outside of the LGA were less concerned about Council matters.

Of those that selected ‘other’, their comments indicated they’d like to be informed about streetscape management issues that affected them.

Consultation data

In response to Question 1, a total of 16 comments were made by those that selected ‘other’. The following table itemises each comment in relation to participants' suburb.

Suburb of participant	Comment
Castlecrag	<i>Natural heritage conservation, Advisory Committees</i>
St Leonards	Interaction with adjoining Councils
Chatswood	Your silly tree policies.
Roseville	Traffic noise and streetlights and location traffic lights
Willoughby East	Community services such as childcare services and events
Naremburn	Inclusion and disability services
Willoughby	Cycle ways
Willoughby	Smoking and public toilets in playgrounds
Willoughby	Control of barking dogs, constant danger of bicycles on footpaths - they do not ring bells to warn of the approach

Chatswood	Repairs to public spaces including bus shelters (Johnson Street and Victoria Avenue), potholders, lighting and electronic bus timetabling. .
Not provided	I care about repairs and urban spaces.
Chatswood intercept survey participant	"Not impressed with current state of capital works and maintenance."
Chatswood stall holder	Council stalls, matters that could affect stallholders
Chatswood intercept survey participant	Health
Artarmon	Activities for the elderly and disabled, such as free access and participation in cultural events
Castle Cove	Built Heritage and conservation areas; foreshore management
Castlecrag	Cultural heritage conservation

Q2 What methods would you prefer the Council uses to make you aware of opportunities to have your say about Council decisions? (Select your top 3) (94 responses)

Almost half of all engagement participants (41% or 39/94 responses) indicated they'd like to be informed about Council projects, programs and policies via Council newsletter. Some (30%) identified Council website, other, letterbox distribution, Facebook, Instagram and site signs as their top means of receiving communication. Of participants who selected 'other', the vast majority (96%) preferred to be informed via email. Least preferred amongst participants were communication methods such as other websites, Twitter, radio, newspapers, the local library, community centres, elected members, Council Staff, letterbox distribution and outdoor posters.

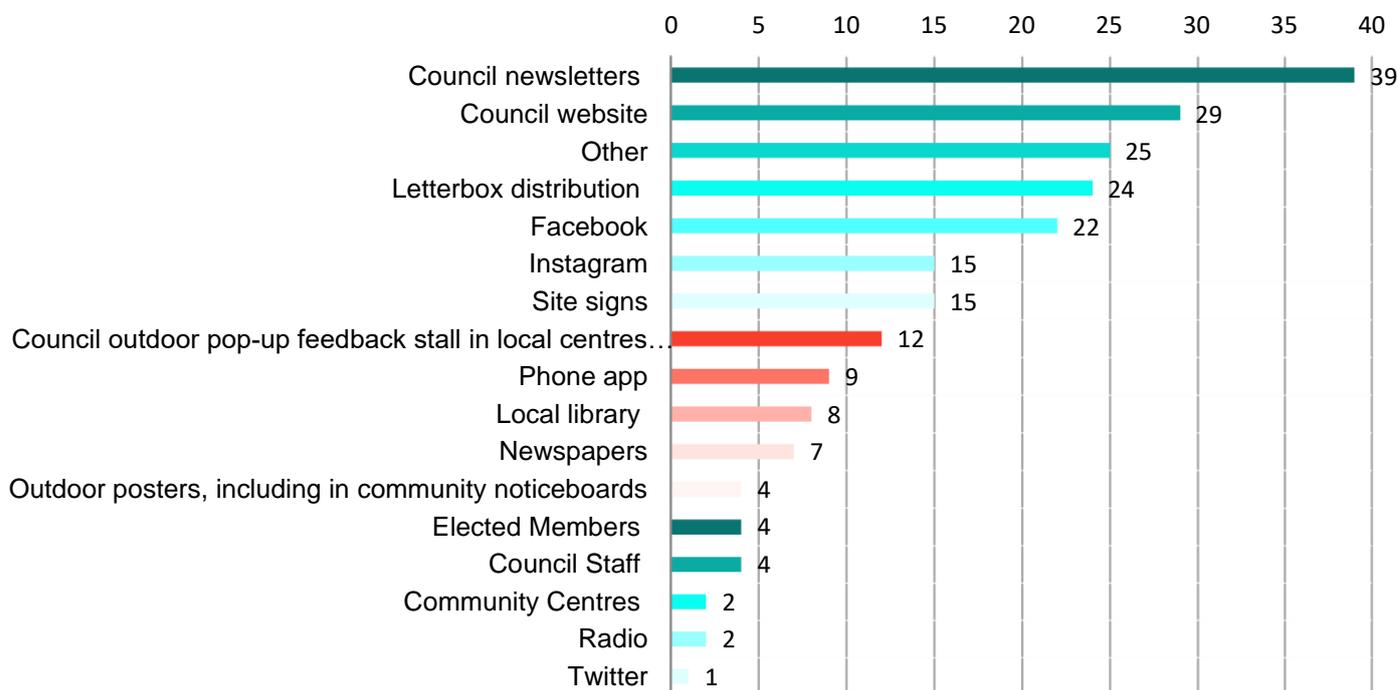
Common across all age groups was the desire for communication via email. Participants that were older tended to prefer traditional forms of communication, such as Council newsletter (20/33 response) and letterbox distribution (12/33 responses) compared to those that were younger (under 36 years of age) who preferred social media (10/20 responses). Interestingly, participants 26-36 years of age referenced Facebook and those under 26 years of age preferred Instagram.

Of those that indicated they speak another language at home (16 responses), their preferred communication method was email (6/16 responses) letterbox distribution (5/16 responses) followed by council website (4/16 responses).

One respondent who indicated they were living with a disabilities chose to be informed via email, letterbox distribution and Council newsletter. Two participants who cared for someone living with disabilities referenced community centres and local libraries – both these groups were over 56 years of age.

The majority of those who participated in the intercept survey asked to be informed via email. A few participants who hadn't heard of Have Your Say, asked for further details on how to sign up to the portal and its notification. Identifying a potential opportunity for Council to promote Have Your Say as a method to stay informed about local matters that interest community. Some intercept survey participants felt the method of communication should change depending on the matter.

Figure 3: Community preferred method of communication about Council projects, programs and policies (n=96)



In response to question 2, a total of 26 comments were made by those that selected 'other'. The following table itemises each comment.

Comment
Email x 14 responses
HYS email
Email or Phone
email, similar to Have Your Say
Direct emails to those registered with interest in what's happening in Willoughby. Provide a free bus to take older people to council meetings.
I thought we could opt to have an email sent to us when new matters are listed on Have your say
Direct line of communication with stall holders through email communication and phone calls
Email is not on the list? I think that is by far the most effective communication channel for important issues
Noticeboards

Q3 We'd now like to focus on your preferred methods to provide your feedback to Council, after you become aware of engagement activity. Can you please select your top three methods from the below? (Select your top 3) (95 responses)

The two clear preferred methods for engagement (both chosen by around 50% of participants) were a short online survey and/or an email submission. Around a quarter of all participants indicated they'd like to participate in local matters via longer surveys, pop-up outdoor booths, or physical events.

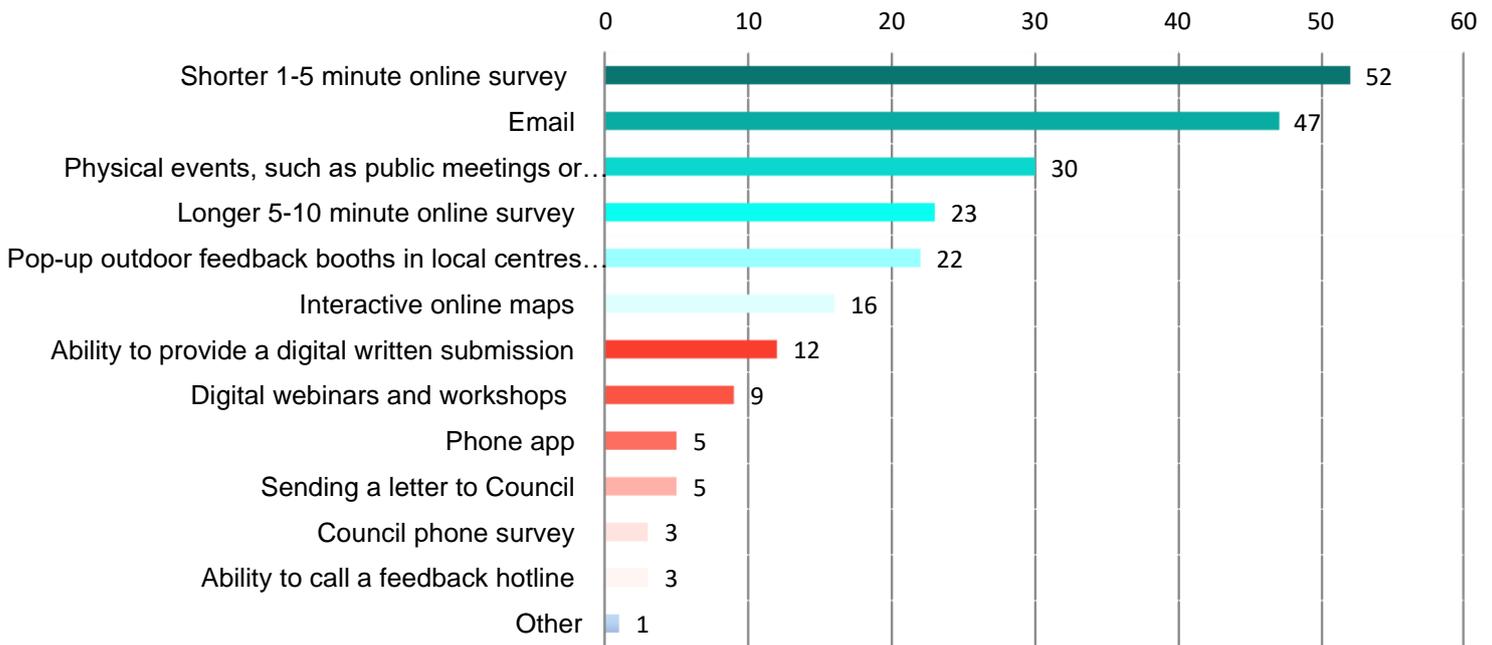
Those that said they speak another language at home (15 responses), provided responses that closely mirrored the overall trends. Interestingly, those intercepted in Chatswood commonly declined the intercept survey using the reason "I don't speak English".

Those that were younger (under 36 years of age) said their preferred method of consultation was a short survey (12/20 responses) or popup outdoor feedback booths (9/20 responses). Interestingly, older participants over 56 years of age tended to prefer email submission (23/34 responses), and the cohort of those participants who were over 65 years of age ranked face-to-face consultation methods such as the intercept surveys as particularly important.

Quite a few participants who participated in the intercept survey commented that they appreciated this method of consultation, indicating that it reflected well on Council's intentions to involve community in decision-making. Time was a common barrier to participation, with participants indicating that only if an issue impacted them would they attend workshops.

Those participant who identified as living with or caring for someone living with disabilities preferred method of consultation was calling a hotline, a short online survey or via email submissions.

Figure 4 – Community preferred method of consultation



Q4 Where do you think the Council should focus its future engagement effort? (Open Response) (42 responses)

When asked to nominate priorities for future engagement strategies, participants answered in a range of ways, identifying communication and consultation methods, suggestions for engagement principles, and identifying who to consult and what to consult on as a focus.

Of those that discussed communication methods, 4/5 respondents felt that the focus should be on emails. Of those that commented about consultation methods, a wide variety of responses were given such as focus groups, surveys, intercept survey, advisory committees, newspapers, and apps. Those participants that highlighted engagement principles as a priority focus area, suggested engagement should be targeted, transparent and ongoing.

Of the participants that discussed who should be consulted, 2/6 respondents felt elderly and young should be targeted. Of those who commented about the type of project, program, or policy they would like to provide input on 5/11 suggested sustainability. Interestingly, younger participants wished to see Council focus their efforts on establishing a social media presence to inform and engage community.

Consultation data

Themed comments

In response to question 4, a total of 42 comments were made. The following table itemises each comment themed by sentiment.

Theme	Method	Comment
Communication methods x 5	Emails x 4	Regular email updates
		Broader awareness of initiatives in the community, keep it short and simple but be consistent and communicate more often. I would be happy to receive an email once or twice a week on an item, if it engages I click through for more information, if not simply delete and appreciate that Council is trying to keep me informed and engaged.
		Send online council e-newsletter - happy with that
	Post on Facebook groups e.g. Willoughby Living	More online communications
		If the council wants community engagement, it should join and engage with the Willoughby Living Facebook group. That's where the community is engaging. Listen to people's issues and complaints there
Easier website to navigate	Find ways to inform me while I'm scrolling social media	
Consultation methods x 7	Focus groups	Making it easier to access and respond to information. The current website is not easy to use, and information presented for consultation e.g. proposed DCP/LEP is very hard for a layperson to understand and comment on.
	Surveys	Engage better with the community through small focus groups.
	Advisory committees	Seek to understand that engagement is working and understood by the community through survey and open result publication
	Intercept survey	Return to having Advisory committees. This is where Council gets opinions and feedback from professionals and people with a vital interest in the field.
	Reintroduce newspaper notifications in North Shore Times	Chatswood intercept survey, Face to face
	Woollahra app	Please put a WCC page summarising council action and planning proposals back into the North Shore Times
		Is the easiest "app is good" Showing the Woollahra app
Engagement Principles x 7	Targeted engagement x 2	Upfront notification and face-to-face engagement with locals before too much progress is made
		Direct consultation
	Increase transparency to rebuild trust x 2	Increase Council transparency. The trust which should exist between Council and its community has been seriously diminished in the past few years, and it will require a very effective community engagement program to rebuild it.
		LISTENING TO THE COMMUNITY

		Rebuilding the trust of the community	
	Ongoing feedback x 2	Ongoing Feedback Seek to understand that engagement is working and understood by the community through survey and open result publication	
	Diversify methods	Willoughby Council has a large and diverse community, so I think multiple engagement strategies are needed, including online and in-person opportunities.	
	Make it easier to participate in consultation e.g., website	Making it easier to access and respond to information. The current website is not easy to use, and information presented for consultation e.g. proposed DCP/LEP is very hard for a layperson to understand and comment on.	
	Inform	Making sure residents know that a topic is open for consultation	
Who to consult? X 6	Engage elderly x 2	Elderly friendly access and engagement. Council appears to focus its efforts on youth and young families. It leaves the older generation behind, as if they have no say In Going forward.	
		Getting younger members of the community engaged more in our future direction Young people, and getting them involved in decision making	
	Engage all in community	when planning any change to engage the wider community, not only certain groups	
	Those affected	Where residents are directly affected at their residences, like footpaths, local Bushcare	
Increase communication around particular projects, programs, or policies	Sustainability x 5	Climate change and Sustainability awareness Sustainability projects Sustainability The environment, sustainability and reuse/repurpose/recycling, complimentary buses around town like the scrapped loop bus. One of the reasons it failed was the lack of information, encouragement and promotion regarding the service, including during covid. I assume you mean the issues rather than the channels? Sustainability and environmental initiatives to minimise waste, carbon outputs, urban heat and protect our precious bushland / wildlife. Also how to protect the heritage of our built environment so that historic high street shops, homes, gardens, green space and sunshine are not bulldozed for bland new developments that erase our heritage in the quest for more housing. We must preserve our bushland, federation and mid century features that give our suburb a unique, desirable character! And superior liveability!!	
		Traffic and parking x 3	Traffic monitoring for good flow of traffic at peak times, especially around schools, ease of carparking with adequate parking and pedestrian safety. Clean streets and good pedestrian footpaths. Development and traffic issues Focus MORE on essential things like roads, parking, tree removal policies and the like. Focus LESS on puffery events and wanky, amateurish community engagement exercises and get on with your REAL jobs.
		Other	Allow the community to provide their vision of what is needed in their respective precinct

		Improved sport areas and parks. Waste management. Beautification of the area. Control of development, Protection of heritage properties.
		Ask residents about developments
Out of scope		Real lack of a true farmers market in this part of the city.
		Make the council area very liveable. Town or terrace housing should be encouraged but should not stray from the major routes through the city. The side streets should be single-dwelling housing or careful placement of dual occupancy houses.
		making current facilities useable and useful and child friendly
		Lowering rates and spending less money. The Council is getting involved in too many matters that don't concern it.

Q5 If there was one thing you would want the Council to do to make it easier to have your say, what would it be? (Open response) (95 responses)

When asked to identify opportunities to better Council engagement processes, participants suggested a range of Council communication, consultation, and reporting improvements. Commonly, transparency was identified as important in Council communication and reporting. Community members commented that improvements could be made by increasing and diversifying communication channels as well as public-facing reporting.

Participants requested to be informed frequently and continuously throughout a project, program or policy’s development. Some suggested a reassessment of scoping of stakeholders, to ensure those that are impacted by the project are informed. Others suggested that a project should have a clear line of contact for community members (a number of intercept survey participants emphasised the importance of implementing this action for streetscape management issues).

When discussing consultation methods, email was commonly mentioned by participants, suggesting that survey links could be included within the body of the email.

Important to participants was being heard. It was felt this could be achieved through public-facing reporting and efficiency in responding to community emails –a consistent complaint from participants.

Consultation data

Themed comment

In response to question 5, a total of 53 comments were made. The following table itemises each comment themed by sentiment.

	Theme	Comment
Improved communication	Transparency x 4	Allow the Have Your Say comments to be visible to all. There is widespread mistrust of this mechanism, and the way comments appear to have been selectively reported.
		Be more transparent about issues under consideration and advise the community ahead of decision-making.
		Upfront consultation and demonstrated listening to views. To date “consultation” has been a tick the box activity in many cases
		Transparency
	Inform those affected – increase scope of those affected x 4	Email on issues connected to our specific location. Not only DA notices but any traffic, parks, development plans and changes
		Interact with us before making major decisions that affect us so close to our homes
		I think Council needs to proactively alert the community to issues occurring in our neighbourhood that would be of interest to local residents. For example, the historic home on Centennial Ave, Chatswood opposite the primary school has been left neglected for years, and there is now a DA. I had to go searching myself to discover this. Many of us in the local area are interested in this old home, but all of the approvals have already happened (and all the trees have been lost).

		Publicise the opportunity more! I feel like much of the time I found out about things by chance. For example, I only found out about the Rohan Street crossing upgrade because I happened to be on the council website for another reason. Had this reason not existed I wouldn't have known something was planned until the construction crews showed up.
	Frequency x 3	Better and more frequent communications More open information and discussion of projects As much interaction as possible without bogging Council down.
	Clear x 2	Clear and concise information available where I need it Invite feedback and comments.
	Clear line of contact x 2	Define clear areas of contact and personnel for what topics. I hope that the problem can be solved quickly and easily whether by phone or email or face to face. Because sometimes it is always difficult to find a helper to solve a problem. Thank you
	Timely	Keeping residents informed promptly
	Simple	Simpler comms
	Visible	Never seen any people from Council around. People in the area inform us, perhaps on a monthly basis.
	Ongoing	Keep me informed
	Identify scope of a project	Clear communication on the capacity of Council promises to deliver (what is in and out of their control)
	More channels	Provide more channels for the community to communicate with Council
	Accessible information	While you can share information through multiple channels (including social media) today it is important all the initiatives and related information are made available in the Council website in a location where it can be easily seen and accessible.
Communication methods	Email x 4 include survey links	Email surveys plus feedback on survey results
		Retailers getting involved in Council events Email and flyer
		Consistent sending of information in a simple format such as email blasts with links to relevant information, so I can engage when I believe I could add value.
	Newsletters and e-newsletters	Newsletters in mailboxes or emails
	Social media	Find ways to inform me while I'm scrolling social media
Community notice board	An online community noticeboard that shows what is being considered, what has been raised.	
Consultation	Increase online consultation x 2	Get ratepayers to tell the Council what they really need - not what they or the Council think they might like. Maybe online opportunity
	Improved surveys x 3 visual and more	Better surveys on Have Your Say. Sometimes a yes/ no choice is not good enough. There is a need to be able to say yes if 'this and this' also happens
		Simpler communication of items for comment utilising photos and symbols so I can easily and quickly identify if the proposal is something I want to comment on. Perhaps categorise proposals using colour coding and symbols. Location categorisation could also be extremely helpful
		More surveys like this are helpful and inclusive
Advocacy x 2	Individual discussion groups for each area of interest e.g. traffic / parking / noise pollution, vigilantly safety groups for school kids etc, environmental issues group	

		Reinstitute the Advisory Committees
	Focus group	Hold issue specific small group sessions with a key person at council - someone with responsibility to make sure our concerns and suggestions are taken forward, not just a box that is ticked off.
Report	Public reporting x 3	Feedback on comments made and outcome of review through emails with links.
		Email surveys plus feedback on survey results
		Publish a list of suggestions put forward and have a facility to agree or disagree with each
	Integrate Facebook comments into reports	Don't make me go through a separate website link and fill out a long survey. Just read my comments to your posts on Facebook.
	Respond to Community emails x 3	Listen to community feedback and respond in a genuine, effective way. We have contacted WCC again and again about certain issues and received a perfunctory response or brush off. Our representations, supported by our Councillors, have been ignored by Council staff.
		Reply to emails (Participant had sent for but hasn't heard back once. Needs council to speak to help address local concerns.
Be helpful with freedom of information requests, rather than ignore them.		
Respond to Community phone calls	Accept phone calls from your citizens that pay rates.	
What's working?		Have your say emails work well
Irrelevant		Social gatherings for local residents
		Get on with better doing your actual jobs, then it will be easier by definition.
		Park in my street needs ongoing maintenance" (i.e lawn mowing)
		Managing Stall holders better
		Green areas

Q8 Would you like to make a greater contribution, than you currently do, into Council decisions, before these decisions are made? (Select 1) (88 responses)

The vast majority of participants (80%) wanted to make a greater contribution to Council decisions.

Those that were younger (under 36 years of age) showed a strong desire to make a greater contribution to Council's decision-making, 74% compared to those that were 55 years of age (20% or 6/30 responses).

Participants with disability or those that were caring for someone with disability (3 responses) all wanted to make a greater contribution to Council's decision-making. While the majority of those that speak another language at home (15 responses) indicated they'd like to make a greater contribution to Council's decision-making process.

Other comments made

As part of this engagement process, participants were asked to provide free text comments, which were not linked to survey responses. These comments are listed below:

Comment
Reinstate the Advisory Committees from the previous Council term asap. What is the problem with them? Why is the community excluded from the CEOs pre-briefings for Councillors before each General Meeting? Surely these are a part of the Meeting?
There is a huge need for this council to listen to what local residents and businesses want. Just look at the history of Councils refusal to listen re Artarmon bowling club, Wilkes Ave development, Artarmon local centre development. Local opinions were ignored in each of these cases.
The Council works for us. Not developers
Just listen, learn and act accordingly.
Thanks for the opportunity to keep abreast and have input at the planning stages
Would appreciate more public activity profiles by councillors. Unless they have a social media profile we don't hear or see what they're doing.
If there is to be a genuine attempt to really engage with the community to assist council with decision making then a more thorough deep dive is required to learn what the majority want, not just the vocal minority
Stop wasting our money on fripperies.
Too much so-called 'community engagement' is meaningless PR verbage. It is going through the motions without any real intention to listen. Would any amount of negative feedback stop more soulless high rise development in Chatswood? Of course not!
Yes, I have sent Council letters occasionally, or made a call requesting some work on the nearby parklands near our home. I almost never receive any kind of follow up communication regarding my letter or call. Council needs to do a better job of "closing the loop" even if there is no change.
Yes. Follow up on the queries that are asked.
Not say yes, and do nothing.
I would love the opportunity to share my input with the council more often but without actively searching for what's happening I don't find out what I can have my input on.
There is an app called snap send solve that is very useful for sending immediate feedback on problems encountered. It might be worthwhile for Council to subscribe to this service
Resume the loop service when more covid-free. Usage at certain times of the day was well utilised prior to Covid. If a survey is conducted for useful times of usage, better information and promotion drive, there may be better response. Notably a lot of locals don't know or ever heard of the services when it was operating. No posters, no signs, no reminders and encouragement to use them.

