

Community Engagement Strategy 2021



WAVERLEY
COUNCIL

The background image shows a community event. In the foreground, a man with a beard and a woman with a braid are smiling and looking at a document. The man is wearing a grey t-shirt, and the woman is wearing a denim jacket over a patterned shirt. They are standing next to a red smoothie machine with a yellow logo. In the background, other people are visible, including a woman in an orange apron working at a stand. The stand has a sign that says "Grab a FREE smoothie reusable water bottle for your pledge" and "It's easy! Chat to our Second Nature team".

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Acknowledgement of Country

Waverley Council acknowledges the Bidjigal and Gadigal people, who traditionally occupied the Sydney Coast and we also acknowledge Aboriginal Elders both past and present.



Introduction

Waverley Council acknowledge the importance of local government in building strong and trusting relationships with the community by operating in a transparent and accountable way.

Section 402(4) of the Local Government Act 1993 states:

The council must establish and implement a strategy (its “community engagement strategy”), based on social justice principles, for engagement with the local community when developing the community strategic plan.

The strategy sits within Council’s suite of engagement documents, as follows:



Engagement document hierarchy explained

The Community Engagement Policy sits underneath the Waverley Community Strategic Plan and sets the guiding framework for engagement, provides clarity on what Council defines as engagement, outlines how we will conduct engagement, and what our roles and responsibilities are.

The Community Engagement Strategy and Community Participation Plan then sit underneath the Policy. The Community Engagement Strategy provides more in-depth information about when and how the community will be informed and can be involved in projects. The Community Participation Plan has a similar purpose, specific to local planning matters.

Under these sits the Community Engagement Guidelines, an internal-facing document. It acts as a worksheet to assist staff in developing appropriate communications and engagement plans for projects.

Purpose

This strategy outlines how Council will involve the community in Council decision-making and ensure the community can have their say.

The strategy also outlines strategic actions for Council to investigate to further improve processes and instil a culture of best practice engagement.



Definitions

Community Engagement:

A planned process for working with the community to shape the decisions or actions of Council in relation to a problem, opportunity or outcome.

Engagement:

All activities undertaken to get community feedback on Council projects, initiatives, and services for decision-making purposes.

Community:

All stakeholders, audiences, community groups, businesses.

Stakeholder:

Anyone with an interest in or who is impacted by a project.



Our Statement of Commitment to Community Engagement

Council will engage with the community in an inclusive, transparent, and accountable way, to make fair and equitable decisions that reflect the needs of the community.

Our Community Engagement Principles

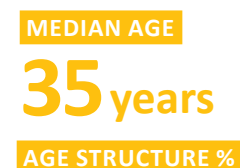
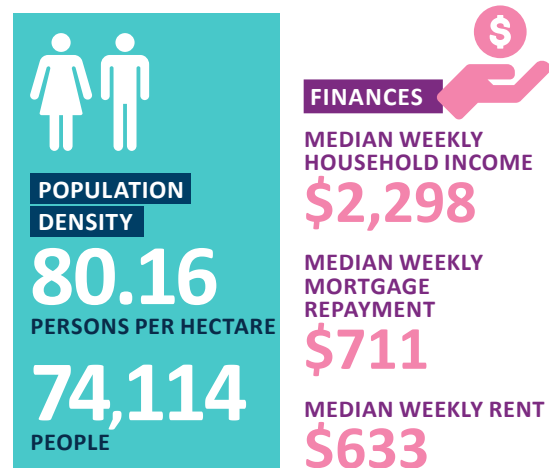
Principle		Commitment
1.	Build relationships	We will engage in an honest, open and respectful way to build strong relationships and trust within our community.
2.	Right to be involved	We believe that our community members have a right to be involved in decisions that affect them. We are committed to ensuring those who are impacted by or have an interest in a decision or initiative of Council, will have fair and equitable access to participating in the decision-making process.
3.	Build capacity	We will work to build the capacity and opportunity for each stakeholder to genuinely participate in decisions that affect them.
4.	Clarity of purpose	We will engage with our community with clarity around what the project/initiative/decision is and what the purpose of the engagement process is.



Principle		Commitment
5.	Accessible and inclusive	Information and engagement activities will be offered in a range of accessible formats to enable fair and equal access to participation.
6.	Timely	We will engage early enough for participation to be meaningful. We will provide enough time for the community to provide input. Engagement timelines will be considered from inception of the project and built into the project timeline and project plan.
7.	Tailored	We will use a range of engagement and communication methods that suit the purpose of the project and reach stakeholders. The level of influence of stakeholder and community will be appropriate for the nature, complexity and level of impact of the decision being made.
8.	Strategic	We will collaborate across Council to ensure our engagement activities are approached in a strategic way to avoid duplication and inefficiencies. We will be conscious of the time of year and other consultation projects when planning our engagement.
9.	Transparent and accountable	We will provide all relevant information to ensure the community can participate in engagement activities in a meaningful way. We will report back to participants on how their input affected the final decision or outcome.
10.	Representative	We will make every effort to notify stakeholders and community of Council engagement to ensure a representative sample of the community are able to participate.

Our Community

Waverley is home to over 74,114 residents and attracts millions of visitors every year. The Gadigal and Bidjigal peoples of the Eora Nation are the traditional custodians of the land. The Waverley community is made up of everyone who lives, works, studies and visits the area. The following statistics are sourced from the Australian Bureau of Statistics, 2016 Census.



- 6.6 Seniors (70 to 84)
- 23.6 Young workforce (25 to 34)
- 2.3 Elderly aged (85 and over)
- 7.3 Primary schoolers (5 to 11)
- 6.2 Babies and pre-schoolers (0 to 4)
- 4.8 Secondary schoolers (12 to 17)
- 6.9 Tertiary education and independence (18 to 24)
- 24.6 Parents and homebuilders (35 to 49)
- 10.1 Older workers and pre-retirees (50 to 59)
- 7.6 Empty nesters and retirees (60 to 69)

DISABILITY

3%
need help in day to day life due to disability



EMPLOYMENT

68%
PARTICIPATION RATE IN THE LABOUR FORCE



3.9%
UNEMPLOYMENT RATE

UNPAID WORK

18.8%
VOLUNTEER



8.6%
PROVIDE UNPAID CARE

EDUCATION

45%
UNIVERSITY QUALIFICATION



9%
TRADE QUALIFICATION

INDUSTRY SECTOR %

- 17.4 Professional, Scientific and Tech Services
- 9.8 Health Care and Social Assistance
- 8.9 Financial and Insurance Services
- 7.8 Education and Training
- 7.2 Accommodation and Food Services
- 6.9 Retail Trade
- 6.3 Construction



ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

0.4%



LANGUAGE SPOKEN AT HOME OTHER THAN ENGLISH

21%

- 2.2 Russian
- 2.1 Spanish
- 1.9 Portuguese
- 1.8 French
- 1.7 Italian



BIRTHPLACE %

- 50.2 Australia
- 8.1 United Kingdom
- 4.2 South Africa
- 2.6 New Zealand
- 1.7 Brazil

BIRTHPLACE OVERSEAS BORN

38%



HOUSEHOLD TYPE %

- 23.8 Couples with children
- 23.5 Couples without children
- 6.1 One parent families
- 1 Other families
- 10 Group household
- 24.7 Lone person

HOUSEHOLD SIZE %

- 27.7 1 person
- 36 2 persons
- 16.3 3 persons
- 13.6 4 persons
- 4.8 5 persons
- 1.6 6 or more persons

TENURE TYPE %

- 22.5 Fully owned
- 21.4 Mortgage
- 43 Renting

DWELLING TYPE

83.2%
OF THE DWELLINGS ARE MEDIUM OR HIGH DENSITY



Our community is diverse, with people from culturally and linguistically diverse backgrounds, people with disability, younger people, older people, and Aboriginal and Torres Strait Islander people, as well as people experiencing homelessness. Council is committed to ensuring all groups within the community have fair and equal access to participate and have a say.