More free and discounted transportation, dining, cultural and social activities for the seniors and the disabled
Most important is that council is here to represent needs and concerns of residents, not override them based on other agendas. Engagement should be an effective, actionable consultative process, not tokenistic ie. genuinely integrate resident opinions into council actions. Pay special attention to long term residents who truly understand and are committed to the wellbeing of their neighbourhoods. Also, I appreciate the intention of the open session at The Concourse but this was not a very effective forum. Great to meet staff, but too many issues on the table at once and without any context to direct feedback. It was hard to gather thoughts and awkward to condense them into one liners on the sheets provided. Seems like a very surface form of engagement. Break into separate topic sessions with an intro by the responsible council staff and Q& A opportunity.
Council's website is difficult to navigate - the Council minutes are hard to access - Have your Say is difficult to find unless you search outside of Council's website - the information on permits for tree removals is slow to find its way online which impedes comments - put news on the front page of the Council website so that the casual user can see what is happening in the area.
"I want to be informed I don't care about having my say"
Don't really get involved, unless it directly affects you and where you reside
Contacting has been poor
"Only when I need something, I'll search the website"
"signs I see them around"
"I'm underage but I think it would be great to have a say when I get older"
"received an email about this intercept survey"
"throw flyers away, don't really read them"
"I have two grown-up kids, the future is important"
Prefer traditional media to get information
"Does Council have a website?"
Council newsletter in letter box
Don't really read the local newspaper
"Facebook is a good source of information"
"supportive community in Lane Cove" "Can't find events on WCC Website"
"more interested in finding out what is happening, social media is the best platform"
"I'm a parent so I'm interested in parks"

Location of participants

Participants were asked to describe their relationship to Willoughby Local Government Area (LGA). 82% live in the LGA with the remaining 17% living outside the LGA.

Of those that stated they live in the LGA; 28% were from Chatswood, 20% from Northbridge, with other suburbs including St Leonards, Middle Cove, Castle Cove, Naremburn, Lane Cove North, Willoughby East, Willoughby West, Chatswood West and Roseville making up the remainder of participants.

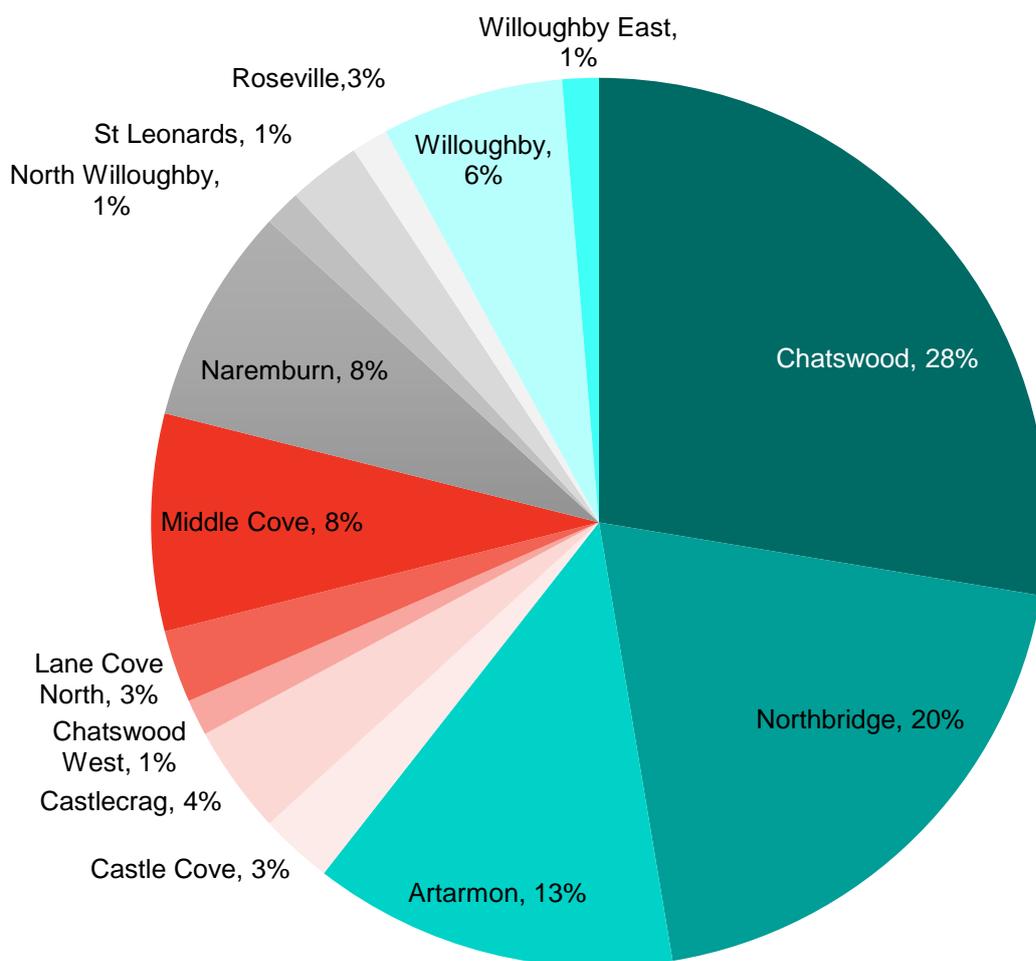


Figure 6 Residential suburb of participants residing within the LGA

Attachment A – Intercept survey qualitative data

Overview

Date: 9am-1:30pm, 18 October 2022

Attendance: Justine Simpson (JOC Consulting) and Jude De Guzman (JOC Consulting)

Location: Chatswood Mall and Sailors Bay Road, Northbridge

Data collection: All data was collected on printed A4 surveys and was entered into Willoughby's online survey. In each instance, the comment section of the online survey was used to note the source and location of the survey.

Purpose: The purpose of this consultation is to inform the refresh of Willoughby's Engagement Strategy.

Summary

The following qualitative key insights were collected by JOC Staff:

- 49 surveys were collected in a 4 hour period across Chatswood Mall and Sailors Bay Road, Northbridge.
- Despite significantly less foot traffic in Northbridge, 65% of the intercepted community participated in the survey, compared with 45% in Chatswood. Of Chatswood's community that declined to participate in the survey, 30% stated they were from Willoughby with limited ties to the area. A further 10% had limited English.
- Participants in Northbridge appreciated the intercept survey, and felt it reflected Council's desire to ask community opinions.
- Participants commonly cared about the environment and traffic and parking issues.
- When asked how you would like to be informed, the most common response was via email. With quite a few participants attesting to receiving Council's Have Your Say (HYS). Interestingly, of those who hadn't heard about HYS, they asked how to subscribe.
- Overall, participants preferred method of consultation was a short survey email or face-to-face consultation.
- Commonly, older participants preferred face-to-face consultation, a visual presence of Council through intercept surveys, physical pop-ups or at events. Younger participants preferred social media communication such as Instagram and Facebook. Both appreciated email.
- Those who wanted to make a greater contribution often expressed this in relation to matters that affected them.
- Many participants mentioned time as a common barrier to participation.

Qualitative data

The following is qualitative data that was collected in conversation whilst surveying the communities of Chatswood and Northbridge. All data and quotes were hand written on survey forms, a summary of these conversations is included below.

Barrier to participation

- Time x 3

Reflection on Council communication

- Three participants mentioned that they don't read Council's flyers or newsletters in their letterbox. Instead, they throw them away.
- A few participants noted that the Willoughby website is difficult to navigate, especially the DA tracker.
- One participant attested to getting "lots of communication from the Northbridge progress association".
- One participant reflected on his desire for a clear communication around Council's capacity to deliver on land use planning and projects. Asking for a list of what is in Council's control and what is outside of it.

Reflection on Council consultation method

- A few participants attested to not answering the phone or declining phone call surveys because of the rate of suspicious calls.
- When asked about preferred methods of participation, two respondents felt that online surveys tended to be biased in their line of questioning.
- Three participants attested to sending emails to Council highlighting local matters and not receiving feedback.
- Some participants commented that webinars and workshops were too long, and required too much commitment. Only if the matter was of particular interest to them would they attend.

Community ideas for additional consultation methods

- An intercept survey for park design "Why can't someone come up and ask me?".
- A monthly 'chat' in a café with community. It was felt that this is reflective of a genuine desire for Council to collect community opinion.
- A weekly development application newsletter that provides updates on the latest developments.
- A community notice board in high-traffic areas.
- A few participants in Northbridge commented on local maintenance issues that were repeatedly not addressed and communicated the desire for a direct contact at Council to address local concerns. e.g. mowing of a park

Participants identified case studies

- Lane Cove has a great facebook for events, WCC does not "Have better social media, ask LCC how to engage"
- Sharing the Woollahra app a participant commented that this "app is good".

Observations

- Shirts helped to identify the purpose of our survey -setting JOC Staff apart from charity organisations.
- Participants with children have a greater care for open space.

Other

- Stall holders at Chatswood Mall were praising the communication of the Council's events team.

Intercept survey photographs



Figure 1 - JOC Staff in front of Northbridge Shopping Centre on Sailors Bay Road



Figure 2 - JOC Staff surveying Northbridge Community



Figure 3 - JOC Staff at Chatswood Mall surveying community

COMMUNITY ENGAGEMENT STRATEGY INDICATIVE IMPLEMENTATION PLAN ¹

Name	What	Implementation timeframe
<i>ALREADY IN PLACE</i>		
Have Your Say newsletter	Monthly newsletter to all Have Your Say subscribers	In place
Street stall	Branded street stall to support engagement activity in town centres	Purchased and created August 2022
<i>PROPOSED</i>		
Approval to exhibit draft strategy	Council meeting to approve draft strategy for public exhibition	December 2022
Exhibition of draft strategy	Strategy placed on Have Your Say for feedback for 28 days Concurrently, conduct preliminary feedback on what matters community members want addressed in a reviewed Community Participation Plan for planning and development matters	February-April 2023
Adoption of draft strategy	Council meeting to consider feedback and adopt an amended strategy	May 2023
Hard-to-reach toolkit	Development of internal staff toolkit on reaching hard-to-reach groups	June 2023
Have Your Say portal update	Complete review of Have Your Say portal after considering strategy	June 2023
Staff training	Train staff so they understand and support strategy and can plan for 2023/24 budgetary process	August-November 2023
Submission and comments protocol	Define how the Council accepts and publishes feedback received during the engagement process, including examining and reviewing appropriate record-keeping and privacy obligations in relation to this process	Draft ready by July 2023 Exhibited August 2023 Endorsed November 2023
Notification protocol	Develop protocol for notification zones and methods	September 2023

¹ Implementation will be subject to the usual budgetary process, which has yet to be confirmed

Name	What	Implementation timeframe
Exhibit reviewed Community Participation Plan	Exhibit reviewed Community Participation Plan	Exhibit August 2023 Finalise December 2023
Translated letters	Create letter template containing translation service information for general engagement matters	September 2023
Establish panel of experts and service providers	Create panel of service providers and experts who are able to assist staff with tasks such as engagement planning, engagement outcomes analysis and engagement outreach	October 2023
Development of standard external signage solution	Create a common approach for external signage, including QR codes	November 2023
Budget process	Consider strategy in the budget development process for individual projects	Annual process
Community noticeboard review	Assess our community noticeboard network, including review how marketing and engagement material is integrated into the network	December 2023- April 2024
Liaison toolkit	Explains how the Council staff will liaise with participants and project followers, including post engagement	January 2024
Marketing plan for Have Your Say registrations	Undertaking marketing plan to promote Have Your Say registrations	February 2024
Prizes and incentives protocol	Development of protocol to give the use of prizes and incentives in the engagement process	March 2024
Further staff training	Additional staff training	February-April 2024
Full Community Engagement Strategy implementation	Implement entire strategy	July 2024

CUSTOMER & CORPORATE DIRECTORATE

**12.5 OUTCOME OF PUBLIC EXHIBITION AND ADOPTION OF POLICY AND
TERMS OF REFERENCE FOR ADVISORY COMMITTEES**

DRAFT ADVISORY COMMITTEES POLICY



DRAFT ADVISORY COMMITTEES POLICY 2022

Date Adopted / Approved	<Add approval date & the relevant approval authority, i.e. ELT, Director>
Next Review Date	[DD/MM/YYYY]
Version	1
Responsible Position	Governance, Risk and Compliance Manager
Administration Reference	<Add the relevant ECM reference number, owner, subject, Pulse CSR details>

1. PURPOSE

To provide guidance on the operation of Advisory Committees who assist the delivery of Council's strategic priorities.

2. COMMUNITY STRATEGIC PLAN OUTCOME

Our Future Willoughby 2032 identified five city outcomes guiding our community's future direction and aspiration, along with 33 community priorities.

The following two priorities are applicable to A CITY THAT IS EFFECTIVE AND ACCOUNTABLE.

5.5 – MAKE IT EASY FOR CITIZENS TO ENGAGE AND PARTICIPATE IN DECISION MAKING

3. APPLICATION

This policy applies to all Council staff, Councillors and Advisory Committees.

4. POLICY PRINCIPLES

Advisory Committees play a role in the advancing key aspirations of the community through achieving Council's strategic priorities and monitoring their implementation.

Advisory Committees assist Council to achieve strategic priorities through the provision of local knowledge and technical advice.

Advisory Committees assist Council to raise awareness and promote behaviour change within the community.

Advisory Committees contribute to Council's strategic objectives through the provision of information and advice that Council may take into consideration in its decision making processes.

5. POLICY STATEMENT

Council is committed to complementing the skills and knowledge of staff, Councillors and consultants through Advisory Committees by seeking community input to assist the development and delivery of Council's strategic priorities.

6. RESPONSIBLE OFFICER

The Governance, Risk and Compliance Manager is the responsible officer for this policy.

7. MONITORING AND REVIEWS

The Governance, Risk and Compliance Manager is responsible for:

- providing advice in relation to the application of this policy
- maintaining, monitoring, reviewing and suggesting improvements to the policy.

The policy will be reviewed as required, or at a minimum with each new term of Council.

8. SUPPORTING INFORMATION

In order to guide the operation of Advisory Committees or associated Working Parties Model Terms of Reference have been developed and are contained in Attachment 1.

Related policies and other documents

- Our Future Willoughby 2032⁴ – Community Strategic Plan
- Delivery Program 2022-2026

Document History

- Date adopted
- Date amended
- Date ratified

DRAFT

Attachment 1

Model Terms of Reference for Advisory Committees

1. XXXX Advisory Committee

2. Purpose

2.1 Advisory Committees are created for the sole purpose of providing advice on the development and implementation of strategic priorities of Council in a manner that complements staff, consultants and Councillor competencies.

2.2 This Committee will assist Council in achieving **insert theme** through:

2.2.1 Providing advice on strategic **insert theme** issues and policy development

2.2.2 Providing assistance to support the implementation of key projects and initiatives

2.2.3 Working with stakeholders to raise awareness and promote behaviour change within the community on **insert theme**.

Subjects In Scope: **insert**

Key Strategies: **insert**

Subjects Out of Scope: **insert**

The Committees will need to agree to their priority focus and work plans, aligned to the Operational Plan.

2.3 These Committees are not to focus on specific projects, sites, place based issues, operational issues or be management committees. These types of issues are managed by staff and will incorporate specific community engagement activities / avenues for the community to participate in and inform the process.

2.4 The Advisory Committees will be successful if they:

- Focus on strategic initiatives that support the delivery or review of the identified strategic priorities including increased community uptake of relevant initiatives
- Are active and productive
- Are where members collaborate
- Promote self-initiative, resilience and empowerment of both members and the broader community
- Are representative of the community and community interests.

3. Alignment to the Community Strategic Plan

3.1 The **insert name** Advisory Committee assists Council to achieve the following Community Strategic Plan objectives:

- **Insert Outcome and Priorities**

4. Alignment to the Delivery Program

4.1 The **insert name** Advisory Committee assists Council to achieve the following Delivery Program initiatives:

- **Insert initiative**

5. Chairperson

- 5.1 A community member is the Chairperson of the **insert name** Advisory Committee.
- 5.2 In the absence of the Chair, another community member selected by the Committee will perform the role of Chairperson.

6. Secretary

- 6.1 Council will provide a staff member to make room bookings, send invitations, prepare and distribute the agenda and minutes and provide the report to Council.

7. Membership

- 7.1 A minimum of six and maximum of ~~ten~~ 12 community representatives to be appointed to the committee. It is anticipated that the majority of Advisory Committee members will be local residents.
- 7.2 Community representatives are required to have skills and knowledge and / or community experience relevant to the purpose of the Advisory Committee, including:
 - a. Please specify
 - b. Please specify
 - c. Please specify
- 7.3 To ensure a broad representation, all members are limited to holding a maximum of two concurrent memberships to Council Advisory Committees.
- 7.4 Willoughby City Council Councillors can attend any Advisory Committee as observers.
- 7.5 Willoughby City Council staff are excluded from membership.
- 7.6 There is no payment for membership.

8. Council Officers

- 8.1 A Governance officer and staff as approved by the Chief Executive Officer will attend meetings of the Advisory Committee, as required.

9. Meeting frequency and notice

- 9.1 Meetings will be held a minimum of two and maximum of four occasions per year.
- 9.2 All meetings will be conducted in Council owned facilities or via video conferencing.
- 9.3 Notice of meetings will be provided at a minimum of one week prior to the meeting.
- 9.4 At the inaugural meeting of the Advisory Committee, the Committee will determine their operating arrangements, including methods of communication, frequency of meetings, tenure and other considerations relevant to achieving their objectives. Staff will also induct them into their roles and obligations and conduct the process of selecting the Chair.

10. Attendance

- 10.1 If a member is absent for three consecutive meetings their position will be declared vacant.

11. Quorum

- 11.1 A quorum of the committee is 50% of its ordinary membership plus one.

12. Responsibilities of Members

- 12.1 All committee members are expected to abide by *Willoughby City Council's Code of Conduct 2020*.
- 12.2 Members are required to declare any conflicts of interest in accordance with *Willoughby City Council's Code of Conduct 2020*.
- 12.3 Members will be expected to work collaboratively with other committee members and contribute to the discussion of agenda items.
- 12.4 Members will be required to be inducted into their roles and obligations by staff and may be required to undertake training relevant to the purpose of the committee.
- 12.5 Members do not have decision making authority, nor can they direct staff. Any recommendations from the Committee will be reported to Council for consideration.

13. Minutes

- 13.1 Minutes of the meeting shall report on the outcome of discussions in regards to agenda items, this will include details of any action or recommendation of the committee and will be reported to Council at the next available meeting.

14. Procedural Matters

- 14.1 The ruling of the Chairperson is final in regards to all procedural matters.

15. Term of Membership

- 15.1 Community representatives will be appointed by Council.
- 15.2 All members will be limited to serving for two terms on any committee.
- 15.3 All committee members will cease at the commencement of the caretaker period associated with Local Government Elections.

16. Vacancies

- 16.1 Members wishing to resign from the committee are requested to do so in writing.
- 16.2 Council will undertake an expression of interest to establish Advisory Committees; vacancies will be filled from respondents to this process.
- 16.3 Vacancies may not be filled in the final 12 months of the Council term; they will not be filled in the final six months.

17. Term of the Committee

- 17.1 All Advisory Committees will be disbanded prior to the commencement of the caretaker period preceding the Local Government Election.
- 17.2 Should the purpose of the committee be achieved prior to this time, the committee will be disbanded.

18. Working parties

18.1 Working parties may be established to assist the Committee in working through specific issues.

18.2 Working parties will be open to community members with a specific interest and/or expertise in the subject matter relevant to the working party.

18.3 A member of the Advisory Committee must Chair each working party, as selected by the Advisory Committee.

18.4 Working parties will need to be resourced by the Committee (e.g. meeting arrangements, minutes), and will be provided a space in a Council facility or access to video conferencing to meet.

18.5 Working parties Terms of Reference need to be approved by Council prior to establishment, template attached.

19. Terms of Reference

19.1 Terms of Reference of the Advisory Committee must be adopted by Council.

19.2 These Terms of Reference may only be amended by a resolution of Council.

ENDS.

DRAFT TERMS OF REFERENCE **FOR OPTION 2****Sustainability and Environment Advisory Committee****Terms of Reference****1. Sustainability and Environment Advisory Committee****2. Purpose**

2.1 Advisory Committees are created for the sole purpose of providing advice on the development and implementation of strategic priorities of Council in a manner that complements staff, consultants and Councillor competencies.

2.2 This Committee will assist Council in achieving Our Green City Plan 2028 to promote sustainability and good environmental practices through:

- Providing advice on strategic environmental issues and policy development
- Providing assistance to support the implementation of key projects and initiatives
- Working with stakeholders to raise awareness and promote behaviour change within the community on sustainability, climate change or environmental issues within the community.

Subjects In Scope: Sustainability and climate change, biodiversity and bushland, green power.

Key strategies: Our Green City Plan and subplans.

Subjects Out of Scope: Operational matters and revisiting projects adopted by Council.

The Committees will need to agree to their priority focus and work plans, aligned to the Operational Plan.

2.3 These Committees are not to focus on specific projects, sites, place based issues, operational issues or be management committees. These types of issues are managed by staff and will incorporate specific community engagement activities / avenues for the community to participate in and inform the process.

2.4 The Advisory Committees will be successful if they:

- Focus on strategic initiatives that support the delivery or review of the identified strategic priorities including increased community uptake of relevant initiatives
- Are active and productive
- Are where members collaborate
- Promote self-initiative, resilience and empowerment of both members and the broader community
- Are representative of the community and community interests.

3. Alignment to the Community Strategic Plan

3.1 The Sustainability and Environment Advisory Committee assists Council to achieve the following Community Strategic Plan objectives:

Outcome 1: A City that is green

- Priority 1.1: Create and enhance green spaces, urban tree canopy and greening
- Priority 1.2: Promote sustainable lifestyle and practices
- Priority 1.3: Enhance, protect and respect waterways, bushland, wildlife and ecological systems
- Priority 1.4: Reduce use of energy, water and natural resources and maximise reuse of waste
- Priority 1.5: Reduce carbon and greenhouse gas emissions.

4. Alignment to the Delivery Program

4.1 The Sustainability and Environment Advisory Committee assists Council to achieve the following Delivery Program initiatives:

- Monitor the increase in sustainable behaviours through the Live Well in Willoughby program
- Implement Our Green City Plan 2028
- Implement the Resilient Willoughby Strategy and Action Plan 2021

5. Chairperson

5.1 A community member is the Chairperson of Sustainability and Environment Advisory Committee.

5.2 In the absence of the Chair, another community member selected by the Committee will perform the role of Chairperson.

6. Secretary

6.1 Council will provide a staff member to make room bookings, send invitations, prepare and distribute the agenda and minutes and provide the report to Council.