Broadly, our community can be categorised as:

- ratepayers
- residents
- business owners
- visitors
- government agencies
- community/non-profit agencies.

Within these groups, we have a diverse range of interests including arts, culture, environment, sport, recreation, community services and schools.

For all Council consultations, we aim to target those in the community relevant to the project as well as the broader community where relevant. One of the important ways that Council engages with the community is through the Precincts and Combined Precincts Committee.

We will ensure engagement activities are planned with consideration given to our community demographics as well as age, accessibility, people from culturally and linguistically diverse backgrounds, and Aboriginal and Torres Strait Islanders.

Barriers to participation

Everyone has a right to have a say in civic decision-making processes, and we recognise that some may face barriers to participating. It is Council's responsibility to identify any barriers and take steps to address them to make engagement processes as accessible and inclusive as possible.

We need to ensure that the less powerful voices and groups are engaged and not marginalised. Some examples of barriers that can impact people's ability to have a say include:

- attitudinal
- understanding of different cultures
- lack of confidence
- lack of money or financial means
- lack of knowledge of rights
- lack of literacy or numeracy skills
- mental or physical health issues
- physical or intellectual disability
- language
- age
- lack of social support
- lack of transport
- time constraints
- homelessness or without a stable physical location
- caring responsibilities and/or work commitments

This strategy provides actions Council will undertake to address and reduce some of the barriers mentioned above to make Council's engagement practices more accessible and inclusive.

Council's Engagement Framework

Waverley Council follows the IAP2 model for community engagement. The different levels of engagement under the IAP2 model as we apply it at Waverley Council are summarised below:

	Inform	Consult	Involve	Collaborate	Empower
Goal of engagement	Relevant community members are well-informed.	Relevant community members are well-informed and give feedback that Council considers.	Relevant community members are well-informed and have scope to make substantial input.	Relevant community members are well-informed and have substantial and significant involvement in the development of the project.	Relevant community members are well-informed and have total say and control over decision making.
Decision-making level of community members	Relevant community members are informed of the final decision. The final decision is made by Council.	Relevant community members' feedback will be considered in making the final recommendations to Council. The final decision is made by Council.	Relevant community members will provide substantial input into the project which will be able to affect the final recommendations to Council. The final decision is made by Council.	Relevant community members are significantly involved in the final recommendations to Council. The final decision is made by Council.	Relevant community members have total say and control over decision making.
Example tools and methods	Posters, flyers, noticeboards, walking around talking with people, use interpreters, newsletters, local radio, presentations, social media, site signage.	Surveys, interviews, small group discussions, focus groups, workshops, online engagement via Council's engagement website.	Stakeholder groups, committees, on-site meetings/tours, project reference groups.	Charette, deliberative processes, community reference groups.	Elections, referendums.

Table appropriated with permission from the Department of Housing and Community Development's Remote Engagement and Coordination Strategy 2016 based on the International Association for Public Participation IAP2 Spectrum

Our Engagement Framework in Practice

The following is a guide for staff to follow for LGA-wide consultations. This list is non-exhaustive of the types of engagement projects Council runs and will be updated as needed. For engagement projects that are not LGA-wide, staff will identify stakeholders and determine the minimum suitable engagement.

Note 1: For public exhibition, notification and advertising requirements as they apply to Council's planning instruments such as DAs and Planning Proposals, please refer to the Waverley Community Participation Plan, available on Council's website.

Note 2: The below is Council's intentions for engagement. If a planned communications avenue isn't available (eg. restrictions due to COVID-19) staff will endeavour to find alternative ways to reach out to stakeholders.

Project Type	Engagement Level	What we will do (minimum commitments)	How we will do it (minimum commitments)	Engagement Period
Identified asset infrastructure and capital works eg. traffic and streetscapes. Note: For SAMP projects with like for like replacements, community engagement will be project notification only.	Consult and Inform	Let affected residents know of proposed works and provide them with the opportunity to have their say.	<ul style="list-style-type: none"> • Mail or email a notification letter to affected residents. • Provide information on Have Your Say Waverley and enable online submissions. • Promote engagement opportunities in Council communication channels including social media, enews, website, Council page in local media. • Offer to hold meeting/workshop with stakeholders. • Email/alert stakeholders on final decision and results of the consultation. 	A minimum two to four weeks for each engagement period, and then 14 days notification before work commences.



Project Type	Engagement Level	What we will do (minimum commitments)	How we will do it (minimum commitments)	Engagement Period
<p>New capital works and placemaking projects eg:</p> <ul style="list-style-type: none"> • Bondi Pavilion Restoration and Conservation Project • Bondi Junction: After Dark in the Junction <p>Plans of Management eg:</p> <ul style="list-style-type: none"> • Bondi Park, Beach and Pavilion Plan of Management <p>New plans and strategies eg:</p> <ul style="list-style-type: none"> • Arts and Culture Plan • Community Engagement Strategy <p>New iterations of the Community Strategic Plan</p>	Involve and/or Consult and Inform	<p>Provide an opportunity for the community to have their say at each stage of the project.</p> <p>Keep the community informed and updated before commencing the next stage of the project, including when work commences and as it progresses.</p>	<ul style="list-style-type: none"> • Create a dedicated Have Your Say Waverley project page and enable online submissions. • Send email/mail/flyer to stakeholders. • Hold meeting/workshop/Have Your Say Day with stakeholders. • Ensure hard copy information is available on request. • Ensure a method of receiving hard copy submissions is made available. • Translate information as relevant. • Provide a summary of information in fact sheets or similar for an accessible approach to the documents. • Promote engagement opportunities in Council communication channels including social media, enews, website, Council page in local media. • Email/alert stakeholders on final decision and results of the consultation. 	<p>A minimum four weeks of each engagement period and/or as legislation requires</p> <p>14 days notification before work commences.</p>

Project Type	Engagement Level	What we will do (minimum commitments)	How we will do it (minimum commitments)	Engagement Period
Council's key long-term plans: <ul style="list-style-type: none"> • Delivery Program • Resourcing Strategies (including Long Term Financial Plan, Strategic Asset Management Plan, Environmental Action Plan) • Operational Plan (includes Budget and Fees and Charges) • Revisions to Community Strategic Plan and Plans of Management • Changes to/new fees and charges 	Consult and Inform	Provide context information and give the community an opportunity to have their say.	<ul style="list-style-type: none"> • Ensure hard copy information is available on request. • Ensure a method of receiving hard copy submissions is made available. • Provide a summary of information in fact sheets or similar for an accessible approach to the documents. • Create a dedicated Have Your Say Waverley project page and enable online submissions. • Send email/mail/flyer to stakeholders. • Promote engagement opportunities in Council communication channels including social media, enews, website, Council page in local media. • Email/alert stakeholders on final decision and results of the consultation. 	A minimum 28 days exhibition period.
Feedback on Council programs eg. <ul style="list-style-type: none"> • School Holiday Program feedback • Venue hirers feedback • Community satisfaction review 	Consult and Inform	Create a survey on Survey Monkey or Have Your Say Waverley to ascertain feedback.	<ul style="list-style-type: none"> • Send email/mail/flyer to stakeholders. • Email/alert respondents with confirmation of receiving their feedback, and a summary of how their feedback was used to inform changes. 	As appropriate depending on the program, two weeks usual minimum.