7. Membership

7.1 A minimum of six and maximum of ~~ten~~12 community representatives to be appointed to the committee. It is anticipated that the majority of Advisory Committee members will be local residents. If there are significantly more membership requests through the Expression of Interest process, this is a matter for Council to determine.

7.2 Community representatives are required to have skills and knowledge and / or community experience relevant to the purpose of the Advisory Committee, including:

- Qualifications or demonstrated experience in one of the following areas: Environment, Sustainability, Climate Change
- Ability to create or have existing connections with community groups, organisations or stakeholders within the Willoughby local government area.

- 7.3 To ensure a broad representation, all members are limited to holding a maximum of two concurrent memberships to Council Advisory Committees.
- 7.4 Willoughby City Council Councillors can attend any Advisory Committee as observers.
- 7.5 Willoughby City Council staff are excluded from membership.
- 7.6 There is no payment for membership.

8. Council Officers

- 8.1 A Governance officer and staff as approved by the Chief Executive Officer will attend meetings of the Advisory Committee, as required.

9. Meeting frequency and notice

- 9.1 Meetings ~~will~~ shall be held a minimum of two and maximum of four occasions per year. Additional working party meetings can be held, as outlined in section 18, as can email dialogue between meetings.

~~9.1~~

- 9.2 All meetings will be conducted in Council owned facilities or via video conferencing.
- 9.3 Notice of meetings will be provided at a minimum of one week prior to the meeting.
- 9.4 At the inaugural meeting of the Advisory Committee, the Committee will determine their operating arrangements, including methods of communication, frequency of meetings, tenure and other considerations relevant to achieving their objectives. Staff will also induct them into their roles and obligations and conduct the process of selecting the Chair.

10. Attendance

- 10.1 If a member is absent for three consecutive meetings their position will be declared vacant.

11. Quorum

- 11.1 A quorum of the committee is 50% of its ordinary membership plus one.

12. Responsibilities of Members

- 12.1 All committee members are expected to abide by *Willoughby City Council's Code of Conduct 2020*.
- 12.2 Members are required to declare any conflicts of interest in accordance with *Willoughby City Council's Code of Conduct 2020*.
- 12.3 Members will be expected to work collaboratively with other committee members and contribute to the discussion of agenda items.

- 12.4 Members will be required to be inducted into their roles and obligations by staff and may be required to undertake training relevant to the purpose of the committee.
- 12.5 Members do not have decision making authority, nor can they direct staff. Any recommendations from the Committee will be reported to Council for consideration.

13. Minutes

- 13.1 Minutes of the meeting shall report on the outcome of discussions in regards to agenda items, this will include details of any action or recommendation of the committee and will be reported to Council at the next available meeting.

14. Procedural Matters

- 14.1 The ruling of the Chairperson is final in regards to all procedural matters.

15. Term of Membership

- 15.1 Community representatives will be appointed by Council.
- 15.2 All members will be limited to serving for two terms on any committee.
- 15.3 All committee members will cease at the commencement of the caretaker period associated with Local Government Elections.

16. Vacancies

- 16.1 Members wishing to resign from the committee are requested to do so in writing.
- 16.2 Council will undertake an expression of interest to establish Advisory Committees; vacancies will be filled from respondents to this process.
- 16.3 Vacancies may not be filled in the final 12 months of the Council term; they will not be filled in the final six months.

17. Term of the Committee

- 17.1 All Advisory Committees will be disbanded prior to the commencement of the caretaker period preceding the Local Government Election.
- 17.2 Should the purpose of the committee be achieved prior to this time, the committee will be disbanded.

18. Working parties

18.1 Working parties may be established to assist the Committee in working through specific issues.

18.2 Working parties will be open to community members with a specific interest and/or expertise in the subject matter relevant to the working party.

18.4

18.218.3 A member of the Advisory Committee must Chair each working party, as selected by the Advisory Committee.

18.318.4 Working parties will need to be resourced by the Committee (e.g. meeting arrangements, minutes), and will be provided a space in a Council facility or access to video conferencing to meet.

18.418.5 Working parties Terms of Reference need to be approved by Council prior to establishment, template attached.

19. Terms of Reference

19.1 Terms of Reference of the Advisory Committee must be adopted by Council.

19.2 These Terms of Reference may only be amended by a resolution of Council.

Date Adopted / Approved	<Add approval date & the relevant approval authority, i.e. ELT, Director>
Next Review Date	[DD/MM/YYYY]
Version	1
Responsible Position	Governance, Risk and Compliance Manager
Administration Reference	<Add the relevant ECM reference number, owner, subject, Pulse CSR details>

ENDS.

Community, Culture and Heritage Advisory Committee



Terms of Reference

1. Community, Culture and Heritage Advisory Committee

2. Purpose

- 2.1 Advisory Committees are created for the sole purpose of providing advice on the development and implementation of strategic priorities of Council in a manner that complements staff, consultants and Councillor competencies.
- 2.2 This Committee will assist Council in achieving the development and implementation of various Council strategies and policies that support community connection to and celebration of the City and local communities through:
- Providing advice on strategic issues and policy development focused on improving the quality of life of the community
 - Providing assistance to support the development and implementation of key projects and initiatives
 - Working with stakeholders to raise awareness and promote behaviour change within the community.

Subjects In Scope: Resilience; arts and culture; open space; heritage.

Key strategies: Open Space strategies; Resilience Strategy (Resilient people sections); Heritage.

Subjects Out of Scope: Operational matters and revisiting projects adopted by Council.

The Committees will need to agree to their priority focus and work plans, aligned to the Operational Plan.

- 2.3 These Committees are not to focus on specific projects, sites, place based issues, operational issues or be management committees. These types of issues are managed by staff and will incorporate specific community engagement activities / avenues for the community to participate in and inform the process.
- 2.4 The Advisory Committees will be successful if they:
- Focus on strategic initiatives that support the delivery or review of the identified strategic priorities including increased community uptake of relevant initiatives
 - Are active and productive
 - Are where members collaborate
 - Promote self-initiative, resilience and empowerment of both members and the broader community
 - Are representative of the community and community interests.

3. Alignment to the Community Strategic Plan

3.1 The Community, Culture and Heritage Advisory Committee assists Council to achieve the following Community Strategic Plan objectives:

Outcome 2: A City that is connected, inclusive and resilient

- Priority 2.2 Respect and celebrate our indigenous and non-indigenous history and heritage
- Priority 2.3 Celebrate and encourage our diversity
- Priority 2.8 Increase community resilience to shocks and stresses.

Outcome 3: A City that is liveable

- Priority 3.1 Foster feelings of inclusion, safety and cleanliness
- Priority 3.6 Activate local spaces in creative ways.

4. Alignment to the Delivery Program

4.1 The Community, Culture and Heritage Advisory Committee assists Council to achieve the following Delivery Program initiatives:

- Adopt an Indigenous Strategy and Reconciliation Action Plan by June 2023
- Implement neighbour connection initiatives including Neighbour Day, programs at the Dougherty Community Centre, Willoughby Park Centre, MOSAIC and volunteer programs
- Continue to implement the Resilient Willoughby Strategy and Action Plan 2021
- Promote the Red Cross 'Be Prepared' app for personal emergency planning
- Complete the Open Space and Recreation Study by June 2023
- Continue to activate the CBD and extend to local centres.

5. Chairperson

5.1 A community member is the Chairperson of Community, Culture and Heritage Advisory Committee.

5.2 In the absence of the Chair, another community member selected by the Committee will perform the role of Chairperson.

6. Secretary

6.1 Council will provide a staff member to make room bookings, send invitations, prepare and distribute the agenda and minutes and provide the report to Council.

7. Membership

7.1 A minimum of six and maximum of ~~ten~~ 12 community representatives to be appointed to the committee. It is anticipated that the majority of Advisory Committee members will be local residents. If there are significantly more membership requests through the Expression of Interest process, this is a matter for Council to determine.

7.2 Community representatives are required to have skills and knowledge and / or community experience relevant to the purpose of the Advisory Committee, including:

- Qualifications or demonstrated experience in one of the following areas: Community development or services, resilience, arts and culture or heritage
- Ability to create or have existing connections with community groups, organisations or stakeholders within the Willoughby local government area.

7.3 To ensure a broad representation, all members are limited to holding a maximum of two concurrent memberships to Council Advisory Committees.

7.4 Willoughby City Council Councillors can attend any Advisory Committee as observers.

7.5 Willoughby City Council staff are excluded from membership.

7.6 There is no payment for membership.

8. Council Officers

8.1 A Governance officer and staff as approved by the Chief Executive Officer will attend meetings of the Advisory Committee, as required.

9. Meeting frequency and notice

9.1 Meetings ~~will~~shall be held a minimum of two and maximum of four occasions per year. Additional working party meetings can be held, as outlined in section 18, as can email dialogue between meetings.

9.2 All meetings will be conducted in Council owned facilities or via video conferencing.

9.3 Notice of meetings will be provided at a minimum of one week prior to the meeting.

9.4 At the inaugural meeting of the Advisory Committee, the Committee will determine their operating arrangements, including methods of communication, frequency of meetings, tenure and other considerations relevant to achieving their objectives. Staff will also induct them into their roles and obligations and conduct the process of selecting the Chair.

10. Attendance

10.1 If a member is absent for three consecutive meetings their position will be declared vacant.

11. Quorum

11.1 A quorum of the committee is 50% of its ordinary membership plus one.

12. Responsibilities of Members

12.1 All committee members are expected to abide by *Willoughby City Council's Code of Conduct 2020*.

- 12.2 Members are required to declare any conflicts of interest in accordance with *Willoughby City Council's Code of Conduct 2020*.
- 12.3 Members will be expected to work collaboratively with other committee members and contribute to the discussion of agenda items.
- 12.4 Members will be required to be inducted into their roles and obligations by staff and may be required to undertake training relevant to the purpose of the committee.
- 12.5 Members do not have decision making authority, nor can they direct staff. Any recommendations from the Committee will be reported to Council for consideration.

13. Minutes

- 13.1 Minutes of the meeting shall report on the outcome of discussions in regards to agenda items, this will include details of any action or recommendation of the committee and will be reported to Council at the next available meeting.

14. Procedural Matters

- 14.1 The ruling of the Chairperson is final in regards to all procedural matters.

15. Term of Membership

- 15.1 Community representatives will be appointed by Council.
- 15.2 All members will be limited to serving for two terms on any committee.
- 15.3 All committee members will cease at the commencement of the caretaker period associated with Local Government Elections.

16. Vacancies

- 16.1 Members wishing to resign from the committee are requested to do so in writing.
- 16.2 Council will undertake an expression of interest to establish Advisory Committees; vacancies will be filled from respondents to this process.
- 16.3 Vacancies may not be filled in the final 12 months of the Council term; they will not be filled in the final six months.

17. Term of the Committee

- 17.1 All Advisory Committees will be disbanded prior to the commencement of the caretaker period preceding the Local Government Election.
- 17.2 Should the purpose of the committee be achieved prior to this time, the committee will be disbanded.

18. Working parties

18.1 Working parties may be established to assist the Committee in working through specific issues.

18.2 Working parties will be open to community members with a specific interest and/or expertise in the subject matter relevant to the working party.

~~18.4~~

~~18.2~~18.3 A member of the Advisory Committee must Chair each working party, as selected by the Advisory Committee.

~~18.3~~18.4 Working parties will need to be resourced by the Committee (e.g. meeting arrangements, minutes), and will be provided a space in a Council facility or access to video conferencing to meet.

~~18.4~~18.5 Working parties Terms of Reference need to be approved by Council prior to establishment, template attached.

19. Terms of Reference

19.1 Terms of Reference of the Advisory Committee must be adopted by Council.

19.2 These Terms of Reference may only be amended by a resolution of Council.

Date Adopted / Approved	<Add approval date & the relevant approval authority, i.e. ELT, Director>
Next Review Date	[DD/MM/YYYY]
Version	1
Responsible Position	Governance, Risk and Compliance Manager
Administration Reference	<Add the relevant ECM reference number, owner, subject, Pulse CSR details>

ENDS.

Access and Inclusion Advisory Committee



Terms of Reference

1. Access and Inclusion Advisory Committee

2. Purpose

- 2.1 Advisory Committees are created for the sole purpose of providing advice on the development and implementation of strategic priorities of Council in a manner that complements staff, consultants and Councillor competencies.
- 2.2 This Committee will assist Council in achieving the development and implementation of various Council strategies and policies that support an inclusive community, through:
- Providing advice on strategic issues and policy development focused on improving the quality of life of the community through promotion of greater access and inclusion
 - Providing assistance to support the development and implementation of key projects and initiatives
 - Working with stakeholders to raise awareness and promote behaviour change within the community.

Subjects In Scope: Key target segments such as aged, youth, disability, culturally and linguistically diverse, indigenous people.

Key strategies: Disability Inclusion Action Plan; Volunteer Strategy; Youth Engagement; Indigenous Strategy.

Subjects Out of Scope: Operational matters and revisiting projects adopted by Council.

The Committees will need to agree to their priority focus and work plans, aligned to the Operational Plan.

- 2.3 These Committees are not to focus on specific projects, sites, place based issues, operational issues or be management committees. These types of issues are managed by staff and will incorporate specific community engagement activities / avenues for the community to participate in and inform the process.
- 2.4 The Advisory Committees will be successful if they:
- Focus on strategic initiatives that support the delivery or review of the identified strategic priorities including increased community uptake of relevant initiatives
 - Are active and productive
 - Are where members collaborate
 - Promote self-initiative, resilience and empowerment of both members and the broader community

- Are representative of the community and community interests.

3. Alignment to the Community Strategic Plan

3.1 The ~~Community, Culture and Heritage~~Access and Inclusion Advisory Committee assists Council to achieve the following Community Strategic Plan objectives:

Outcome 2: A City that is connected, inclusive and resilient

- Priority 2.2 Respect and celebrate our indigenous and non-indigenous history and heritage
- Priority 2.3 Celebrate and encourage our diversity
- Priority 2.5 Create neighbourhoods that connect people from all types of households and families
- Priority 2.6 Foster a digitally enabled community
- Priority 2.7 Promote accessible services and facilities for the community.

Outcome 3: A City that is liveable

- Priority 3.1 Foster feelings of inclusion, safety and cleanliness
- Priority 3.2 Create recreation spaces for all.

4. Alignment to the Delivery Program

4.1 The Access and Inclusion Advisory Committee assists Council to achieve the following Delivery Program initiatives:

- Adopt an Indigenous Strategy and Reconciliation Action Plan by June 2023
- Implement neighbour connection initiatives including Neighbour Day, programs at the Dougherty Community Centre, Willoughby Park Centre, MOSAIC and volunteer programs
- Adopt a Digital Strategy by July 2023
- Review and implement the Disability Inclusion Action Plan 2022-2026 by 30 June 2026.

5. Chairperson

5.1 A community member is the Chairperson of Access and Inclusion Advisory Committee.

5.2 In the absence of the Chair, another community member selected by the Committee will perform the role of Chairperson.

6. Secretary

6.1 Council will provide a staff member to make room bookings, send invitations, prepare and distribute the agenda and minutes and provide the report to Council.

7. Membership

7.1 A minimum of six and maximum of ~~ten~~12 community representatives to be appointed to the committee. It is anticipated that the majority of Advisory Committee members will be local residents. If there are significantly more membership requests through the Expression of Interest process, this is a matter for Council to determine.

7.2 Community representatives are required to have skills and knowledge and / or community experience relevant to the purpose of the Advisory Committee, including:

- Qualifications or demonstrated experience in one of the following areas: Community development or services, access.
- Ability to create or have existing connections with community groups, organisations or stakeholders within the Willoughby local government area.

7.3 To ensure a broad representation, all members are limited to holding a maximum of two concurrent memberships to Council Advisory Committees.

7.4 Willoughby City Council Councillors can attend any Advisory Committee as observers.

7.5 Willoughby City Council staff are excluded from membership.

7.6 There is no payment for membership.

8. Council Officers

8.1 A Governance officer and staff as approved by the Chief Executive Officer will attend meetings of the Advisory Committee, as required.

9. Meeting frequency and notice

9.1 Meetings will-shall be held a minimum of two and maximum of four occasions per year. Additional working party meetings can be held, as outlined in section 18, as can email dialogue between meetings.

9.2 All meetings will be conducted in Council owned facilities or via video conferencing.

9.3 Notice of meetings will be provided at a minimum of one week prior to the meeting.

9.4 At the inaugural meeting of the Advisory Committee, the Committee will determine their operating arrangements, including methods of communication, frequency of meetings, tenure and other considerations relevant to achieving their objectives. Staff will also induct them into their roles and obligations and conduct the process of selecting the Chair.

10. Attendance

10.1 If a member is absent for three consecutive meetings their position will be declared vacant.

11. Quorum

11.1 A quorum of the committee is 50% of its ordinary membership plus one.

12. Responsibilities of Members

12.1 All committee members are expected to abide by *Willoughby City Council's Code of Conduct 2020*.

- 12.2 Members are required to declare any conflicts of interest in accordance with *Willoughby City Council's Code of Conduct 2020*.
- 12.3 Members will be expected to work collaboratively with other committee members and contribute to the discussion of agenda items.
- 12.4 Members will be required to be inducted into their roles and obligations by staff and may be required to undertake training relevant to the purpose of the committee.
- 12.5 Members do not have decision making authority, nor can they direct staff. Any recommendations from the Committee will be reported to Council for consideration.

13. Minutes

- 13.1 Minutes of the meeting shall report on the outcome of discussions in regards to agenda items, this will include details of any action or recommendation of the committee and will be reported to Council at the next available meeting.

14. Procedural Matters

- 14.1 The ruling of the Chairperson is final in regards to all procedural matters.

15. Term of Membership

- 15.1 Community representatives will be appointed by Council.
- 15.2 All members will be limited to serving for two terms on any committee.
- 15.3 All committee members will cease at the commencement of the caretaker period associated with Local Government Elections.

16. Vacancies

- 16.1 Members wishing to resign from the committee are requested to do so in writing.
- 16.2 Council will undertake an expression of interest to establish Advisory Committees; vacancies will be filled from respondents to this process.
- 16.3 Vacancies may not be filled in the final 12 months of the Council term; they will not be filled in the final six months.

17. Term of the Committee

- 17.1 All Advisory Committees will be disbanded prior to the commencement of the caretaker period preceding the Local Government Election.
- 17.2 Should the purpose of the committee be achieved prior to this time, the committee will be disbanded.

18. Working parties

18.1 Working parties may be established to assist the Committee in working through specific issues.

18.2 Working parties will be open to community members with a specific interest and/or expertise in the subject matter relevant to the working party.
~~18.4~~

~~18.2~~18.3 A member of the Advisory Committee must Chair each working party, as selected by the Advisory Committee.

~~18.3~~18.4 Working parties will need to be resourced by the Committee (e.g. meeting arrangements, minutes), and will be provided a space in a Council facility or access to video conferencing to meet.

~~18.4~~18.5 Working parties Terms of Reference need to be approved by Council prior to establishment, template attached.

19. Terms of Reference

19.1 Terms of Reference of the Advisory Committee must be adopted by Council.

19.2 These Terms of Reference may only be amended by a resolution of Council.

Date Adopted / Approved	<Add approval date & the relevant approval authority, i.e. ELT, Director>
Next Review Date	[DD/MM/YYYY]
Version	1
Responsible Position	Governance, Risk and Compliance Manager
Administration Reference	<Add the relevant ECM reference number, owner, subject, Pulse CSR details>

ENDS.

Active and Integrated Transport Advisory Committee

Terms of Reference

1. Active and Integrated Transport Advisory Committee

2. Purpose

- 2.1 Advisory Committees are created for the sole purpose of providing advice on the development and implementation of strategic priorities of Council in a manner that complements staff, consultants and Councillor competencies.
- 2.2 This Committee will assist Council in achieving the development and implementation of Council's various transport strategies (*Integrated Transport Strategy; Parking Strategy; Bike Plan*) and policies that support active and integrated transport.
- Provide advice on strategic issues and policy development focused on active and integrated transport
 - Provide assistance to support the implementation of key projects and initiatives
 - Working with stakeholders to raise awareness and promote behaviour change within the community to increase alternatives to the private motor vehicle.

Subjects In Scope: Cycleways; electric vehicles; transport connections, parking strategy, pedestrian movement, technology integration, movement and place.

Key strategies: Integrated Transport Strategy; Parking Strategy; Bike Plan.

Subjects Out of Scope: Operational matters (e.g. specific sites) and parking restrictions (referred to Traffic Committee) and revisiting projects adopted by Council.

The Committees will need to agree to their priority focus and work plans, aligned to the Operational Plan.

- 2.3 These Committees are not to focus on specific projects, sites, place based issues, operational issues or be management committees. These types of issues are managed by staff and will incorporate specific community engagement activities / avenues for the community to participate in and inform the process.
- 2.4 The Advisory Committees will be successful if they:
- Focus on strategic initiatives that support the delivery or review of the identified strategic priorities including increased community uptake of relevant initiatives
 - Are active and productive
 - Are where members collaborate
 - Promote self-initiative, resilience and empowerment of both members and the broader community
 - Are representative of the community and community interests.

3. Alignment to the Community Strategic Plan

3.1 The Active and Integrated Transport Advisory Committee assists Council to achieve the following Community Strategic Plan objectives:

Outcome 2: A City that is connected, inclusive and resilient

- Priority 2.1 Enhance transport choices and connections throughout the City
- Priority 2.4 Manage parking and reduce traffic congestion.

Outcome 3: A City that is liveable

- Priority 3.3 Promote an active and healthy lifestyle.

4. Alignment to the Delivery Program

4.1 The Active and Integrated Transport Advisory Committee assists Council to achieve the following Delivery Program initiatives:

- Continue extension of Council's bike network in accordance with the Bike Plan 2017
- Continue to implement actions from the Integrated Transport Strategy 2036
- Continue to implement Street Parking Strategy 2017 in accordance with priorities.

5. Chairperson

5.1 A community member is the Chairperson of Active and Integrated Transport Advisory Committee.

5.2 In the absence of the Chair, a community member will perform the role of Chairperson.

6. Secretary

6.1 Council will provide a staff member to make room bookings, send invitations, prepare and distribute the agenda and minutes and provide the report to Council.

7. Membership

7.1 A minimum of six and maximum of ~~ten~~ 12 community representatives to be appointed to the committee. It is anticipated that the majority of Advisory Committee members will be local residents. If there are significantly more membership requests through the Expression of Interest process, this is a matter for Council to determine.

7.2 Community representatives are required to have skills and knowledge and / or community experience relevant to the purpose of the Advisory Committee, including:

- Qualifications or demonstrated experience in one of the following areas: traffic, transport, parking or cycling
- Ability to create or have existing connections with community groups, organisations or stakeholders within the Willoughby local government area.

7.3 To ensure a broad representation, all members are limited to holding a maximum of two concurrent memberships to Council Advisory Committees.

- 7.4 Willoughby City Council Councillors can attend any Advisory Committee as observers.
- 7.5 Willoughby City Council staff are excluded from membership.
- 7.6 There is no payment for membership.

8. Council Officers

- 8.1 A Governance officer and staff as approved by the Chief Executive Officer will attend meetings of the Advisory Committee, as required.

9. Meeting frequency and notice

- 9.1 Meetings will-shall be held a minimum of two and maximum of four occasions per year. Additional working party meetings can be held, as outlined in section 18, as can email dialogue between meetings.
- 9.2 All meetings will be conducted in Council owned facilities or via video conferencing.
- 9.3 Notice of meetings will be provided at a minimum of one week prior to the meeting.
- 9.4 At the inaugural meeting of the Advisory Committee, the Committee will determine their operating arrangements, including methods of communication, frequency of meetings, tenure and other considerations relevant to achieving their objectives.

10. Attendance

- 10.1 If a member is absent for three consecutive meetings their position will be declared vacant.

11. Quorum

- 11.1 A quorum of the committee is 50% of its ordinary membership plus one.

12. Responsibilities of Members

- 12.1 All committee members are expected to abide by *Willoughby City Council's Code of Conduct 2020*.
- 12.2 Members are required to declare any conflicts of interest in accordance with *Willoughby City Council's Code of Conduct 2020*.
- 12.3 Members will be expected to work collaboratively with other committee members and contribute to the discussion of agenda items.
- 12.4 Members may be required to undertake training relevant to the purpose of the committee.
- 12.5 Members do not have decision making authority, nor can they direct staff. Any recommendations from the Committee will be reported to Council for consideration.

13. Minutes

- 13.1 Minutes of the meeting shall report on the outcome of discussions in regards to agenda items, this will include details of any action or recommendation of the committee and will be reported to Council at the next available meeting.

14. Procedural Matters

- 14.1 The ruling of the Chairperson is final in regards to all procedural matters.

15. Term of Membership

- 15.1 Community representatives will be appointed by Council.
- 15.2 All members will be limited to serving for two terms on any committee.
- 15.3 All committee members will cease at the commencement of the caretaker period associated with Local Government Elections.

16. Vacancies

- 16.1 Members wishing to resign from the committee are requested to do so in writing.
- 16.2 Council will undertake an expression of interest to establish Advisory Committees; vacancies will be filled from respondents to this process.
- 16.3 Vacancies may not be filled in the final 12 months of the Council term; they will not be filled in the final six months.

17. Term of the Committee

- 17.1 All Advisory Committees will be disbanded prior to the commencement of the caretaker period preceding the Local Government Election.
- 17.2 Should the purpose of the committee be achieved prior to this time, the committee will be disbanded.

18. Working parties

18.1 Working parties may be established to assist the Committee in working through specific issues.

18.2 Working parties will be open to community members with a specific interest and/or expertise in the subject matter relevant to the working party.

~~18.4~~

~~18.2~~18.3 A member of the Advisory Committee must sit on each working party.

~~18.3~~18.4 Working parties will need to be resourced by the Committee (e.g. meeting arrangements, minutes), and will be provided a space in a Council facility or access to video conferencing to meet.

18.418.5 Working parties Terms of Reference need to be approved by Council prior to establishment, template attached.

19. Terms of Reference

19.1 Terms of Reference of the Advisory Committee must be adopted by Council.

19.2 These Terms of Reference may only be amended by a resolution of Council.

Date Adopted / Approved	<Add approval date & the relevant approval authority, i.e. ELT, Director>
Next Review Date	[DD/MM/YYYY]
Version	1
Responsible Position	Governance, Risk and Compliance Manager
Administration Reference	<Add the relevant ECM reference number, owner, subject, Pulse CSR details>

ENDS.

Engagement outcomes report for proposed Advisory Committee framework

November 2022

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Executive summary

Engagement process

Between 10 October 2022 and 14 November 2022 the Council sought feedback on a proposed Advisory Committees framework.

As part of the engagement process:

- A Have Your Say project page was created and made live on 10 October (<https://www.haveyoursaywilloughby.com.au/advisory-committees-framework>)
- The draft Advisory Committees policy, the draft Terms of Reference for the four proposed committees and the Council report and resolution of the 19 September 2022 meeting were available on this page
- A series of frequently asked questions were also available on the page
- The matter was publicised in the October 2022 monthly Have Your Say newsletter sent to 6,512 subscribers on 13 October and again in the November newsletter sent to 6,514 subscribers on 7 November
- A newspaper notice was published in the North Shore Times on 13 October (see Attachment A)
- Willoughby's Progress Associations, all people who spoke at the August and September Council meetings and former members of Advisory Committees were advised of the engagement via email
- Participants were able to provide free text comments on the proposed framework, or upload or send a submission to the Council
- Participants were asked to state in what primary capacity they were providing feedback, along with their suburb and whether they wanted their name made publicly known and whether they wanted to be advised of a future expressions of interest for committee members.
- On 7 November, email correspondence on the proposed Advisory Committee framework, sent from Willoughby Mayor Tanya Taylor to Progress Associations and the Federation of Willoughby Progress Associations, was added to the project page to help inform feedback

The exhibition period was originally due to finish on Monday 7 November, however was extended by a week to 14 November to allow all participants time to lodge submissions, including former Advisory Committee members who were advised on 27 October by email of the framework's exhibition.

Number of participants and their background

Some 31 participants, either individuals or organisations, provided comments or submissions.

Table 1: Participant capacity

Participant capacity	Number
Resident of Willoughby LGA	16
Former Advisory Committee member	10
Other Interested Stakeholder	4
Not known	1
TOTAL NUMBER OF PARTICIPANTS	31

The four “Other Interested Stakeholders” were:

- Castlecrag Progress Association
- Naremburn Progress Association
- Federation of Willoughby Progress Associations
- Willoughby South Progress Association

From these 31 participants, the following feedback was received:

- 24 free text comments via the Have Your Say portal
- 12 formal submissions ¹

In addition, on 31 October, the Council received a petition signed by 92 people, which requested the Council to:

- Immediately reinstate all 13 previously active Advisory Committees
- Recognise the high value adding to Willoughby City Council’s knowledge base and decision-making of the Griffin Reserves Advisory Committee over many years, by elevating it from ‘Group’ to the status of Committee, for the term of this Council and beyond.

Participant sentiment

The Council’s community engagement staff have analysed the overall sentiment of contributions by participants.

Of the 31 participants, 22 were assessed as making comments and/or submissions which opposed the framework, with six participants either fully or partially in support.

Table 2: Breakdown of overall sentiment

Sentiment	Participants with this sentiment
Support	3
Partially Support	3
Oppose	22
Neutral	3

Recommended areas for response

Of those who opposed the proposed framework, the following points were most mentioned:

¹ Some participants supplied both a comment and submission

- That the former Committee structure should be reinstated
- That the proposed framework should be rejected, including because it would be “unworkable”
- Councillors should be committee members
- Advisory Committees need to meet more often
- Having four committees was too few
- Restricting membership tenure to ‘two terms’ was too short
- The proposed size limit on the number of committee members is inappropriate

It is recommended that responses be prepared to the following key points, which were made in comments and submissions.

Table 3: Points which should be addressed in staff response

Point
Former Committee structure should be reinstated
Committee structure will be unworkable
Councillors should be committee members
Advisory Committees need to meet more often
There needs to be more than four committees
Restricting membership tenure to ‘two terms’ is too short
Size limit on committee members is inappropriate
Too many ‘out of scope’ matters, including specific projects, sites, place-based issues and operational issues
Seven committee structure supported, instead of four committees
Model terms of reference not supported
Working parties will be unworkable
Forcing committees to align with Community Strategic Plan is overly restrictive and will stop consideration of potential new priorities
Committees should be able to discuss and debate previous Council decisions
Most former committees should be reinstated (no number nominated)
Committee members should also be specifically required to represent community interests and diversity
Committee membership term needs to be clearer and more explicit
Access and Inclusion Committee needs broader membership, the aged, youth, disability, culturally and linguistically diverse representatives
Working group membership needs to be better defined
Criteria for member appointment needs to be clearer
Committee meetings should be open to public
There is a need for an outcomes-based review of the former committee structure
Proposed structure too complex
Flat Rock Gully and Bicentennial Reserve Advisory Committee should be reinstated
Concern that Climate Change has been removed in committee name
Committee roles have been wrongly diminished and restricted
Committee members should be able to choose the members
Committees should have input into formulation of strategic policy, along with implementation
Bicycle Committee should be immediately reinstated

Cycling issues should have greater prominence
Staff should be regular attendees
Active and Integrated Transport Committee should be known as Active Transport Committee
There is no reason for a Governance officer to attend each meeting
Minutes should be published as soon as possible after each meeting
At least one meeting should be held each quarter
Alleged error in Terms of Reference for Access and Inclusion Committee, referring to incorrect committee
Not appropriate to add correspondence from Mayor to Have Your Say page during exhibition
Declaring member positions vacant after missing three meetings is inappropriate
Former Access and Inclusion Advisory Committee should be reinstated
Committee members should be allowed to amend Terms of Reference
Committees should have broader role than providing advice on development and implementation of strategic priorities
Committees should be allowed to decide the number of meetings they hold each year
Committees should be able to decide the number of members
Proposed approach is inconsistent with Community Strategic Plan priority relating to making it easy to participate in decision-making
Heritage, Access and Companion Animals Committee should be reinstated
Former Advisory Committees should be reinstated and then linked with the Community Strategic Plan priorities
Reinstated former committees should only be abandoned if they are unable to achieve a quorum
Policy and Terms of Reference should be amended to allow more independence for committees and less restrictions
Meetings should be at least four per year, maximum of six
Community opinion should have been sought before four committee structure proposed
Griffin Reserve Advisory Committee should be reinstated
Transport Committee Terms of Reference requires detailed review, to cover areas such as walking and micro-mobility (ie: scooters)
Definition of 'Inclusion' has been misinterpreted in proposed Access and Inclusion Committee
Advisory Committees should be reinstated and then publicised to draw members
Policy should remove need for Committees to work on behaviour change

Detailed comment analysis

The table below lists the free text comments entered by participants at our Have Your Say portal, or supplied by email. Where the participant has also provided a formal Word or PDF submission this is shown in the comment field and the full submission is available from page 16 onwards.

The column entitled **Overall sentiment** is a staff analysis as to whether the comment or submission was supportive, partially supportive, partially in opposition or in opposition to the framework, to assist with overall sentiment analysis.

Table 4: Free text comments made via our Have Your Say portal

Participant name	Providing feedback in what capacity	Overall sentiment	Comment
Julie Campbell	Resident of Willoughby LGA	Support	New framework makes sense. Straight forward.
Ann Storr	Resident of Willoughby LGA	Support	Comprehensive and inclusive
Pete Brady	Resident of Willoughby LGA	Neutral	The working group concept needs to be better defined, including will membership of working groups be restricted to advisory members and associated council members or will the working groups be open to community members with a specific interest in the topic? What support will be provided to the working groups?
Luke Jones	Resident of Another LGA	Neutral	Please consider creating a skateboard park / facility for the growing sport for people of all ages and skill levels.
Angela Todd	Resident of Willoughby LGA	Partially Support	<p>The commitment to community engagement by Willoughby Council is very positive.</p> <p>The members of a new committee need time to get to know each other to allow them to operate effectively - for this reason, I think a minimum of two meetings per year is insufficient for groups to become well-established and well-functioning. I would suggest 4 meetings per year should be the minimum, and perhaps 6 the maximum, especially in the first year of operation.</p> <p>The Access and Inclusion Committee aims to support an inclusive community. The Committee would be strengthened by including representatives of the different populations it is intended to support, notably the aged, youth, disability, culturally and linguistically diverse, and indigenous people, rather than the suggested membership focus of community development.</p> <p>The committee membership term is implied though not clearly stated as the period from some time after one Council election up to the caretaker period prior to the next Council election. This should be made more explicit.</p>

Participant name	Providing feedback in what capacity	Overall sentiment	Comment
Peter Hayes	Resident of Willoughby LGA	Partially support	<p>Good, but may be better by changing Clause 2.4, 5th dot point to read: "represent Community interests".</p> <p>Also, in Clause 7, state need in Committees' composition to reflect "community diversity" (LGA location, business/residential mix, and ethnicity).</p> <p>In Clause 7.2, replace "knowledge" with "knowledge and/or ratepayer experience".</p>
David Clune	Resident of Willoughby LGA	Partially Support	<p>In principle it seems a reasonable way of encouraging community input.</p> <p>I note that members are appointed by Council but cannot see any mention of the details of the process and what are the criteria for appointment. This should be detailed to avoid patronage, favouritism or stacking of membership.</p> <p>Obviously, to be effective, the committees should be genuinely and transparently representative. The other point I cannot see any mention of is if the meetings of these committees will be open to the public. They should be to ensure full community engagement and confidence in their deliberations.</p>
Jon Kirkwood	Resident of Willoughby LGA	Oppose	<p>There is no evidence that the current Advisory Committees Framework is inappropriate. it should be reinstated and continued. Council must have Community input on a wide range of issues and the Advisory Committees are an excellent source of input. There has been no consultation with the existing Advisory Committees on these proposals, Councillors should not accept the Officers Report as the basis for a change which would remove a proven valuable, independent, free and knowledgeable source of advice. to Council.</p>
Adrin Spragg	Resident of Willoughby LGA	Oppose	<p>The proposed changes appear to be about claiming community consultation, but neutering that feedback, so I see no advantage, and that it is all about control. eg. WCC staff not to be on ACs. They are often knowledgeable, and lay members always work out themselves if there is the claimed conflict of interest and will counter that.</p> <p>This is about restricting information and keeping the public and councillors in the dark.</p> <p>I reject the report's proposals for restructuring or eliminating its Advisory Committees and ask to seek a better-informed approach to any strategic changes, based on sound management principles and consistent with Council's strategic visions of community involvement and open governance.</p>
Kristina Dodds	Resident of Willoughby LGA	Oppose	<p>It seems to me that the Council wants to get rid of advisory committees - they are seen as an inconvenience and just too hard. Over the last 10 years they haven't been supported by Council so no wonder they have not been working as they should.</p>

Participant name	Providing feedback in what capacity	Overall sentiment	Comment
			<p>I was an observer for the Bicentennial and Flat Rock Gully group and this was certainly the case. The council member refused to put on her video, she was defensive, minutes were not distributed, no feedback on Council activities in the area given, it all seemed to hard.</p> <p>Great to have this consultation as the value of the Advisory Committees to the work of Council is very valuable - engaging community members with the interest and the skills to be able to contribute and to be engaged. We need these committees now more than ever as Willoughby is turning into a through suburb and one to make money for developers, not for residents and not for liveability. Having a range of advisory committees is about making our LGA more liveable and planned.</p> <p>Also see submission below</p>
Eva Grundy	Resident of Willoughby LGA	Neutral	The framework complements the long tail of high level council objectives, but I couldn't find an outcomes based review of previous committee activities? It would help to understand where/how impact has been made in a tangible (measurable?) way.
N/A	Willoughby South Progress Association	Oppose	<p>We don't like it at all. The draft Advisory Committees Policy 2022 as exhibited should be rejected.</p> <p>Also see submission below</p>
Name Withheld	Former Advisory Committee Member	Oppose	It seems too complex. I think the group we have now functions very well. And nearly all are volunteers. Ellen Miller Community venues and services team leader did an excellent job for the residents and council.
Paul Stokes	Vice President & Secretary of Castlecrag Progress Association	Oppose	<p>We are not happy with the proposed framework. In particular, we do not agree with the reduction in the number of Committees to only 4 and we disagree with many of the provisions in the Terms of Reference.</p> <p>Also see submission below</p>
Glenda Hewitt	Resident of Willoughby LGA	Oppose	<p>Good transparent community input well implemented sets any organisation above its peers.</p> <p>Also see submission below</p>
Cathy Beer	Former Advisory Committee Member Companion Animals	Oppose	<p>I reject the proposed four large committees because it would be an unworkable structure.</p> <p>It would be difficult to discuss, agree and advise Council in an in-depth and meaningful way when the remit of each proposed committee is so broad.</p> <p>We do not need all 13 committees going forward, however, four 'mega' committees are not the way to proceed in 2023.</p>

Participant name	Providing feedback in what capacity	Overall sentiment	Comment
Lorraine Cairnes	Resident of Willoughby LGA	Oppose	<p>The proposed Policy and framework is unrealistic and will not achieve any useful purpose, either for Council or the community.</p> <p>The broad and generalized scope of the proposed Advisory Committees will not lead to usable advice because Committee members who are experts in one of the various fields will have little interest and ability to validly provide advice on most of the items in each of the Committees' Terms of Reference. It is hard to see how Committees of such broad scope could carry out their work with any efficiency or produce advice of value to Council, even if they hold their permitted 4 meetings a year.</p> <p>There is no reason not to simply reinstate the majority of the existing Committees and invite the existing Committee members to rejoin the Committees.</p> <p>Experience has shown that it is very difficult to engage and retain suitable and committed Community members as Advisory Committee members; every effort should be made to retain the existing AC membership, although this fiasco means that a large number of AC members might well decline to rejoin ACs.</p> <p>There is no explanation in the documentation of the reason for abandoning the existing successful A.C. framework, which has been proved to be effective over many years. An unfortunate attitude appears to exist in Council toward the existing Advisory Committees and their members. The existing AC members were invited to respond to this consultation merely as an afterthought, after community prompting.</p> <p>Part of the success of the Advisory Committee structure has been the opportunity for Community experts, Councillors and staff to interact and discuss issues on a regular basis. This valuable and effective framework for engagement would be discarded in the current proposals, where Councillors will be mere "observers" and the staff present will be mainly from the Governance area.</p> <p>Advisory Committees in the present framework offer free, independent and expert advice to Council. This is not acknowledged in the documentation.</p> <p>The existing Advisory Committees have been built up over many years. Restricting AC membership to two terms will ensure that many valuable members will be lost to Council as advisors.</p> <p>There is little purpose in further pursuing the muddled, unrealistic and time-wasting framework and policy we have been presented with. The proposed framework and new draft Policy should be rejected in its entirety.</p>

Participant name	Providing feedback in what capacity	Overall sentiment	Comment
Julie Waddington	Resident of Willoughby LGA	Oppose	It is important that the Flat Rock Gully and Bicentennial Reserve Advisory Committee continue. The expertise from the community needs to input council decision making about this fragile area.
John Mills	Former Advisory Committee member Access and Inclusion	Oppose	I am not at all happy with the proposed framework as I consider it completely unworkable. Also see submission below
Jenni Brown	Resident of Willoughby LGA	Support	I like the new framework. Possibly with the division of the Committees into the new structure more working groups will be able to be formed. Some people like being on committees and can be on them for a long time. Some people on those committees are "set in their ways" and don't actually represent the changing community that is the Willoughby LGA. Some other people may not like to be on committees due to the perceived "permanence" of positions, but may well be experts in their field, or passionate about a certain part of the community (eg, cycling, children's outdoor pursuits, welfare of older members of the community, specific environmental issues etc) and could have some great input on issues. I think Working Groups that are reactive - able to be set up and shut down when issues are resolved will show flexibility for the future of the Council's reactivity to community issues, and improve Council's communication with the community.

Participant name	Providing feedback in what capacity	Overall sentiment	Comment
Suzanne Little	Former Advisory Committee member Sustainability Reference Group	Oppose	<p>I am not impressed with the new framework for Willoughby's committees.</p> <p>While it is understandable that Council wants to align Advisory Committees with Council's strategies, the proposed framework does not do that. Firstly, the need for realignment with strategy has not been explained nor justified. Where is the misalignment? Secondly, dismissing the current committees and replacing them with newer and broader committees does little to resolve any issues. Reforming the committees causes a negative result.</p> <p>It systematically cuts off existing communication channels and loses corporate memory and history of how Willoughby's difficult issues have been handled in the past. So overall, the framework is counterproductive. It devalues the goodwill that has been developed over many decades with volunteer committee members. The agendas and discussions in an Advisory Committee is representative of a sector of general residents' concerns. Each Committee has a place already in Council's strategies.</p> <p>I am astounded by the misinterpretation that a Councillor attending a particular Advisory Committee could have a potential conflict of interest. This is a serious misunderstanding of what 'conflict of interest' is and a misdirection of the role of Advisory Committees in the current debate. Committees are not radical positions, extreme views, or lobby groups. A Councillor gets no personal benefit from joining a committee.</p> <p>Each and every Councillor comes to their office via a set of policies that are well-known before they run for election. Each Councillor is elected to pursue those well-known topics. If he/she joins an Advisory Committee and receives community feedback, then it is the Councillor's role to accept or reject the Committees' advice. If the Councillor presents a motion to Council - then they are doing their job.</p> <p>The Councillor is entitled to (and expected to) advocate and vote on issues that benefit the community. There is no personal or financial benefit. Therefore, the concept of conflict does not exist.</p> <p>I am a long-standing member of the Sustainability Reference Group. Together we comprise academics, environmental scientists, leaders with environmental experience in corporate Australia, and concerned citizens. During our quarterly meetings, we have high-calibre discussions and bring the most recent advances in concepts and applications of sustainability to Councillors and senior staff. What we do would be lost in a broader environmental Advisory Committee.</p> <p>We do not examine the problems of a particular site or street. For example, we are different to the 'Bicentennial Reserve and Flat Rock Gully Advisory Committee'. We are</p>

Participant name	Providing feedback in what capacity	Overall sentiment	Comment
			<p>different to the 'Natural Heritage and Bushland Advisory Committee". While their issues are specific, our discussions are generic and sometimes philosophical. None of these Committees would be improved by being combined. We would stifle each other's purpose.</p> <p>I recommend the reinstatement of existing Advisory Committees, as soon as possible.</p>
Adrienne Kabos	Former Advisory Committee member Griffin Reserves Advisory Committee / Group; Willoughby Heritage Advisory Committee	Oppose	<p>As a former Advisory Committee member, I have had first-hand experience of how effectively the committees work with Council Officers to achieve excellent outcomes for Willoughby City and its residents. I have been a member of the Griffin Reserves Advisory Group (GRAG) that reports to the Natural Heritage & Bushland Committee. The work of both these committees / groups is outstanding and with the Council officers they have achieved best practice and outstanding results for Willoughby City's bushland including most importantly for the unique Griffin reserves and walkways at Castlecrag.</p> <p>Prior to the mid-1990s the majority of Castlecrag's Griffin reserves and walkways had become so badly weed infested that it was almost impossible to walk through them. The formation of the Griffin Reserves Advisory Committee that harnessed the expertise and local experience of its committee members, and with the preparation of the Griffin Reserves Management Plan most of the Griffin reserves and walkways have been sensitively restored to bushland with sympathetically created walking tracks. This has been an ongoing process returning impenetrable areas to their magnificent natural landscapes with the assistance of the expertise and local knowledge of the advisory group committee members that informed the Council officers professional expertise in achieving excellent outcomes.</p> <p>It should not be taken for granted that this can continue without the advisory group as this knowledge can be lost with Council Officer changes. Such a loss would be detrimental to Willoughby City and its residents.</p> <p>I have been a member of the Willoughby Heritage Advisory Committee which has provided extensive expertise and assistance for heritage festivals, biennial heritage awards and identifying outstanding heritage in Willoughby City.</p> <p>Thus I request that the previous advisory committees are reinstated so that best practice and best outcomes can be achieved for Willoughby City and its residents.</p>
Jill Newton	Resident of Willoughby LGA	Oppose	<p>I am opposed to the formation of the four Advisory Committees and to their Terms of Reference for the following reasons</p> <p>This HAVE YOUR SAY is putting the cart before the horse. A true consultation would first have asked members of the community whether they wanted the four new Advisory Committees to replace the existing specialised Advisory</p>

Participant name	Providing feedback in what capacity	Overall sentiment	Comment
			<p>Committees that have served Council and the Community well over many years. This HAVE YOUR SAY would only be relevant if and when the community agreed to replace the existing committees.</p> <p>I believe most of the existing committees should be retained. They are specialist committees that have attracted experts in the relevant fields that have made valuable contributions to Council and the community. On the other hand, the generalised and broad nature of the four proposed Advisory Committees makes it extremely unlikely in my view that experts in a particular field will be attracted to join an omnibus committee covering many areas beyond their field of expertise and even interest, especially when there's no guarantee their particular field of interest would even be discussed in any one year.</p> <p>The current Advisory Committee structure has enabled experts, council staff and councillors to meet regularly, constructively engage in discussing issues and produce valuable outcomes. This would be lost in the current proposal where meetings would be infrequent, councillors welcomed only as observers and the preferred officers, governance officers rather than those working in the relevant fields.</p> <p>Members of the current Advisory Committees have been a hugely valuable free resource to Council staff. They have given their time and expertise freely and should be embraced, rather than as certainly seems spurned, by the present Council management.</p> <p>The proposed omnibus committees in my view are doomed to fail and in the process this Council risks losing the goodwill of its previously willing volunteers. I believe Willoughby LGA is the big time loser.</p> <p>I am really disappointed in this decision of Council and reject the proposal and framework in its entirety.</p>
Janet France	Former Advisory Committee member Sustainable Reference Committee	Oppose	<p>The council should reject the draft advisory committee policy 2022 in its present form. This policy will not meet the councils own objectives of "making it easy for citizens to engage and participate in decision making". In the current climate crisis the council will need to rely more heavily on residents to help each other, share knowledge whilst trusting that council is doing all they can to mitigate and deal with these climate related disasters. These events are predicted to increase over the coming years and as we have witnessed, with the current floods sweeping through the east coast, council resources will barely be able to keep up with road damage and infrastructure repairs.</p> <p>That is why keeping lines of communication open, transparent and clear with residents will benefit our community.</p>

Participant name	Providing feedback in what capacity	Overall sentiment	Comment
			<p>The draft terms of reference are too narrow and will unfortunately limit the roles of the committees. I propose that the committees are all reinstated and that the first agenda item for the new committees could be to review their role and make suggestions to council as to what they need to achieve their goal of giving free expert advise to council.</p> <p>The proposed 4 super reference committees have before them a huge task to cover all the areas that need to be reviewed. If the objective is to give a quick look and a tick then this undermines the seriousness with which the committee members undertake their tasks.</p> <p>As a former chair and member of the Sustainable Reference Committee we often spent an hour on one topic alone and many members then went away to prepare presentations for follow up meetings in their area of expertise. These meetings were exciting and full of brain storming and sharing ideas for Willoughby. I am also concerned that the word Climate Change has disappeared from our reference committee title at a time when it is probably the most pressing issue of our time. Whether you accept the science or not Willoughby will not be spared.</p> <p>All the current 12 committees should be reinstated until further consultation with the said groups, council staff and the community is conducted. I can think of no reason why this valuable community consultation process is to be diminished and the committee members work is so undervalued (it's free after all). Our meetings, before Covid cost the council a couple fo plates of sandwiches and fruit. On line meetings even less.</p> <p>It is a great mistake, and an insult, to turn your back on the dedicated and knowledgable residents who have volunteered their time and effort to help make our city a happy, safe thriving community.</p>

Submission 1: Mark Crew (Former Griffin Reserves Advisory Committee member)

Submission on Advisory Committee changes

Dear Council officers,

I along with many others have campaigned long and hard over several years to maintain the integrity of Willoughby City Council's Advisory Committees.

Advisory Committees should be considered an integral part of maintaining a direct line of communication between the community and Willoughby City Council. Council needs to be guided, decisions reviewed and ultimately accounted for. Maintaining these lines of communication through Advisory Committees shows a genuine interest in community concerns.

Previously, with multiple (14) Advisory Committees, members could focus specifically on their areas of interest and or expertise, then give feedback to Council. This is not in the form of instruction, but suggestion.

Unfortunately, at the commencement of the term of the new Councillors the practise of reinstating the Advisory Committees as per previous protocol, was not done. With the proposal of creating fewer Committees, with much broader areas of responsibility we run the risk of having no community feedback for the term of this Council.

By revoking the previous system and introducing a minimal number of Advisory Committees you will dilute the value of the voluntary contribution made by members. Furthermore, to have a condition within the framework of the 'Terms of Reference' that categorises 'review' of past Council decisions to be 'Out of Scope' is manifestly disingenuous. One of the main purposes of an Advisory Committee is, review, evaluation and ultimately judgement.

I request immediate reinstatement of all previous Advisory Committees. Additionally I hope that the Griffin Reserves Advisory Committee be returned to its status rather than have the current demotion to that of 'Group'.

I have a Trade Certificate in Urban Horticulture, specifically management of Parks and Gardens and a Bachelor of Science in Environmental and Urban Horticulture and consider it an honour to serve on my Committee with more greatly qualified people than myself.

Yours Sincerely,

Mark Crew

Submission 2: Kristina Dodds

Kristina Dodds – submission on Advisory Committees 18/10/2022
What I presented in 3 minutes to Council on 22/08/2022

May I suggest that it is worth having advisory committees where the name does describe what it does, rather than vague terms that sounds like a bit of a mish mash and becomes meaningless. Considering we are talking local government and not a state wide or federal body we need to keep it local and descriptive.

I would like to know more about the policy that was developed in 2019 - not very long ago as apparently a lot of work went into this. The revamp is happening very quickly and should be more considered. How it is currently proposed feels like it is set up to fail rather than set up to succeed.

Might I say that cost cutting doesn't cut it. To run these advisory groups might cost a cup of tea, room hire and council officer time - but in effect it actually saves time as council officers have access to a reference group of local experts and community members and representative groups. There is so much expertise right here in our community and stakeholders that can be bought together.

Each advisory group needs to have members that are carefully selected and the emphasis needs to be on group representation not on individuals. So the individual represents the group they are a part of. Of course there could be exceptions, such as experts but this could generally be followed.

Might I suggest the following Advisory Groups and what they might be called. But I am only one person. Get a few in a room and we could have some great brainstorming and answers - what is needed is community consultation.

I do note that 'bushland' as a word has not been used in any of the advisory groups but this is one of the areas most valuable assets and the one at most risk - particularly from the beaches link, contamination etc.

So I would suggest 7 committees

1. Bushland, waterways and foreshore reference group
2. Bicentennial Reserve and Flat Rock Gully Committee (as the Beaches Link is on track to being approved. There will be a lot of monitoring and strategy to be developed as mitigations and conditions won't be adhered to – as has been the case with Cammeray Park. This is an opportunity for community experts to give their advice for free). In addition Flat Rock Gully is a precious slice of urban bushland but its sits on top of an historical tip, where the capping is deteriorating and contamination is moving down the Creek and into Middle Harbour this is a very important committee to maintain as the area. A real opportunity for sporting groups, bushland management, residents and progress associations to come together formally
3. Sustainability reference group
4. Built and natural heritage
5. Access and inclusion (the word community is way too broad and meaningless so there could be another group for community but it needs to be more descriptive in title)
6. Active and Integrated transport.
7. One encompassing the Arts

I'm happy to discuss this further. The advisory committee model could be a showcase for other councils. We already have the model, so let's not cut it back, let's make it work and in the end we might actually improve where we live. As a community we are invested more than ever especially now when we are in a climate emergency.

I think that it would be important to have a Councillor be a part of each advisory group, they have been elected to represent the community and meeting quarterly sounds reasonable.

Submission 3: Willoughby South Progress Association

Willoughby South Progress Assn (WSPA)– submission on Advisory Committees 18/10/2022

Having observed and participated in the process thus far WSPA is dismayed by Councillors' apparent disregard for community opinion on this matter. Sadly we find it necessary to repeat much of what has been said already, but we include the question *'Why discount the voice of community members who have contributed so much to what you say you value about the achievements of Willoughby City Council?'* Especially when it seems to be in favour of the opinion of an employed staff who have not been there in time to witness the regular functioning of the Committees being rejected?

In short:

- Regarding the purpose of the committees, Council's reports have become confusing and contradictory. On the one hand, purpose is elevated to focus solely on the policy and strategic level, properly the role of the elected Council and already articulated by the CSP whilst on the other hand it is suggested as 'monitoring' and 'providing assistance with the implementation' of CSP priorities - functions which are clearly operational matters and which are prohibited/'out of scope'. Community members have tried to point out to the Council that this situation leaves no meaningful role left for the committees.
- Reducing the committees so dramatically shows a lack of confidence in their utility.
- Councillor's attendance at the former committees was important for several reasons. Disadvantages of Councillor attendance and participation are not identified. It is puzzling why such attendance is apparently discouraged/not supported by the current Council &/or the report authors.
- Using the IAP2 methodology on Engagement, WSPA notes Council's growing reliance on external consultants, on-line consultation tools and 1-off events when the committees as constituted, did at least allow one means of ongoing interpersonal engagement, without straying into the 'empowerment' territory.

WSPA recommends 7 advisory committees

1. Bushland & natural heritage
2. Sustainability
3. Built & cultural heritage
4. Access and inclusion
5. Active and Integrated transport
6. Cultural & creative arts
7. Bicentennial Reserve and Flat Rock Gully (in view of NBT dive site)

WILLOUGHBY SOUTH PROGRESS ASSOCIATION

Submission to WCC Have Your Say re Advisory Committees

14 November 2022

DRAFT ADVISORY COMMITTEES POLICY

The draft Advisory Committees Policy 2022 as exhibited should be rejected.

Contrary to the stated objective of Council's Community Strategic Plan Outcome 5.5- "MAKE IT EASY FOR CITIZENS TO ENGAGE AND PARTICIPATE IN DECISION MAKING" this policy creates barriers, confusion and multiple disincentives to easy participation in Council's traditionally user friendly Advisory Committees.

We find the prohibitions/out of scope matters (2.3) particularly offensive in their attempt to prevent ratepayers from engaging with 'specific projects, sites, place based issues, operational issues'.

We think it silly to suggest that Councillors' membership of Committees would involve any undesirable conflict of interest. Former Councillors attest to how much can be learnt through membership, the Council and community actually benefit by having informed Councillors who champion the issues raised in Advisory Committees rather than having all input filtered as is currently the case.

We understand that a previous Policy was developed in 2019 - in consultation with community members. Involving the target audience would have made the easy engagement referred to above more likely.

DRAFT TERMS OF REFERENCE FOR ADVISORY COMMITTEES

The draft Terms of Reference are a recipe for activity with little possibility of achievement, a counterproductive process and for that reason, should not be prescribed for any Committee now or in the future.

The terms are formulaic, devoid as they are of any attempt to come to grips with the practicality of providing advice on strategic priorities without impinging on Council's programs/operations or the specific sites/locations in which we live!

The possibility of members coming to grips with/arriving at a consensus about any 'acceptable' business within the timeframe available seems remote. Add to this the potential for developing coherent and relevant 'strategic' advice to inform Council appears remote. The upshot of which might well be to disband the attempt.

THE FOUR PROPOSED ADVISORY COMMITTEES

Council has already had to walk back from having 3 Committees – four is still highly unrealistic. The broad scope of issues within so few Committees would set up undesirable conflict between members with particular interests and skills, moderation of these remains unaddressed and therefore irresponsible.

WSPA recommends re/institution of 7 advisory committees

1. Bushland & natural heritage
2. Sustainability
3. Built & cultural heritage
4. Access and inclusion
5. Active and Integrated transport
6. Cultural & creative arts
7. Bicentennial Reserve and Flat Rock Gully (in view of NBT dive site)

Submission 4: Glenda Hewitt

SUBMISSION RE ADVISORY COMMITTEES

11 November 2022

This submission addresses the Advisory Committee framework based on the following assumptions regarding the role of rate payers, subject matter experts, Council (as an administrative arm which acts on behalf of ratepayers and Councillors as Ward representatives of ratepayers

- (1) In a particular LGA, Council is the administrative arm whose role it is to administer on behalf of ratepayers and act in the best interest of these ratepayers.
- (2) Council Officers ensure policy and operations are properly implemented on behalf of ratepayers.
- (3) Advisory committees are one of several community consultation structures within Council administrative responsibilities.
- (4) Strategic policy is a collation of community requirements and should be formulated from the ratepayers upwards rather than Council downwards
- (5) Councillors are elected representatives of a Ward with the mandate of governance and responsibility for ensuring strategic policy is implemented in the best interests of the ratepayers they represent. Councillors ensure excellence in governance and should also actively advocate on behalf of their ratepayer constituents.
- (6) Consultation is not a 'tick the box' exercise, and multiple channels are required to ensure a greater number of touchpoints. Community outreach cannot be completed using push techniques (social media, website, newsletter etc), it also needs pull channels (ie transparent public engagement and formal reporting to Council)

Bearing the above assumptions in mind, and assuming that a Council's obligation is to act and administer on behalf of ratepayers, the role of the Advisory Committee's are an essential tool in providing input to the formulation and refinement of strategic policy. It is also one of the few mechanisms where community input is transparent, due to the requirement that the Advisory Committee has an obligation to present a report to Council and this report becomes a minuted, reportable document. All other forms of community input are effectively individual inputs where the detail is rarely fully accessible or visible to public scrutiny. Too often this means a lone voice which may *not* be representative of the broader community, influences the outcome.

I accept that, having a requirement to navigate a path and find acceptable compromises to community input, is not always easy. Therefore, transparency on how an outcome is reached via the multiple forms of consultation is essential. The reporting requirement of the Advisory Committee is one of the most transparent community consultation inputs to Council due to its visibility to all ratepayers

Currently there are a number of flaws in the Draft Terms of Reference – notably

- (1) *Council selects the members of the Advisory Committee.*
An alternative would be that all applicants for an Advisory Committee gather (in addition to appropriate Council Officers) and present their credentials. A vote then be taken *among the applicants* for the final selection of (the ten?) committee members who would best represent ratepayers. Council Officers should not have the final say on the makeup of any specific committee.
- (2) Advisory Committees should also have transparent **input** to the formulation of Strategic Policy rather than as noted in par 2.2 *Providing advice on the implementation of various council strategies and policies.*

In the Draft Advisory Committee Policy_2022 the following item does not provide a foundation for constructive output:

(1) In Section 5

“Council is committed to complementing the skills and knowledge of staff, Councillors and consultants through Advisory Committees to assist the delivery of Council’s strategic priorities”.

should read

“Council is committed to value adding to the skills and knowledge of staff, Councillors and consultants through Advisory Committees by seeking community input on the development and delivery of Council’s strategic priorities.”

The correct number of advisor committees?

How many Advisory Committees are relevant? Four committees implies significant constraints on best outcomes. Too few, and the volunteers who commit to being a member of an advisory committee will be overloaded, too many and it becomes unmanageable – particularly as the advisory committees appear to be limited to meeting four times a year and, under the current Policy, each committee is limited to 10 people. This needs deeper thinking on the appropriate number of Advisory Committees and the best framework to ensure effective Advisory Committee outcomes.

I would defer to Councillors, as the elected Ward representatives of ratepayer constituents, to identify and make recommendations on key focus areas where Community Advisory Committees would be most effective. Councillors are accountable to their constituents. Be it the proposed four, or ten committees (per the setup prior to the last election), I would rely on Councillors to be realistic about what needs to be achieved, how community input can be contributed and the importance of hearing from the community on matters that deeply effect the people they represent. Councillors are our advocates.

The Advisory Committee Framework, implemented well, with clear terms of reference, goals and accountabilities provides a mechanism (supplementing the representation of Councillors and other consultation tools used by Council) to ensure well-rounded, integrated community consultation is achieved.

Cost of implementing Advisory Committees

The upfront costs of staffing and supporting the Advisory Committee Framework, noted in the Council’s supporting papers, are a more cost-effective input than additional unplanned and unbudgeted downstream costs required to defend and amend Council decisions after the fact.

Submission 5: Carolyn New (Former Bicycle Consultative Committee member)

Willoughby Council

Have Your Say – Advisory Committees Framework

Submission from Carolyn New

Thank you for the opportunity to provide feedback on Willoughby Council's Advisory Committees Framework. I am a resident of Naremburn in the Willoughby Council LGA and have been for over 45 years and have had the pleasure and occasional frustrations as a member of the Willoughby Council Bicycle Consultation Committee for over 20 of those years. This is my sole experience as a member of one of Willoughby Council's Advisory Committee so I can only provide feedback on that aspect, though I am sure similar comments and issues are common with other Willoughby Council Advisory Committees.

In the following submission I will

- discuss my experience on that committee
- demonstrate that the Bicycle Consultative Committee under its previous terms of reference should be reinstated until such time as a new framework is about to commence with appropriate finalised terms of reference and approved
- provide a critique of the proposed new framework in terms of its replacement of the Bicycle Consultative Committee

Bicycle Consultative Committee – My Experience

I attended my first meeting of the Willoughby Bicycle Committee as a visitor in the late 1990s and not long after that the committee was reconstituted and invitations were opened for applications to join that committee. I applied to join and was accepted at that time as the representative for the Naremburn Progress Association. At this time, I was relatively new to bike riding, had only recently discovered the network of local bike routes and seen the further work that was needed. I had not much knowledge at that time, nor able to make a significant contribution to the Advisory Committee, bar being an information conduit to other bike riders who were members of a local bike group I had recently joined called Bike North. What I did have though was a burning desire to make a difference and to learn how I could do that.

Thankfully there were other members of that committee more experienced and knowledgeable than I and so I learnt a great deal from those early meetings and was eventually able to make my own contribution. I built on that over the years by networking with other cycling advocates across Sydney and Australia, attending local, national and international conferences and workshops and even eventually completing a Masters Degree in Urban and Regional Planning which led to a new professional career in sustainable transport and transport planning very different to my decades long career in IT.

Over these last 20 plus years there has been a broadened understanding within both the professional and volunteer community of the role that the bicycle can and should play in transport. An understanding that the use of the bicycle benefits so many aspects of today's life. Contribution to people's health, including mental health, and fitness; as transport the potential to reduce reliance on

unsustainable private motor vehicle for many journeys, ability to work with public transport for longer journeys, financially inexpensive transport – great potential to reduce congestion and limited capacity for parking larger and larger motor vehicles. Transport which requires relatively cheap infrastructure compared to that required for public and motor vehicle transport. Alongside this understanding there has been a maturing of the policies and strategies underlying the field of bicycle use and raised expectations as to who should be able to use a bicycle and the quality level of that infrastructure.

There has already been great change reflected professionally in the area of bicycle use which is now more commonly referred to as Active Transport or even Micromobility and we can expect that change to speed up in the future. The relationship between the Community Committee members and the supporting staff has also changed over that period of time. In the early years, we were less likely to encounter staff with the specialist knowledge and experience of riding a bike for transport than we do today. This did start to change as Willoughby became among a handful of leaders in the field, advised and supported by their Advisory Committee, but still held back by inadequate budget, ever changing priorities from the state transport authorities and priorities that continued to be dominated by car travel. These days there is now much stronger and regular support from Active Transport (NSW) for all Council transport staff who choose to accept it. But they still need an Advisory Committee who can provide local knowledge and a different perspective from varying backgrounds.

Over many years I particularly enjoyed the collaborative nature of the committee meetings, with community and bike group rep members, councillors and some of Council's traffic engineers discussing potential solutions to tricky problems. One particular case in point was to resolve the issue of a safe cyclist crossing of Mowbray Road at the Devonshire Street / Tindale Road which eliminated conflict with pedestrians while allow local access for vehicles on a local road. The recommendation from the Committee was developed by the engineers and installed. This was a major innovation at its time. Other major input was provided when staff complained that Council had difficulty with success from state funding. The committee pointed that they needed a Bike Plan supporting those projects. The committee formed a sub-committee to develop recommendation for what was required in a brief and funding came through for projects in the plan that was eventually developed.

Some ten year later a new energetic Director at Willoughby reorganised the Bicycle Committee with each meeting in one year dedicated to a theme that suited that particular time of year. One was setting the priorities for projects to apply for funding. Another was for the review of the concept designs that had been produced for those projects. The focus was also to be on strategy and it was recognised that more maintenance / ad hoc operational discussions were better handled through Council's usual reporting mechanisms. This was an efficient system that worked extremely well for a number of years and only started to be compromised as staff turnover increased.

Unfortunately much of the past five years has been interrupted from having to focus on retaining the bicycle committee rather than on the work we should be doing to assist Council progress the implementation of the Bike Plan and consider further how the plan should be upgraded.

Bicycle Consultative Committee – Please reinstate this committee until there is an adequate replacement Advisory Committee

The Bicycle Consultative Committee has been unable to meet for over a year and there is much work that needs to be done, that is time critical, and a great loss to Willoughby City Council if it does not take effect. For example:

- Road works have already been undertaken on bicycle routes that have failed to take account the needs of bike riders. For example the 40kph St Leonards works included a new pedestrian crossing on Herbert Street. The plans for this project around this crossing, integrated the design of the approved new bike path on but this is not built. Council has had to take a revised design out on consultation and report to Traffic Committee to address this issue, and still yet there is no advice re funding that change. We need to be sure such issues are not repeated.
- High priority bicycle infrastructure such as the Pacific Highway shared path is being built, nearly completed, without the opportunity for advisory committees to formally give their feedback and/or concerns as to how it is being built
- Stand alone short bicycle infrastructure has been built presumably by the Woollies developer in East Chatswood with major concerns particularly with change of placement of a bus shelter such that it is adjacent to a flight of steps and with poor throughout railing - all this will be a hazard to bike riders and pedestrians
- Get NSW Active grants for 2023-24 will open later this month and with a Bicycle Committee, committee members will have no opportunity to provide input to the priorities for these grants
- Council has approved an application to participate in a Scooter trial which includes new shared paths which need to be considered as part of a review of the Bike Plan which will clearly be needed very soon.

I request that the Bicycle Consultative Committee be retained under the previous terms of reference with invitations for membership from the previous term. This committee should be reinstated as soon as possible and be in force until an alternative Advisory Committee structure is in place.

Active and Integrated Transport Committee and new advisory framework

The Bicycle Consultative Committee has served Willoughby Council well for many decades. There have been minor changes to the terms of reference and organisation structure of that committee, which have enhanced the committee and its contribution. Change is inevitable, particularly given the rapidly changing background of Active Transport and Micromobility. But I do question the extent of the change proposed, especially given there will only be a short period of time from when meetings commence till the committees are disbanded. **Of major concern is the dilution of consideration of cycling issues and membership within the broader scope of the new committee.**

The Bicycle Committee best functions with membership of bike riders from the various geographical areas of the LGA who can provide vital local knowledge.

The proposed framework is at the same time too rigid in its specification, and far too loose in how this would be implemented. The sole purpose is stated to be to provide advice on the development and implementation of strategic priorities which is a fairly rigid proposition. The committee needs the freedom to expand, where necessary, beyond existing strategies and identify emerging strategies that could be considered in future Community Strategic Plans. The committee also needs to consider the annual priorities and review designs for implementation of the existing Bike Plan, as has previously been the remit of the Bicycle Committee. At the same time this is to be in manner that complements staff, consultants and Councillor competencies. How is that to be achieved if these staff are not to be part of the advisory committees? How can we know now, what these competencies will be?

The proposed Active and Integrated Transport Committee will assist Council in achieving the development and implementation of various transport strategies – *Integrated Transport Strategy; Parking Strategy. Bike Plan*. All these strategies are in need of development. Assisting Council on the Revision of the Bike Plan would be expected of the earlier Bicycle Committee. Ideally the Integrated Transport Strategy should also be reviewed given the many policies, procedures and guidelines that Transport for NSW have delivered over the last few years. Just these two tasks will be a huge undertaking in the period of time available. Review or development of the Parking Strategy as well is a tall order. This is a much more challenging and complicated task for a committee with varied interests, particularly if the intention is to bring Council's parking strategies in line with Transport for NSW, *Road User Space Allocation Policy*. There will be challenges in bringing together a group of people that can bring different perspectives, but still appreciate a different view than the existing paradigm of road space not required for travelling vehicles is prioritised for parking those vehicles. The paradigm that road space outside a person's home is 'their' space. Such a strategy will take years for acceptance. Working towards such a strategy would be extremely worthwhile, but it is not something that can be easily done in the remaining years of this Council, and still undertake the other reviews urgently needed. It may eventually need to be a staged approach, but then we would also be constrained by the barrier of revisiting adopted projects,

Subjects in Scope are cycleways, electric vehicles, transport connections, parking strategy, pedestrian movement, technology integration, movement and place. This committee has long had a walking representative and Transport itself has closely linked walking and cycling under the title Active Transport. Similarly Micromobility is widespread in use beyond NSW and emerging here with Willoughby Council proposing to take part in a trial. Micromobility would use the same

infrastructure as bikes and it is reasonable for this to become a topic in an Active Transport Committee.

It therefore would be entirely reasonable to expand the scope of our advisory committee to an Active Transport Advisory Committee and it would cover much of what is identified as scope. The out of place items in particular are parking strategy and electric vehicles. An overarching synergy with the Road User Space Allocation Policy is compatible but there is much within a Parking Strategy which is not. Similarly there is an overlap with electric vehicles as e-bikes and e-scooters come under that definition. Other overlaps would be in the potential provision of kerbside charging, and concerns about mixing electric vehicles with vulnerable road users, but once again there is much within the subject Electric Vehicles which is not compatible with an Active Transport Strategy.

Apart from the expansion of scope I also have concerns at some of the rules placed on the members. For example the limitation on members serving only two terms on any committee is not appropriate. While there always needs to be room for new members to ensure there is new ideas, new thoughts, the value of experience should not be underrated. The experience of long standing members who are open to change and continue to evolve as the subject matter evolves is essential and necessary to support newer and possibly less experienced members and give them the opportunity to grow.

I recommend that the proposal for an Active and Integrated Transport Advisory Committee be replaced with an Active Transport Advisory Committee.

The model terms of reference should be dropped as it is inappropriate for all the Advisory Committees.

The terms of reference for the Transport Advisory Committee need a detailed review and be draft only with the members themselves reviewing and agreeing the final terms for the period of Council.

Councillors should be welcome as members of the Committee and there is much they could learn at those meetings.

Staff from at least Traffic and Transport and Strategic Transport should be regular attendees at the meetings.

Submission 6: Stuart Coppock on behalf of the Federation of Willoughby Progress Associations



Federation of Willoughby Progress Associations Inc. Incorporated 29 April 2003 Registration Number: INC9879632

Website: fwpas.wordpress.com

Ms Tanya Taylor,
Mayor,
Willoughby City Council
E: tanya.taylor@willoughby.nsw.gov.au

12 November 2022

Dear Mayor,

Re: WCC's proposed Advisory Committees

The delegates to the Federation have requested that I write to you concerning the above matter given the issue is currently out for consultation.

The capacity to address issues through 'Have Your Say' is restricted so I write on behalf of the FWPA Delegates to place the issues raised at our last meeting. These comments arise from several different sources which include the last report to Councillors, comments made at the Council meeting, at which this report was on the agenda, and general remarks by delegates.

The advisory committee structure, as has been the circumstance for more than several decades, has an advisory function. For any report to imply or any suggestion to be made that its purpose is other than advisory is inaccurate and introduces an element of unnecessary confusion concerning their major role.

The suggestion that the advisory committee structure and operation must fit like a hand in a glove with the Council's approved strategic plan is also mistaken in its basis. The major advisory committee function is to act as a volunteer advisory facility passing advice from the wider community to the Council. Strategic policy, and the preparation and implementation of a strategic plan, is a legislative function that sits with the Councillors and is their decision alone. There is no corporate governance comparison or direct connection. In the event that an advisory committee suggests action which the Council might consider to be worthwhile adopting, then there is an entirely separate process to amend or add this to the strategic plan. This authority to amend or add as noted sits in the hands of the Council and Councillors, not the advisory committee structure. It is a matter of operational common-sense that no strategic policy is set in stone, indeed, Council reviews its strategic policies as required by the *Local Government Act 1993*.

The report to Councillors advises that for a Councillor to sit on an advisory committee is a conflict of interest. This is also incorrect. What is worrying is that the written remark illustrates an apparent failure of the Executive to understand what is a conflict of interest. It is noted that the report does not explain why this circumstance is a conflict. There is no reason based on corporate governance principles as to why a Councillor should not sit on an advisory committee or indeed chair that committee if the members so decides. The FWPA views this as a sound and important principle for the operation and success of any advisory committee structure.

The FWPA considers that any advisory committee structure is an opportunity for collaboration between the Council and its community. This principle, as far as the FWPA is concerned, supports the overriding intent of the NSW Parliament set out in the *Local Government Act 1993*:

One of the Purposes of the Act is: Section 7(e): to provide for a system of local government that is accountable to the community and that is sustainable, flexible and effective.

Object of principles: Section 8: The object of the principles for councils set out in this Chapter is to provide guidance to enable councils to carry out their functions in a way that facilitates local communities that are strong, healthy and prosperous.

The FWPA in its recent meeting raised the obvious administrative issues that would demonstrate that the Council Executive is of a mind to develop a successful advisory committee structure. These include:

- the publication of minutes of meeting as soon as possible after the recorded meeting
- any items to be actioned arising from meetings should be minuted and listed as a separate item in the next agenda. This is in part to show the work of the committee
- meetings should be reasonably regular and set out a year in advance with a least one meeting a quarter; and
- the work of the voluntary committees should be publicised outside the minutes of the General Meeting to encourage ongoing community interest and involvement.

The report to Councillors suggested that the Corporate Governance Officer should attend each meeting of an advisory committee. The same paper raised the cost of operating the advisory committee structure. The reason for the attendance of a corporate governance officer, which has not been the practice previously, has not been clarified and will be a major addition to the operational costs of the advisory committee structure. Without a clearly articulated opinion based in corporate governance, the FWPA delegates pondered why the issue was raised other than as a cost impediment.

The FWPA has listened to the comments by the Councillors and understands a slimmed down version of the advisory committee structure is a sound thing to do going forward. Clearly, committees that are no longer active or cannot attract members should be disbanded. However, the adoption of omnibus committees as proposed, risks overburdening committees and diffusing the focus and expertise for which committee members are appointed. The idea that a layer of working parties can be created beneath the omnibus committee risks creating a complexity that is entirely unnecessary.

While others in the community will have their own version of which committees to retain, the FWPA, suggests that:

- the 13 advisory committees active prior to the end of the last Council term should be reinstated
- the Council should reform its approach to supporting and publicising these committees; and
- the Council's framework for these committees should reflect the suggestions provided above.

Yours sincerely,

A black rectangular box redacting the signature of Stuart Coppock.

Stuart Coppock
President 2022

Submission 7: Wendy Norton – (Former Access and Inclusion, Bicycle, Companion Animal, Symphony Orchestra and Choir, Willoughby Park, Natural Heritage and Bushland, Heritage, Global Friendship and Seniors Advisory Committee member)

Submission for Have Your Say regarding Advisory Committees

1. I write as a former councillor and member and/or chairperson of numerous former Advisory Committees (ACs).
2. I found my involvement in ACs extremely valuable for my work as a councillor. It expanded my knowledge and understanding of needs and views of community members with whom I would not have communicated if I had merely interacted with my usual circle of friends and acquaintances. I learnt a lot.
3. The proposed structure is unworkable and will result in "tick the box" Advisory Committees. They will exist and may give the appearance of council connecting and consulting with the community, ticking the right boxes, but for the reasons noted below, their effectiveness will be minimal.
4. The scope of the proposed ACs, covering diverse interest groups, is a barrier to fruitful outcomes. as they will presumably consist of one or two members of each of the interest groups to be addressed by the AC, given the limitation on numbers of members.
5. The AC size limit and infrequency of meetings will result in either some community interests being ignored or receiving minimal consideration, depending on the membership. It would be uncommon for individuals to have interests and expertise in the many areas that the proposed ACs are to represent. Which interests will be ascendant?
6. I have read the Terms of Reference (ToRs) of the committees. I note that the document on display shows in the ToR for the Access and Inclusion Committee point 3.1. a heading relating to the Community, Culture and Heritage Advisory Committee, not a heading relating to the Access and Inclusion Advisory Committee. The information relating to this point seems almost identical to the information at point 3.1 in the Community, Culture and Heritage Advisory Committee. Very puzzling.
7. In the ToRs for these above mentioned ACs, Items 4.1 seem to be very similar. Again, very puzzling, they are separate committees.
8. I note that correspondence from the Mayor to Progress Associations dated 4th November has been added to the information provided on the Have Your Say site. Is it usual to add information well after a consultation has commenced? Have correspondents who made their submissions prior to this addition been advised of this addition and given the opportunity to revise their comments in view of this new information? Have other additions been made to the site during the exhibition period? Please advise.
9. Willoughby Local Government Area has existed since 1865. The notion that ToRs prohibit ACs from discussion of previous decisions is incomprehensible; times change, communities change, needs change, opinions change. The committees should be unfettered in topics of discussion. After all, they only offer advice, advice which councillors can accept or reject. Decisions are made by councillors.
10. The notion of "working parties", apparently to operate without any officer support, presumably to investigate issues and then return, maybe three or even six months later to

report to the AC, with other “working parties” jostling for time on the agenda of an AC meeting, is also a curious and unworkable notion.

11. The information provided by these “working parties” would thus be provided to councillors via AC meeting minutes on council agendas sometimes many, many months after the ‘work’. Again, curious and also unhelpful to councillors.

12. I am shocked and dismayed that almost a year after election council has not yet seen fit to reinstate the Access and Inclusion Advisory Committee. I recall Cr Wright attending one of its meetings and telling me afterwards how impressed he had been. It consisted of members with lived experience, others with experience as carers and also members with professional qualifications in disability fields. It provided excellent support for the work of WCC to assist many residents with disabilities. Councillors would be aware that communities are judged by their treatment of their most vulnerable members.

14. Cr Campbell and I served together on both the Bicycle and Companion Animals Advisory Committees. The members of these committees provided advice based on expertise and local knowledge and gave endless hours assisting with events, presenting at seminars at council, investigating issues and attending meetings, both AC meetings but also meetings with consultants re proposed bike paths. Cr Campbell often stated how impressed and grateful he was for their efforts, as was I.

16. Similarly, I was privileged to participate in a number of other ACs and found their members always generous with their knowledge and time, willing to provide both for no charge. Why would council diminish such support?

17. I urge councillors to reinstate the previous committees by calling for nominations and proceed using the policies and ToRs already approved after much consideration in the last term of council. Unless this is done it will be at least mid 2023 before this source of community input will be available to councillors via AC minutes on council meeting agendas.

18. In the last few years I observed that several of the committees were having difficulties in attracting members. In the event that there are no or very few nominations for some committees, if council accepts the suggestion for reinstatement of ACs, council could then consider to amalgamate or eliminate those committees, thus meeting the desire to streamline the ACs.

Thank you for the opportunity to have my say on this issue.

Submission 8: John Mills (Former Access and Inclusion Advisory Committee member)

Proposed Advisory Committee Framework Authored by John Mills 13th November 2022

Council proposes a **4 advisory committee** model comprising the following:

- 1. Sustainability and Environment Advisory Committee**
- 2. Community, Culture and Heritage Advisory Committee**
- 3. Access and Inclusion Advisory Committee (AIAC)**
- 4. Active and Integrated Transport Advisory Committee**

Each of the 4 proposed committees combines a number of the now disbanded committees two of which merge unrelated and questionable areas of interest.

The structure of each of the proposed committees has a number of restrictive features that includes, membership number limits, membership tenure limits, meeting frequency limits and a membership vacancy penalty all of which in my opinion, will severely reduce the effectiveness of each committee.

Limiting the number of committee members.

Advisory Committees are voluntary organisations made up of people who **volunteer** to support council by dealing with specific community areas of interest.

By limiting committee member numbers, it will result in council having serious difficulty in finding adequately qualified and experienced people to fill individual interest groups let alone find someone that has experience across all of the interest groups.

- 1. Why limit the number of committee members to between 6 and 10?**

Limiting the number of meetings per year.

Committee's functionality and usefulness to council will be severely hindered if committees are to be limited to between a **minimum of 2** to a **maximum of 4** meetings per year.

- 2. Why is there a limit to the number of meetings per year?**

Given the proposed infrequency of committee meetings, despite working parties being able to have unlimited meetings, the results of working parties activity outside of a committee meeting would not be available for discussion for a minimum of 3 months. This approach would seem to hinder council's decision making timeline.

- 3. How is this expected to allow council to efficiently expedite their decision making process?**

Limiting tenure of membership.

The process council proposes of selecting committee members is more likely to discourage those wishing to volunteer their services to a looser timeframe.

It is proposed that committee and committee membership ceases at the commencement of the caretaker period associated with Local Government Elections will introduce unnecessary repetitive workload of council staff. At the beginning of each new council term, council would need to advertise for new EOI for committee members and undertake the review process again.

- 4. Why cease perfectly functioning committees and committee membership? Why not simply suspend membership until committees resume under a new council?**

Limiting committee membership to 2 terms will also introduce an unnecessary repetitive workload on council officers for the reasons outlined above.

- 5. Why limit membership to 2 terms?**

Enforcing absenteeism restrictions.

Declaring a membership position vacant because of absenteeism of 3 consecutive meetings, appears to be foolish particularly if the member is gifted with high qualifications and or experiences that are hard to find. With specific regard to membership absenteeism of the **AIAC**, here are many reasons for members in the disability interest segment to be absent and it is not uncommon for health issues to be the primary cause of a member's absence. It must be noted, it appears that the thought behind the absentee rule that council proposes, may have been designed where only 2 committee members were representing a specific interest group on a committee. In that circumstance it would result in a 50% reduction in the advisory capacity of the specific interest group and would require the position to be filled with some urgency.

What might be a better solution to this issue, where there are larger numbers of specific interest committee members, where possible, allow the member to request a leave of absence without having their position terminated.

6. Why vacate member positions on a committee if alternative arrangements can be made?

CONCLUSION

It must be remembered the topic of the Advisory Committee Framework is solely focused on **COMMUNITY VOLUNTEER** committees that only provide **ADVICE** and **RECOMMENDATIONS** and **do not** have the powers to enforce that advice; that is the function of council.

It is my considered opinion that the matters that have been raised in this document highlight the inadequacies of the proposed committee structures.

I **do not** support limiting the number of committee members, limiting the number of meetings per year, limiting tenure of membership or enforcing absenteeism restrictions.

For the previously explained reasons, **ALL OF THE LIMITATIONS MUST BE REMOVED.**

Whilst the Draft Terms of Reference (**DToR**) are relatively detailed, there are operational areas that have no details whatsoever, details of which need to be added, explained and evaluated.

One thing that really bothers me is, if the **DToRs** are approved and the committees are reinstated using the governance of the **DToRs**; and they find their operational functions etc. are found wanting because of deficiencies within the **DToRs**, there appears that there is no alternative way to modify the **DToRs**. The scenario I envisage is, despite any discovered deficiencies, council may not be inclined to modify it.

To rectify this surely a general statement at the beginning of each **DToR** must be added to relieve the pressure from a non-modifiable **DToR**. It should also indicate that the **DToR** is a guide and not strictly as rigid as a legal document.

The committee structures are in fact lacking practical vision and as such will not achieve what council envisages.

Given that the issue of the restructuring of advisory committees has been on council's agenda continuously since 2014, if committees are as important to council as council states, then this issue needs input from all sources to deliver a satisfactory working collective for all concerned.

Up until now, what has been proposed in its various evolving forms have simply been one sided and easily criticised for their deficiencies. To that end, a different approach needs to be adopted to resolve this issue amicably, an approach that involves the council **and** its advisory committee groups **working together.**

To that end, in the interim, for the sake of the community we all serve, I appeal to council to reinstate the existing committees starting immediately but if this cannot be achieved, February 2023 at the very latest.

Proposed Access and Inclusion Advisory Committee (AIAC) Committee Specific OBSERVATIONS and QUESTIONS

In the past, the previous **Access and Inclusion Advisory Committees** one and only target segment dealt with the needs of the physically disabled and key to its continuing to be a successful source of advice to council, is that this **single focus** should remain.

The more diverse the target segments, the less focused ANY committee will be and, that includes the Access and Inclusion Advisory Committee!

It has come to my attention that the word "Inclusion" may have been misinterpreted by the author of the **AIAC Terms of Reference** and the **report to council** 19 Sept 2022, Item 12.3 Figure3: Option 2: page 40.

"Inclusion" with regard to the previous **AIAC** has always referred only to those with disabilities being **included** in, where practicable, all aspects of community life and activities.

By including *aged, youth, culturally and linguistically diverse, indigenous people* with **Disability** within the **AIAC** target segment and in turn expanding the committee's focus to additional key strategies, has serious ramifications on every aspect of the committee's functionality and performance.

Was the author correct or not correct to include the additional interest groups within the AIAC?

Is changing the previous framework and operation of this Advisory Committee necessary?

Does Council envisage the proposed framework for all committees, will provide better community advice to council and if so, **how?**

As mentioned the proposed new **AIAC** will have an expanded agenda that includes: **youth, aged, disabled, culturally and linguistically diverse and indigenous people**. Along with the new interest groups comes an increase in workload that includes: **Disability Inclusion Action Plan, Volunteer Strategy, Youth Engagement and Indigenous Strategy**.

The following chart compares the previous **AIAC** to that of the proposed **AIAC** and it clearly demonstrates an unnecessarily complex and unwieldy structure that appears to be designed to be less focused and will become far less productive given the newly imposed limitations and added interest groups.

Previous Access and Inclusion Advisory Committee Structure



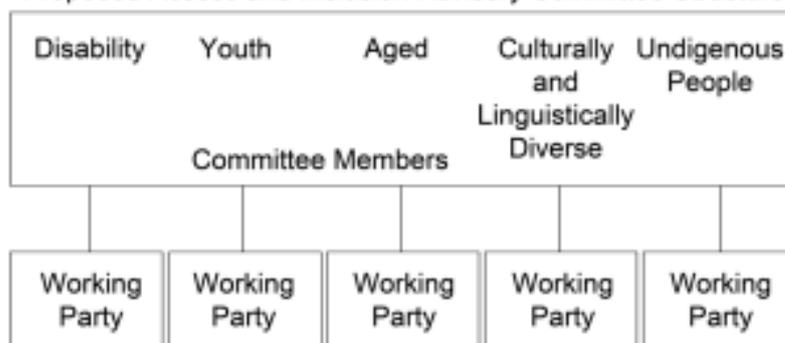
Notes:

Committee membership **unlimited** and working parties were made up of existing committee members.

Meeting frequency, **monthly**.

Comparison between
Previous and Proposed Access
and
Inclusion Advisory Committee
Working Structures

Proposed Access and Inclusion Advisory Committee Structure



Notes:

Committee Membership limited to a maximum of **10** ie. **2** per interest group.

Working party limited to **2** committee members per interest group or **unlimited** to non-committee membership or committee members plus non-committee members?

Committee meeting frequency minimum of **2** or maximum of **4** times per year.

Working party meeting frequency meeting unlimited?

The following chart demonstrates the direct comparison of operational functionality of the previous and proposed **AIAC**:-

<p>Operations of the Previous Access and Inclusion Advisory Committee (AIAC)</p>	<p>Operations of the Proposed Access and Inclusion Advisory Committee (AIAC)</p>
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<p>Target segments for the Access and Inclusion Committee included improving the quality of life of those living with disabilities through the promotion of greater access and inclusion in the community.</p>	<p>Access and Inclusion Committee key target segments such as <i>aged, youth, disability, culturally and linguistically diverse, indigenous people.</i></p>
<p>Access and Inclusion Committee key strategies were to develop solutions to aid those living with all varieties of disability.</p>	<p>Access and Inclusion Committee key strategies: <i>Disability Inclusion Plan: Volunteer Strategy, Youth Engagement: Indigenous Strategy</i></p>
<p>The committee met monthly.</p>	<p>The committee will meet up to 4 times a year with a minimum of 2 meetings.</p>
<p>Membership was open to all interested members of the public who first visited the committee as an observer. The acceptance of the interested party becoming a committee member was based upon the vote of existing committee members.</p> <p>New members introduced themselves at their first meeting and their experiences / expertise and interests in the subject of disability issues were assessed.</p>	<p>Membership will consist of between 6 – 10 community members.</p> <ul style="list-style-type: none"> • Membership will be sourced through an advertised Expression of Interest process. • EOI applications for membership of Advisory Committees will be assessed via a subcommittee including: Mayor; Deputy Mayor; Customer and Corporate Director; and, a staff subject matter expert(s). The assessment will be reported to Council at a subsequent meeting for determination.
<p>Membership was continuous and not limited to any specific duration.</p>	<p>Membership limited to 2 terms</p>
<p>No cessation of the committee or committee membership through the caretaker period associated with Local Government Elections was required.</p>	<p>Committee and committee membership will cease at the commencement of the caretaker period associated with Local Government Elections.</p>
<p>No penalty applied for missing meetings.</p>	<p>The position of members missing 3 consecutive meetings will be declared vacant.</p>
<p>The committee was chaired by a nominated committee member and minuted by a council officer who managed the committee's functionality and prepared and distributed the agenda and minutes of the committee and reporting to council.</p> <p>Additional council officers attended at the request of the committee to aid the committee or by the request of a council officer for their purposes.</p>	<p>A community member is the Chairperson of the Access and Inclusion Advisory Committee. Council will provide a staff member to make room bookings, send invitations, prepare and distribute the agenda and minutes and provide the report to Council.</p>
<p>Committee members abided by the Willoughby City Council Code of Conduct 2020.</p>	<p>All committee members are expected to abide by Willoughby City Council's Code of Conduct 2020.</p>
<p>Committee Meetings were conducted in accordance with Willoughby City Council Code of Meeting Practice 2019.</p>	<p>Committee Meetings will be conducted in accordance with Willoughby City Council Code of Meeting Practice 2022</p>
<p>Existing business was discussed with follow up information possibly requiring further investigation or closure of the item in question.</p>	
<p>New business was discussed and where needed, volunteers were called upon to undertake working parties pertaining to that business outside the committee meeting environment. The results of the working party would be presented for discussion and the next meeting.</p>	<p>Working parties will need to be resourced by the committee and will be provided a space in a Council facility or access to video conferencing to meet.</p>
<p>Committee member's skills and knowledge relevant to the committee's purpose included:</p> <ul style="list-style-type: none"> • Those living with disabilities • Those who daily managed the affairs of someone who had a disability or a mobility limited person. • Technical knowledge of Australian Standards related to the needs of the Disabled. • Technical skills pertaining to developing documentation related to the Disabled. • Or a combination of any or all of the above. 	<ul style="list-style-type: none"> • Community representatives are required to have skills and knowledge relevant to the purpose of the Advisory Committee including: • Qualifications or demonstrated experience in one of the following areas: Community development or services, access. • Ability to create or have existing connections with community groups, organisations or stakeholders within the Willoughby local government area.

OBSERVATIONS

- Over the years the previous **AIAC** had a diversity of committee membership and other participants that included a number of Councillors as well as council officers.
- Amongst other things the committee dealt with site specific projects and issues all of which involved robust debate that resulted in positive outcomes for the community.
- The work undertaken by the committee totally filled the allotted time for each **MONTHLY** meeting. In the ten or so years I was on this committee, if my memory serves me correctly, not once was there any of the allotted time left unused. That fact speaks volumes in that the **AIAC** dealt with only **one area of interest** that being related to those with disabilities in the community.
- This statement alone reinforces my comments that by adding focus groups to the committee, by minimising committee membership numbers and minimising the number of meetings, **it will dramatically diminish the effectiveness of this committee to function in council's best interest** let alone that of the community.
- Quite frankly it beggars disbelief and it is extremely painful to think that someone in council believes that the new committee structures will function to council's advantage. I have clearly highlighted why they won't work and what is quickly needed is a complete rethink of what is before council.
- The addition of working parties to the operations of the **AIAC** is another layer of unnecessary bureaucracy. The previous **AIAC** functioned perfectly well without working parties. Any specific tasks / site specific projects were handled outside of regular meetings by committee members who volunteered to undertake the tasks at hand
- With multi interest committees it is not understood as to who or how many people will make up a working party nor is it clear as to how or when working parties will report back to the committee.

-
- Yes there is always room for improvement and better direction from council would be one aspect that would prove to be advantageous. Previously, councils input into the committee slowly diminished to virtually nothing and quite frankly it is shameful that this has happened.
 - It is my opinion that it is vital that the **AIAC** explore ways to encourage and find new blood that will add fresh ideas and enthusiasm to the benefit of the committee. Unfortunately, because of the new restriction placed upon the committee of only having a **maximum of 10 committee members** to fill the needs of a committee that has **five separate interest groups**, one doesn't have to be a genius to work out that there is no room for new blood bearing in mind there are still previous members wishing to fill the **2 disability seats** on the committee.

CONCLUSION

The previous Access and Inclusion Advisory Committee has functioned perfectly well for many years and from my perspective remains a model as to how a committee should operate.

This committee focuses on a single area of need that being the needs of the disabled and it does not cross over into other interest groups. That notion needs to remain and it must continue doing the work it did with that one and only focus in mind.

That being said, for the sake of the community we all serve, I appeal to council to reinstate all the existing committees and bear in mind in particular, the Access and Inclusion Advisory Committee must continue without changing its method of operation and focus.

This should take immediate effect but if this cannot be achieved, February 2023 should be the very latest committees should be reinstated.

Submission 9: Audrey Thomas (Former Access Advisory Committee member)

Submission on proposed Advisory Committees framework

The subject of this submission to "Have-Your-Say" is to provide feedback on the proposed Advisory Committees framework that includes:

- A Draft Advisory Committees Policy.
- The 4 proposed Advisory Committees being:
 1. Active and Integrated Transport
 2. Sustainability and Environment
 3. Access and Inclusion
 4. Community, Culture and Heritage
- Draft Terms of Reference for each of the above proposed advisory committees.

1.0 Draft Advisory Committees Policy 2022

The *Draft Advisory Committees Policy* identifies 2 **community priorities** (Item 2) that underpin the role of Advisory Committees. These priorities are:

- "A city that is effective and accountable" and
- "Make it easy for citizens to engage and participate in decision making."

Recommendations:

The Terms of Reference framework, should be treated as a guiding document that will allow for flexibility in interpretation and implementation that will provide:

- The ability for existing community advisory groups to be included in future Advisory Committees and their working groups.
- Provide for the framework to be discussed and adjusted as required by each Advisory Committee – to suit the present and future needs of each Advisory Committee to enable committees to function in the most optimum capability to achieve strategic priorities.

2.0 Draft Terms of Reference

Purpose

Specific items listed in **Purpose** identified in the *Model Terms of Reference for Advisory Committees* (Attachment 1, Item 2) that states that the committees:

- "Are created for the **sole** purpose of providing advice on the development and implementation of strategic priorities of Council" (Item 2.1); and
- "Are **not** to focus on specific projects, sites, place based issues" (Item 2.3).

Recommendations:

- The role of Advisory Committees should be broadened to not only have "the sole purpose of providing advice on the development and implementation of strategic priorities", but to additionally be able "to focus on specific projects, sites, place-based issues". In Item 2.1, the word "**sole**" should be replaced with "**key**" to not limit the purpose of Advisory Committees.
- **Item 2.3 should be removed**, as the role of Advisory Committees should not be limited to only provide advice on the development and implementation of strategic priorities but should be broadened to provide advice on specific projects, sites and place-based issues – to ensure that strategic priorities are implemented to provide measures that satisfies these priorities.

Reasons:

- By limiting their role to **NOT** be able to comment on "specific projects, sites and place-based issues", it denies committees their function "to engage and participate in decision making" (identified as a priority that underpins the *Community Strategic Plan*) and to be truly consultative committees with community representation.

Background to reasons:

An example is the function of the Access Advisory Committee. This committee has historically a role in reviewing and evaluating specific development applications and projects (major and minor) that were under development assessment or implementation by Council in their ability to deliver universal access. These projects include:

- The Concourse development – for its ability to achieve universal access and parking requirements;
- Westfield and Chatswood Chase retail developments;
- Public domain improvements such as Chatswood CBD, Victoria Mall and Chatswood Interchange upgrades;
- Artarmon, St Leonards and Chatswood railway station precincts;
- Pedestrian amenity along public footpaths to the Royal North Shore Hospital Precinct from key transport nodes;
- Improvements to off-street disabled parking spaces;
- The Haven Amphitheatre, Castlecrag.

The above examples are not strategic priorities but “specific projects, sites and placed-based issues” as outcomes of Willoughby’s “strategic priorities”. The directive of Item 2.3 in not enabling the Committees to focus on “specific projects, sites, placed-based issues”, would discount the positive contributions of community expert advice and evaluations of numerous projects that is historically evidenced. On this basis, the wording of this directive should be reconsidered and amended.

Prescriptive nature of Advisory Committees

Necessity for the prescriptive nature of Advisory Committees, such as:

- **Membership** – limiting the number of committee members.
- **Tenure of membership** – limiting tenure of membership.
- **Meeting frequency** – limiting the number of meetings per year.

The requirements proposed in the *Draft Terms of Reference* setout below is unnecessarily prescriptive and rigid, particularly for a volunteer group not employed by Council. The document should serve as a guide rather than with the prescriptiveness of a legal document, not enabling future adjustment where deemed warranted by individual Advisory Committees.

Membership limitation

In regard to **Membership** (Item 7.1 in *Draft Terms of Reference*), the limitation to a maximum of 10 community members is **NOT SUPPORTED**.

Recommendations:

- The prescriptive number should serve as a guideline, with a proviso added to enable membership number to be amended by each Advisory Committee where increased membership numbers would benefit community representation to, and functioning of, the Advisory Committee. This proviso will enable greater flexibility in membership numbers, as required, for the optimal functioning of, and by, each Advisory Committee. This is particularly relevant in proposed Advisory Committees where the Committee has been formed to include a number of former advisory committees.
- Added to Item 7.1: “A minimum of 6 and maximum of 10 community representatives to be appointed to the committee”, “with the maximum number to be able to be increased as determined by members of the Advisory Committee”.

Reasons:

For proposed committees where several former committees are amalgamated into, limitations on member numbers from the minimum of 6 to the maximum of 10 is too restrictive. This prescriptive membership formula not work well as:

- The maximum of 10 community members in large amalgamated committees would enable only 2-3 members of each interest group to be represented.
- There would not be adequate representation for each interest group to:
 - Enable people of differing experience in the interest group to participate;
 - Encourage differing points of view to debate and discuss.

Tenure of membership limitation

In regard to **Tenure of Membership** (Items 7.3 and 15.2 in *Draft Policy and Terms of Reference*), the directive of community representatives to be limited and serving only 2 terms is **NOT SUPPORTED**.

Recommendation:

- The prescriptive term of tenure should be removed with length of tenure to be left open.

Reasons:

- Historically, the period in which a community member can be on a committee was not limited. This has been effective as the length of participation by a member enables historic knowledge to be imparted to newer members.
- The longevity of membership should not be a barrier to continuing participation and contribution to committees. Length of involvement in a committee enables greater understanding of local issues and community values – attributes that should not be discounted or eliminated.
- Item 7.3 fails to recognise the high value-adding contribution that longer term members (on a voluntary/ pro-bono basis) have made to specific committees. Historically, natural attrition of committee members occurs for personal reasons such as loss of interest, other commitments and ill health, keeping in mind members are volunteers not employees.

Meeting frequency limitation

In regard to **Meeting Frequency** (Item 9.1 of *Draft Policy and Terms of Reference*), the directive that meetings will be held a minimum of 2 and maximum of 4 occasions per year is **NOT SUPPORTED**.

Recommendations:

- The prescriptive number should serve as a guideline, with a proviso added to enable the greater flexibility in numbers of meetings as required for the functioning of the Advisory Committee. The determination of numbers of meetings per year and its frequency should be at the determined by each Advisory Committee.
- Added to Item 9.1: *“Meetings ~~will~~ shall be held a minimum of 2 and maximum of 4 per year”, “with the maximum number of meetings to be able to be increased as determined by members of the Advisory Committee”.*

Reasons:

- The infrequency of meetings (resulting in the maximum of 1 meeting/ 3 months) will not enable issues arising and requiring efficient attention to be adequately addressed. There must be flexibility for each committee to call for additional meetings as required to urgently address, resolve and monitor the progress of decisions that are before them.
- With the proposed amalgamation of these diverse interest groups into larger committees, the restriction on number of meetings would not enable subject matters of relevance to each interest group to be adequately and satisfactorily discussed.

Terms of Reference (Item 19.2)

The Terms of Reference must be broad and flexible enough in its wording that will enable Advisory Committees to function with some flexibility without requiring amendments to be adopted by a resolution of Council.

The Terms of Reference **should be a Guide** and should **not have the same rigidity as that of a “contract” or “terms of engagement”** between employer and employee – as Advisory Committees comprise fundamentally interested members of the community in a **voluntary** capacity. The Terms of Reference must be able to be adjusted (as required by each Committee), but underpinned by the “Purpose” and “Policy Principles” of the *Draft Advisory Committees Policy 2022*.

By having prescriptive and **unchangeable** Terms of Reference (except through amendment by a resolution of Council), the Terms of Reference **do not “make it easy for citizens to engage and participate in decision making”**, thereby, its rigidity contravenes this Community Priority outlined in the Community Strategic Plan Outcome.

Summary of Recommendations to Draft Terms of Reference:

- **Purpose – Item 2.1:**

Amend: *“Advisory Committees are created for the ~~sole~~ key purpose of providing advice on the development and implementation of strategic policies of Council...”*.

- **Purpose – Item 2.3:**

Remove sentence for the reason of enabling committees to advise on specific projects that have a community component. Removal of this sentence would align the role of the committees with the identified priorities that underpin their role.

- **Membership – Item 7.1:**

Added to: *“A minimum of 6 and maximum of 10 community representatives to be appointed to the committee, with the maximum number to be able to be increased as determined by members of the Advisory Committee.”*

- **Membership – Items 7.3 and 15.2:**

Remove Item 7.3: *“To ensure a broad representation, all members are limited to holding a maximum of 2 concurrent memberships to Council Advisory Committees”*.

Removal of reference to terms of membership for the reason of being too prescriptive. Historically, committees have functioned well without specific reference to longevity of membership, many members exceeding these timeframes are valued in their contribution and provides an additional layer of procedure.

- **Meeting frequency and notice – Item 9.1:**

Added to: *“Meetings ~~will~~ shall be held a minimum of 2 and maximum of 4 occasions per year, with the maximum number of meetings to be able to be increased as determined by members of the Committee.”*

3.0 Alignment to Previous Advisory Committees

The proposed 4 large/ omnibus advisory committees are **NOT SUPPORTED** and should be revised.

Reasons:

- The 4 large advisory committees proposed to replace the existing advisory committees are diverse and disparate in their areas of interest to be effective in comparison to their former function as stand-alone committees. Specifically the:
 - 3 existing committees comprising Bicentennial Reserve and Flat Rock Gully, Natural Heritage and Bushland, and the Sustainability Reference Group – proposed to be merged into the Sustainability and Environment committee; and
 - 5 existing committees comprising Heritage Advisory, Willoughby Seniors, Willoughby Orchestra and Choir, Willoughby Park Centre, Cultural Events, and Companion Animals – proposed to be merged into the Community, Culture and Heritage committee.
- It would be unworkable for these various former committees, with disparate areas of interests, to functionally and effectively contribute to their areas of interest within the proposed Terms of Reference framework of limited membership numbers and prescribed frequency of meetings.
- Amalgamation of various existing Advisory Committees into the proposed omnibus Advisory Committees would not satisfy the key priorities that underpin the role of Advisory Committees outlined in the Policy framework of:
 - *“A City that is effective and accountable”*; and
 - *“Make it easy for citizens to engage and participate in decision making.”*

Recommendation:

- Reconsider the proposed amalgamation of various disparate former advisory committees into omnibus committees. Consult with members of these various committees to understand their areas of expertise.

4.0 Conclusion

- Advisory Committees have historically been considered as an integral part of the direct line of communication between the community and Willoughby City Council.
- The previous multiple (14) advisory committees focused specifically on their areas of interest and provide valid and responsible feedback that reflect community concerns on strategic directions and the implementation of projects that are of community benefit.
- The proposal of merging various former advisory committees into an ombus committee (e.g. the proposed Community, Cultural and Heritage Committee), representing such diverse and disparate core interests will not work well, making it difficult for these various interest groups to discuss, attend and address issues pertaining to their interests and come to a resolution within the framework of limited number of meetings and committee members (as proposed by the Terms of Reference). How the integration into one committee, representing former committees of built heritage, seniors, symphony orchestra, cultural events, companion animals and Willoughby Park, can feasibly attend to their various areas of concern within a single committee within the framework specified in the proposed *Terms of Reference*, will work effectively defies belief and should be examined in detail with these existing committees. Such an integration will NOT *"make it easy for citizens to engage and participate in decision making"* – an identified priority that underpins the role of Advisory Committees and will hinder the resolution of issues of these former advisory committees.
- The Terms of Reference, whilst prescriptive in:
 - Membership numbers
 - Meeting frequency
 - Tenure of Membership, etc.

Should be used as a "guide" must include flexibility in its wording to enable Advisory Committees to alter these limitations, where required:

- To improve the functioning and representation of its membership.
- To implement more meetings in order that issues can be more effectively discussed and resolved.
- To not lose the "brains trust" of existing members who may valuable contribute to the voice of an Advisory Committee.
- To ensure that each committee has pride and ownership of the process of providing advice and community service to Council.

Submission 10: Madeleine Lindsell

Dear WCC

I have written to you before regarding Council's plans to instigate a new policy and terms of reference for Advisory Committees. With the progression of this discussion and a new report provided, I now wish to offer further feedback on Council's proposals.

Firstly, four massive committees cannot cover the ground previously dealt with by the committees enabled during the last council term.

They won't work because:

- there are too many topics to cover across one meeting
- there will not be enough members with experience in each area to ensure useful debate and coalesce opinion
- the committees would meet too few times a year to be productive
- the Terms of Reference are far too exclusive and convoluted - they hamstring the committees' ability to comment, debate, suggest and be creative

Secondly, rather than make it easy, as Council's aims state, for the community to be involved in decision-making, the current proposal would funnel useful engagement into an ever-decreasing and self-fulfilling dead-end. There will be fewer committee members, less time allocated for interaction and a very narrow band of issues for the committees to consider or be allowed to comment on. The Draft Advisory Committees Policy 2022 is not suitable for our city and should be rejected.

With the advantage of hearing how Council has arrived at their current position, I can appreciate that not all of the previous committees may have a place that aligns with the new Council's strategic policy. I do, however, wish to strongly encourage Council to reinstate the Advisory Committees that are ready and able to continue their engagement, for the benefit of our community. In particular, I feel that the Heritage, Access and Companion Animals committees are critical facets of Willoughby's ability to properly cater for our residents. The Council term is ticking away; get these committees back up and running now and look at making adjustments as each topic area requires.

Yours sincerely,
Madeleine Lindsell

Submission 11: Naremburn Progress Association

NAREMBURN PROGRESS ASSOCIATION

Founded 1901; Incorporated 2004

PO Box 393 St Leonards NSW 1590

www.naremburnprogress.org.au – secretary@naremburnprogress.org.au



Larissa Penn
President

Matthew Smythe
Vice President

Carmen Loecherer
Treasurer

Secretary

The CEO
Willoughby City Council
PO Box 57
Chatswood NSW 2057

14 November 2022

Dear CEO,

Re: "Have your Say" Advisory Committees

1. Advisory Committees are an important point of **collaboration with the community** – collaboration is a key cornerstone of the council's Community Participation Plan (Nov, 20219) and is a different process to consultation as outlined by the plan: "*partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution*". In line with this plan we commend the new council for seeking to re-establish Advisory Committee's which were suspended under the previous council however we do note that the community and council have missed out on valuable advice in the time they have been disbanded. It is disappointing to note that under the current plans we would not see any committee's reinstated until Mid-2023.
2. **NPA highly valued the work of the Advisory Committees**, did not agree with their disbanding or the assessment that they were ineffective. NPA notes that we regularly followed up with the council to ask that they schedule meetings that were overdue and had to follow up to request meeting minutes of the Bicentennial Reserve and Flat Rock Gully Advisory Committee be submitted to council meetings. It was evident that the previous council's commitment to the committees played a part in the negative perception. Additionally there were proposed changes and restrictions to scope made by councilors/ council officers during the committee's term – similar to the restrained scope being proposed now which is discussed below. Advisory committees are only effective where all parties are willing to commit to an independent process and where all relevant inputs can be considered to ensure fulsome advice is given.
3. Rather than the "omnibus" large and unwieldy committees proposed, **the previously existing committees should be looked at in a new light as many have widespread community support**. To help council in applying the committee structure to the strategic plan, the previous committee names should be cross referenced to the applicable Strategic Plan area. For example the Bicentennial Reserve and Flat Rock Gully Advisory Committee could be cross correlated to "A City that is Green" and "A City that is Liveable" – the strategic plan area would be easy to note in terms of reference of each committee and on the website page pertaining to Advisory Committees. One committee may fit into more than one strategic plan area and outcomes could inform further decisions in these areas. If strategic level input is needed a combined meeting of all committees pertaining to a certain strategic planning area could be held but generally most committees had their agenda's full with the relevant operational level advice. It is noted that the council does not know the level of community commitment to all committees (NPA did not interact with all) and this needs to be tested. We have made some suggestions in the recommendations section.

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4. Given that the committees members are **public appointments** rather than employees it would be more appropriate that the Mayor appoints committee members – the practice with State Government Advisory Committees is that the elected official i.e. Minister appoints members. Alternatively a panel of councilors might be considered. A full CV should not be necessary (and might be seen as an impingement on privacy) however relevant experience (including and equally importantly community based experience) should be submitted and referenced as well as any conflicts of interest.
5. We would like to see all committee's **attended by at least one councilor**. If council believes the contribution of expert members of the community is important then Councillors (within reason) should be more than willing to attend at least on a periodic or rotational basis ensuring all committees are covered. We recognise the time and contribution of our councilors and are happy to see flexibility as to who covers which committee and when, however attendance should be logged to be fair to those who make a greater time commitment.
6. The Stated Purpose of the Advisory Committees within the Draft Advisory Committee Policy is: *"Advisory Committees are created for the sole purpose of providing advice on the development and implementation of strategic priorities of Council in a manner that complements staff, consultants and Councillor competencies."* We do not agree with this purpose and it does not align with the definition of collaboration stated in your Community Participation Plan. Advisory Committees are normally specific in nature providing objective technical or problem solving advice regarding a particular topic, restricting committees to operate in a manner that "complements staff" and others very seriously undermines the independence of an advisory committee and the competencies of it's members. This may lead to a perception that council is intending that the committees be an extension of council rather than an independent input to councils processes. Whilst advisory committees may inform an organization's strategic priorities as an input it is not an Advisory Committees role to **develop or implement strategy** nor should they be involved in that process. An advisory committee which is simply formed to agree with council rather than think critically and creatively is not a good use of valuable staff and community time not to mention an opportunity lost. One of the key advantages of an advisory committee is to consider all inputs, raise issues and perspectives that the council may not have considered and provide objective feedback regarding what they have proposed. Whilst it is agreed that the scope needs clear definition an over emphasis on restricting the scope will erode the usefulness of the committee and stifle contribution and a predetermined outcome i.e. a committee that wholly compliments rather than opposes is a committee formed with inherent bias. Ideas generation and true collaboration cannot occur under conditions that overly control, pre-determine outcomes and exclude relevant inputs. The Centre for Advisory Boards has some sound guidance that can be applied to committees *"Advisory boards are most often used as a mechanism to gain strategic insight and advice to support critical thinking and robust discussions for organisational leaders. Decision-making and ownership of the outcomes rest with the organization. Best practice advisory boards are a problem-solving model as opposed to a decision-making model."*
7. The NPA strongly disagrees with the restriction of scope characterised by *"These Committees are not to focus on specific projects, sites, place based issues, operational issues or be management committees. These types of issues are managed by staff and will incorporate specific community engagement activities / avenues for the community to participate in and inform the process."* This effectively excludes the advisory committee from considering all inputs and impacts associated with a problem or strategy. In the case of Flat Rock Gully and Bicentennial Reserve committee this would mean no discussion about the tunnels, Willoughby Leisure Centre, sewerage works or projects to upgrade sporting facilities and would therefore render the committee useless and waste valuable community members and staff time. In the case of the Access Committee this would mean not raising issues or ideas on how to tackle an access issue created by a project. One has to ask, with so many major works and changes facing Willoughby why the

council would not want to benefit from expert local knowledge to tackle these challenges – is this not what sits at the heart of collaboration? Will this clause also exclude any active transport discussions around Chatswood for example given the discussion is triggered by the high rise development projects in the area. How far do these exclusions extend and hence will the Advisory Committees be able to provide any fully considered advice at all? Whilst it is agreed that community engagement does occur around projects (mentioned in response from the Mayor) this generally happens at the planning stage of a project. The committees can play an important part during implementation by providing ongoing technical feedback to council regarding a project and assisting with complex problem solving from a local perspective. A committee of well qualified advisors working with council can create very positive outcomes for both the community and council. Meetings should be able to be convened with majority agreement to deal with major issues related to a project or problems as needed. This approach is inconsistent with the approach of other government organisations, for example, NSW Department of Environment and Heritage demonstrates below that their advisory committees are generally specific and provide one way advice and recommendations. The committees cover a range of topics that are specific to a project ie Kosciuszko National Park/ Historic Site/ Quarantine Station, and/or are specific to a topic ie Wild Horses, or are more general policy ie Animal Ethics or place ie Regional. Willoughby Councils approach appears contrary to the approach of this NSW Government Department

Advisory committees

Our advisory committees are appointed to give considered advice and recommendations.

- Regional advisory committees
- Kosciuszko National Park Wild Horse Community Advisory Panel
- Hartley Historic Site Advisory Committee
- Quarantine Station Community Consultative Committee
- Animal Ethics Committee

-
8. The core purpose of an Advisory Committee should not be *“Working with stakeholders to raise awareness and promote behaviour change within the community”* as stated in the Draft Advisory Committee Policy. In fact this clause undermines the integrity of the advisory committees. A recent article written by Business Advisor Stephen Wells can be applied from a business context: *“An Advisory Board, however, provides non-binding advice and members are not authorized to act for - or make decisions on behalf of - the organization. An Advisory Board is a problem-solving model to provide critical thinking, robust analysis and strategic insights to inform the business owner, executives or directors. It is the responsibility of the business to make the final decision based on the input provided by the Advisory Board.”* It should be noted here that the article is referring to a Board Level (which is generally strategic) vs Committee Level (which is generally operational/ project based). Whilst stakeholder awareness may occur organically via the process of collaboration the expectation should not be that advisors to council provide a service on behalf of council in the community. The development of programs and encouragement of “behaviour change” is the responsibility of council once they have made

a decision. The strategic decision is made outside the advisory committee structure and may go with or against the advice of the committee – it is therefore inappropriate to expect the committee to lobby the community on behalf of the council's decision (and a potential conflict of interest perceived in the community). The Collins Dictionary defines an Advisory Group as “An advisory group regularly gives *suggestions* and help to people or organizations, *especially* about a particular subject or area of activity.” i.e. an advisory committee is providing advice to an organization about particular topics not acting as a proxy for the organisation. Willoughby Council appears to be moving away from standard and accepted practice by defining advisory committees as council advocacy groups under the umbrella of council rather than independent, robust and appropriate advisory groups that represent the issues independently to council.

9. At a previous meeting of the NPA members voted unanimously that the **Bicentennial Reserve and Flat Rock Gully Committee should continue** and members expect that the full breadth of issues facing the area are to be included in the scope. The reason why the committee needs to be continued is perhaps expressed best via the original Flat Rock Gully and Bicentennial Reserve Plan of Management of 1995: *“In many respects Flat Rock Gully and Bicentennial Reserve provide a microcosm of the many issues that prevail in the external environment of the densely populated cities of Australia in the latter half of the 20th Century; pressure of use on open space, the need for a sense of naturalness in a highly structured environment, the certainty that open space is there and protected, even if one doesn't use it, and the need for a sense of relief from increasing residential entities and the consequent reduction of private open space....It is, however beholden on all who read, assess and consider the strategies that are encompassed in this plan, to seek to appreciate that in such an urbanised environment a broad perspective is essential. No one user type, active or passive, local or district, can expect to monopolise such a major and important open space. Inevitably, some component of compromise will, therefore, be required of all interested parties if we are to benefit and share in the resource”*...it is in this context and for this purpose that the Bicentennial Reserve and Flat Rock Gully Advisory Committee was instituted. And it is for this purpose now more than ever it needs to continue. The issues raised in August 1995 are being felt now more than ever (Channel 9, Walter St, Willoughby Leisure, Sewerage Systems, Tunnels, Increased Population and Decreasing Nature) and we need a group with diversity of knowledge to come together to advise the council with regard to the full scope of challenges and opportunities to this area. The committee should not be restricted to what the council knows now in the face of so many pressures and considerations and it is impossible to consider anything in the area without considering the coinciding developments. This committee was not instituted to simply develop the site into what it is today – it was formed to provide a point of collaboration where various community stakeholders could come together and find solutions for all of the complex issues that face it. Issues that were predicted to compound as time went on. We have not moved past this committee, the need for it has intensified as our population has grown.
10. Essentially what the council appears to be suggesting through the new Advisory Committee structure is something other than advisory committees. The proposal is more along the lines of council advocacy groups who ratify the decisions of council within council's defined bounds and promote council policy. This is not what the community are expecting the advisory committees to be and this approach will not provide the greatest benefit or enable collaboration.

Recommendations

Naremburn Progress Association recommends the following steps:

1. That the council immediately reinstate the 13 Advisory Committees – notifying the previous members, confirming delegates and advertising for additional applications where there are gaps on committees. By reinstating committees, work can get underway to start the first meeting sooner or see point 3.
2. Each committee should be linked to one or more strategic plan areas to demonstrate alignment with councils strategic planning process. ie Bicentennial Reserve and Flat Rock Gully Advisory Committee could be cross correlated to “A City that is Green” and “A City that is Liveable”.
3. Where it becomes evident that a quorum cannot be achieved within a reasonable time frame council may choose to permanently disband an individual committee via a vote at a council meeting. This should be done in an open and transparent manner citing what has been done to publicly seek membership.
4. That should the Draft Advisory Committee Policy be adopted it should be amended to ensure appropriate levels of committee independence from council, objectivity in appointments and advice, integrity in terms of being true advisory committees not advocacy groups, space for problem solving via a wider unrestricted scope that includes projects/place etc, removes the criteria for the advisory committee to “raise awareness” and create “behavioural change” in the community, the purpose of committees should be changed away from developing or implementing strategy to providing “considered advice and recommendations” regarding operational, place and project matters.

We encourage Willoughby Council to acknowledge that the actions over the last several years around Advisory Committees has generated a significant lack of trust in councils intentions around collaboration. This trust will be further eroded by instituting what has been proposed for the reasons we have detailed above. Trust can be repaired by demonstrating that the council truly values it's highly educated and experienced community and by seeking out it's advice in an independent and well-structured way without imposing unnecessary restrictions that renders a committee's commitment time wasted. The intent of the community is to provide excellent advice that improves our area in partnership with council taking into account all inputs to a problem or opportunity. We are lucky to have such an engaged and qualified community wanting to contribute. The community understand that Councillors and council officers are free to take or leave advice (with reasons explained wherever possible) independently of the advisory committee. The Advisory Committees do not want to interfere with council processes but the community do want to see their advice treated with consideration and respect and to see that their input helps council achieve better outcomes. They want to see real value emerge from their advice. It is important that the Advisory Committee's maintain independence and integrity so as to be trusted by the community

Yours faithfully

Julie Waddington

Interim Secretary, Naremburn Progress Association.

Submission 12: Castlecrag Progress Association



CASTLECRAG PROGRESS ASSOCIATION INC.
Serving the community since 1925

11 November 2022

Mayor Tanya Tailor
Willoughby City Council
PO Box 57
CHATSWOOD NSW 2067

Dear Mayor Tanya,

Thank you for your report to the CPA October General Meeting of 19 October 2022, in which you provided an explanation behind the decision to review the structure of Community Advisory Committees. I am writing to you, on behalf of the CPA Committee and its members, in response to your report.

The report generated considerable discussion at the meeting and there were several comments made by members attending:

- Bruce Wilson drew attention to the wide range of expertise and experience, available within the community, that might be lost if the proposals passed at the Council Meeting of 17 October are realised. He also complimented Councillors Greco and McCullagh for their efforts to achieve a better result for the community.
- Glen Gulliver wondered who would gain from the Council's proposal. He expressed the view that to throw away the expertise available within the community made no sense.
- CPA President, Denis Fernandez noted the distinction between the position adopted by Council and that of the Federal member, Kylea Tink, who is actively looking to establish community committees to provide her with advice.
- Gay Spies noted that Lane Cove Council has 15 Advisory Committees without there appearing to be any problem, cost or otherwise. She also pointed out the nonsense of having the Compliance Officer, with no knowledge or understanding of the issues at hand, writing the agendas for Advisory Committees.
- Tim Donahoo asked about the value provided to the community by Advisory Committees in the past. The President noted that the Bushland Committee had been able to obtain extra funding to maintain the bush tracks in the LGA and that the Access Committee had been successful improving services for those with disabilities.
- Bruce Wilson noted that many hundreds of thousands of dollars had been saved, by Council, because of professional input from community members in regard to Northbridge Baths.

CPA acknowledges that Council recognises that there has been "significant engagement within Council and with the community that has taken place since 2015" and not least with CPA. However, we believe strongly that collapsing the 13 currently active committees into just 4, is neither appropriate nor will it be an effective means of engaging with the community. The remit of the proposed 4 committees will be simply too broad to manage effectively.

CPA does not agree that "aligning" Advisory Committees with Council's Strategic Plan makes sense if it means that the Committees cannot consider or discuss matters which are currently not recognised within Council's Plan. Community priorities will change over time. Restricting Committee discussions to the current Plan will leave Council unaware of these changing priorities. Strategic policy is the responsibility of the elected Council and its formulation should be informed by community priorities. The purpose of Advisory Committees is to serve as a channel through which those priorities are communicated to the elected Council, not the other way around.

You do acknowledge that reinstating the existing committees would have saved time. However, we do not accept that it would have deprived Council of the "opportunity to have the committees more strategically aligned with the objectives of the community". The Advisory Committees are of the community. Maintaining those committees, which remain active, would not only have saved a lot of time but also ensured their alignment with community objectives.

Finally, we are most concerned that Council sees that the involvement of Councillors with the Committees might lead to an actual or even a perceived conflict of interest. The Councillors are elected by, and serve the interests of, the community. The Advisory Committees are likewise of the community. Councillor's interests and Advisory Committees' interests are coincident - they are the interests of the community. A councillor, attending and participating in an Advisory Committee, need not be bound by a committee view and, similarly, it's hard to imagine how a Councillor who agrees with a committee conclusion, and openly says so, can be conflicted in any way as long as all views are expressed openly. I wonder whether those Councillors who have expressed concern about such conflicts have ever actually participated in an Advisory Committee.

Yours faithfully



Paul Stokes
Secretary & Vice President
Castlecrag Progress Association

Cc CEO, Ward Councillors, Cllr Anna Greco, FWPA, Castlecrag Conservation Society

Please consider the environment before you print this email

Attachment A – North Shore Times advertisement



WILLOUGHBY CITY COUNCIL

Willoughby City Council Advisory Committees: Have Your Say

Are you interested in how Willoughby City Council engages with its community on strategic issues?

Then please let us know your views about Council's proposed new Advisory Committee framework.

Advisory Committees provide advice on the development and implementation of Council's strategic priorities. They represent one of the many ways that community members are able to participate in Council decision-making.

The proposed framework includes the establishment of four committees, as listed below:

- Access and Inclusion
- Active and Integrated Transport
- Community, Culture and Heritage
- Sustainability and Environment

Please make submissions and comments on the framework by visiting www.haveyoursaywilloughby.com.au on or before **Monday 7 November 2022**.

Phone: 9777 1000 Email: email@willoughby.nsw.gov.au Mail: PO Box 57 Chatswood NSW 2057

ADVISORY COMMITTEE FRAMEWORK RESPONSES TO COMMENTS

Item No.	Comment	Response
1.	Former Committee structure should be reinstated	The former Committee structure required substantial resourcing and was limited in terms of scope and engagement opportunities that satisfied inclusion (eg new members and alternatives to physical meetings) and strategic outcomes from the CSP.
2.	Committee structure will be unworkable	Fewer Committees will result in optimisation of focus on strategic issues and resources which will be a favourable outcome.
3.	Councillors should be committee members	Participating as observers is the preference indicated by Councillors in the development of the Advisory Committee Framework. Councillors are able to attend as observers. This allows Councillors to vary their attendance according to interest and technical expertise. It also minimises potential or perceived conflict when items are returned to Council for consideration.
4.	Advisory Committees need to meet more often	A minimum (2) and maximum (4) number of meetings is set in the <i>Advisory Committees Policy 2022</i> . Committees have flexibility under section 18 of the Terms of Reference to establish working groups and attend meetings of working groups to work through specific issues.
5.	There needs to be more than four committees (no other number nominated)	The recommended number of Advisory Committees (4) adopted by Council for consultation was to ensure alignment with Council's Community Strategic Plan and was cognisant of resourcing requirements.
6.	Restricting membership tenure to 'two terms' is too short	This clause is consistent with the current adopted Policy and Terms of Reference. The membership tenure clause aims to ensure that all Committees have a broad representation and enable participation by those who are interested.
7.	Size limit on committee members is inappropriate	The number of members (6-12) is an appropriate size group for comprehensive and robust discussion. Committees can increase membership support by establishing working groups, under section 18 of their Terms of Reference.
8.	Too many 'out of scope' matters, including specific projects, sites, place-based issues and operational issues	The proposed Committees align with Council's Community Strategic Plan and are consistent with the Integrated Planning and Reporting Framework. Duplication of processes which are either operational or the subject of separate consultation processes is not desirable for clarity or resourcing purposes.

Item No.	Comment	Response
		Operational matters are out of scope as they would duplicate existing activities and the Local Government Act identifies these as administrative matters for staff. Management of specific facilities or sites including management committees, would duplicate staff functions and alternative consultation processes undertaken by Council on these matters. Revisiting projects or decisions of Council in the recent past i.e. not re-prosecuting arguments and matters that have already been considered and resolved by the current Council, was also considered out of scope.
9.	Seven committee structure supported, instead of four committees	The four Committees is proposed to cover off the additional elements identified in this model (excepting those proposed as out of scope eg place based committees). This proposal will require additional resourcing or reprioritisation of existing initiatives.
10.	Model terms of reference not supported	Noted. The Terms of Reference were developed following comprehensive consultation with Councillors at a series of Councillor briefings to support the proposed model endorsed for consultation.
11.	Working parties will be unworkable	The creation of specific working parties for the committees provides flexibility and a way of more deeply considering their areas of focus and enlisting more community expertise in addition to the Committee's members. The Advisory Committees will provide direction to the working parties and consider their advice.
12.	Forcing committees to align with Community Strategic Plan is overly restrictive and will stop consideration of potential new priorities	Councils are required to ensure alignment of all projects, programs and tasks with the Community Strategic Plan, in accordance with the Integrated Planning and Reporting Framework. Use of Advisory Committees to provide advice to Council on key strategies, ensures they focus on the most important priorities for Council. Emerging matters are likely to have an appropriate point of reference in the CSP and Council can also request advice on specific strategic matters where relevant.
13.	Committees should be able to discuss previous decisions	Committees may discuss decisions of the current office of Council. However, because Advisory Committees have no decision making authority they are not able to reconsider decisions of Council. The purpose of Advisory Committees is to provide strategic advice to Council, not re-prosecuting

Item No.	Comment	Response
		arguments and matters that have already been considered and resolved by the current Council
14.	Most former committees should be reinstated (no number nominated)	The former Committee structure required substantial resourcing and was limited in terms of scope and engagement opportunities that satisfied inclusion (eg new members and alternatives to physical meetings) and strategic outcomes from the CSP.
15.	Committee members should be required to represent community interests and diversity	The Terms of Reference includes provisions to ensure a good cross sectional representation of skills.
16.	Committee membership term needs to be clearer and more explicit	The membership term is clear and is included in section 15 of the Terms of Reference. This term is in the current adopted policy and has not been changed in the proposed policy.
17.	Access and Inclusion Committee needs broader membership, the aged, youth, disability, culturally and linguistically diverse representatives	The Terms of Reference includes provisions to ensure a good cross sectional representation of skills. A broad selection of people will be included when promoting the EOI process for membership.
18.	Working group membership needs to be better defined	Working groups are defined in the Terms of Reference. Advisory Committees are required to establish their own Terms of Reference for any working party and for them to be approved by Council. An additional clause 18.2 is included to define working parties as being open to additional community members with special interest and expertise.
19.	Criteria for member appointment needs to be clearer	Section 7 of the Terms of Reference includes provisions to ensure a good cross sectional representation of skills.
20.	Committee meetings should be open to public	Advisory Committees are not Committees of Council and therefore do not need to be open to the public. The role of these Committees is to utilise skills and expertise in the community to provide advice to Council. There are many other opportunities for the public to participate in decision making and to engage with Council. Council could consider provisions for observers.
21.	There is a need for an outcomes-based review of the former committee structure	A comprehensive review of the former Committee structure was undertaken.
22.	Proposed structure too complex	The proposed Advisory Committees simplifies the previous structure of 13 committees, working parties and reference groups.
23.	Flat Rock Gully and Bicentennial Reserve Advisory Committee should be reinstated	The proposed Advisory Committees is to ensure alignment with Council's Community Strategic Plan and consistency with the Integrated Planning and Reporting Framework. Place based committees or

Item No.	Comment	Response
		those subject to other management or consultation processes are out of scope as they duplicate staff responsibility and other consultation processes.
24.	Concern that Climate Change has been removed in committee name	Climate change is included in the scope for the Sustainability and Environment Committee.
25.	Committee roles have been wrongly diminished and restricted	The focus of Advisory Committees has been elevated to strategic issues and the role of committee members within that.
26.	Committee members should be able to choose the members	The Terms of Reference includes provisions to ensure a good cross sectional representation of skills. Determining membership is a matter for Council and is included in the previous and proposed policy.
27.	Committees should have input into formulation of strategic policy, along with implementation	The Terms of Reference outlines the purpose of Advisory Committees, which is to provide advice on the development and implementation of strategic priorities of Council which can include policies which Council refers to the committees for input.
28.	Bicycle Committee should be immediately reinstated	It is intended that the outcomes of the previous Bicycle Consultative Committee will be included in the new Active and Integrated Transport Advisory Committee.
29.	Cycling issues should have greater prominence	It is intended that the outcomes of the previous bicycle Consultative Committee will be included in the new Active and Integrated Transport Advisory Committee.
30.	Staff should be regular attendees	Support staff will attend meetings to assist with Governance and administrative functions. Committees may request other staff to attend meetings as required, for subject matter expertise.
31.	Active and Integrated Transport Committee should be known as Active Transport Committee	Inclusion of the word 'Integrated' in the title of this committee, broadens its scope to develop and implement Council's transport strategies and policies that support active and integrated transport.
32.	There is no reason for a Governance officer to attend each meeting	Governance officers provide additional support to Committees to assist them to follow correct meeting procedure, fulfil the roles and responsibilities of committee members and take the minutes of meetings.
33.	Minutes should be published as soon as possible after each meeting	The minutes are required to be endorsed by Council, at which time they are made public. Council officers provide support to committees by submitting a report of the minutes of, the next available Council meeting.
34.	At least one meeting should be held each quarter	If a committee wishes to meet quarterly, it can do so.
35.	Alleged error in Terms of Reference for Access and Inclusion	Amended. Section 3.1 of the <i>Access and inclusion Advisory Committee Terms of Reference</i> has been

Item No.	Comment	Response
	Committee, referring to incorrect committee	amended to reflect the Access and Inclusion Advisory Committee. By error, it previously stated the Community, Culture and Heritage Advisory committee. All information under this section has been checked to confirm it is consistent with the intended alignment to the Community Strategic Plan and Delivery Program.
36.	Not appropriate to add correspondence from Mayor to Have Your Say page during exhibition	When this information was added to Have Your say web page, all Have Your say subscribers were notified, so that they could review and consider the information in when preparing their submissions. The information was in response to a number of questions asked by Progress Associations on behalf of their members, which was answered and useful for viewing by all respondents who may have had similar questions.
37.	Declaring member positions vacant after missing three meetings is inappropriate	The attendance clause aims to ensure that all meetings have a quorum and that broad representation is available at all meetings. This clause is consistent with the previous Policy and Terms of Reference. It states that a member's position will be declared vacant after missing three consecutive meetings.
38.	Former Access and Inclusion Advisory Committee should be reinstated	An Access and Inclusion Advisory Committee is included in the scope of the new Advisory Committee Framework. Former members of this committee will be invited to submit an expression of interest, as part of the EOI process.
39.	Committee members should be allowed to amend Terms of Reference	Terms of Reference are adopted by Council. Advisory Committees may suggest amendments to the Terms of Reference for consideration by Council, under section 19.2 of the model Terms of Reference. This is consistent with past practices.
40.	Committees should have broader role than providing advice on development and implementation of strategic priorities	The CSP is the highest level of strategic planning for councils with all other plans supporting its achievements. An Advisory Committee's purpose is to provide advice to Council on key strategies, ensures the focus is on the most important elements for Council. This focus on advice is a unique role which differentiates Advisory Committees from other consultation processes.
41.	Committees should be allowed to decide the number of meetings they hold each year	A minimum (2) and maximum (4) number of meetings is set in the Advisory Committees Policy 2022. Committees can decide on the number of meetings within this amount. Where committees require additional meetings to work through specific issues, this can be accommodated through the establishment of a working group, under section 18

Item No.	Comment	Response
		of the Advisory Committees Policy 2022 and terms of reference.
42.	Committees should be able to decide the number of members	The number of members (6-12) is an appropriate size group for comprehensive and robust discussion. Committees can increase membership support by establishing working groups, under section 18 of their Terms of Reference.
43.	Proposed approach is inconsistent with Community Strategic Plan priority relating to making it easy to participate in decision-making	Council is optimising participation by implementing a number of engagement methods. The proposed Advisory Committee structure is one of these methods and focuses upon harnessing the advice of members with local and technical knowledge and experience.
44.	Not all previous committees should be reinstated	Noted.
45.	Heritage, Access and Companion Animals Committee should be reinstated	It is intended that the outcomes of the previous Heritage and Companion Animals Advisory Committees will be included in the new Community, Culture and Heritage Advisory Committee. The Companion Animals Committee was originally instituted to assist with the transition to the (then) new legislation some years ago.
46.	Former Advisory Committees should be reinstated and then linked with the Community Strategic Plan priorities	There are clear links to the Community Strategic Plan 2032 and to Council's Delivery Program, in Section 3 and Section 4 of the Terms of Reference for each of the proposed Advisory Committees.
47.	Reinstated former committees should only be abandoned if they are unable to achieve a quorum	The former Committee structure required substantial resourcing and was limited in terms of scope and engagement opportunities that satisfied inclusion outcomes. All committees were disbanded at the last caretaker period to enable the new Council to establish its strategic priorities
48.	Policy and Terms of Reference should be amended to allow more independence for committees and less restrictions	The proposed Advisory Committees have no authority in decision making and have clear Terms of Reference to ensure that there can be measurable outcomes against defined objectives. Adoption of the Terms of Reference by Council ensures that Council resources are focused on strategic priorities.
49.	Meetings should be at least four per year, maximum of six	A minimum (2) and maximum (4) number of meetings is set in the Advisory Committees Policy 2022. Committees can decide on the number of meetings within this amount. Where committees require additional meetings to work through specific issues, this can be accommodated through the establishment of a working group, under section 18 of the Advisory Committees Policy 2022 and Terms of Reference.

Item No.	Comment	Response
50.	Community opinion should have been sought before four committee structure proposed	The four committee structure is proposed to address the recommendations of a report that review the structure of advisory committees. This review included consultation and feedback from Councillors. The community has been consulted through the public exhibition process for the draft Advisory Committee Policy and Framework.
51.	Griffin Reserve Advisory Committee should be reinstated	Council will consult on place based initiatives and projects through other mechanisms outlined in Council's draft Community Engagement Strategy. The proposed Advisory Committees will focus on advice that helps achieve Council's strategic priorities.
52.	Transport Committee Terms of Reference requires detailed review	Noted. No further information was provided to specify changes required.
53.	Definition of 'Inclusion' has been misinterpreted in proposed Access and Inclusion Committee	Definition of Inclusion has not been misinterpreted. Inclusion reduces disadvantage, isolation, and discrimination. It is the foundation of a connected and cohesive society. It has far reaching positive impacts across all aspects of life, including health, wellbeing, education and employment. These impacts are felt beyond the individual, with families and the broader community all being enriched by an inclusive society. As a whole we are more resilient when we are inclusive.
54.	Advisory Committees should be reinstated then publicised to draw members	The former Committee structure required substantial resourcing and was limited in terms of scope and engagement opportunities that satisfied inclusion (eg new members and alternatives to physical meetings) and strategic outcomes from the CSP. An Expression of Interest process will be undertaken to draw members for the new Advisory Committees.
55.	Policy should remove need for Committees to work on behaviour change	Committees and their members are important and effective in helping Council to promote behaviour change in the community to achieve the outcomes of the strategic priorities.