Project Type	Engagement Level	What we will do (minimum commitments)	How we will do it (minimum commitments)	Engagement Period
Council policies eg: <ul style="list-style-type: none"> • Public Art Policy • Community Engagement Policy 	Consult and Inform	Make available all relevant information and provide the opportunity for the community to submit comments.	<ul style="list-style-type: none"> • Create a dedicated Have Your Say Waverley project page and enable online submissions. • Send email/mail/flyer to stakeholders. • Hold meeting/workshop/Have Your Say Day with stakeholders. • Ensure hard copy information is available on request. • Ensure a method of receiving hard copy submissions is made available. • Translate information as relevant. • Provide a summary of information in fact sheets or similar for an accessible approach to the documents. • Promote engagement opportunities in Council communication channels including social media, enews, website. • Email/alert stakeholders on final decision and results of the consultation. 	A minimum four weeks consultation period.



Project Type	Engagement Level	What we will do (minimum commitments)	How we will do it (minimum commitments)	Engagement Period
Public-Private Partnership Projects (PPPs) eg: • Bronte Surf Club Please see Appendix 1 for more information on PPPs	Consult and Inform	<p>Provide an opportunity for the community to have their say at each stage of the project.</p> <p>Keep the community informed and updated before commencing the next stage of the project, including when work commences.</p>	<ul style="list-style-type: none"> • Create a dedicated Have Your Say Waverley project page and enable online submissions. • Send email/mail/flyer to stakeholders. • Hold meeting/workshop/Have Your Say Day with stakeholders. • Ensure hard copy information is available on request. • Ensure a method of receiving hard copy submissions is made available. • Translate information as relevant. • Provide a summary of information in fact sheets or similar for an accessible approach to the documents. • Promote engagement opportunities in Council communication channels including social media, enews, website, Council page in local media. • Email/alert stakeholders on final decision and results of the consultation. 	A minimum four weeks of each engagement period, and then 14 days notification before work commences.



Strategic Engagement Action Plan

The below outlines an action plan for Council's commitment to continuous improvement in community engagement.

Strategy 1

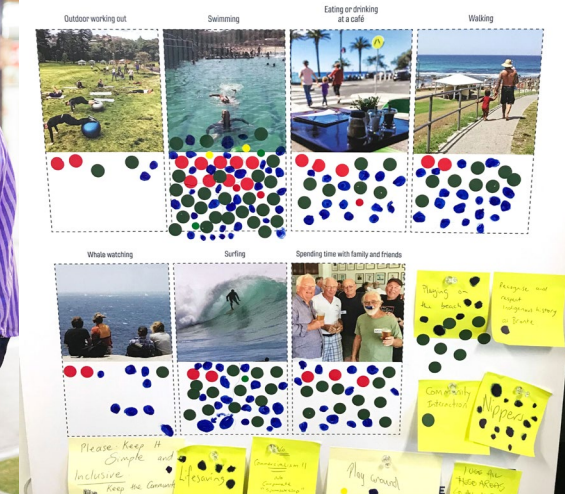
Continual development of an organisational culture focused on best practice community engagement

Action	Timeframe (short, medium, long term)	Responsible
1.1 Improve organisational understanding of engagement techniques from top-down, via the development of a training and development program for key staff across the organisation	Short-term to ongoing	Lead: Communications and Engagement Partner: Human Resources
1.2 Build on and promote the internal Community Engagement Guidelines and suite of tools and resources available	Short-term	Communications and Engagement
1.3 Investigate the establishment of an internal engagement committee to share experiences, key learnings, and better involve staff in projects that they have useful knowledge on or are affected by	Short-term to ongoing	Communications and Engagement
1.4 Develop checklist for staff to better plan engagement events and standardised tasks	Short-term	Communications and Engagement

Strategy 2

Enhance systems and processes to enable best practice community engagement

Action	Timeframe	Responsible
2.1 Review and improve our community engagement website – Have Your Say Waverley – to ensure it continues to meet the needs of Council and the community eg. improve functionality, stability, and overall user experience	Short to medium-term	Communications and Engagement Partner: Bang the Table service provider
2.2 Create templates for consistent evaluation and consultation findings to be shared amongst departments	Short-term	Communications and Engagement
2.3 Investigate feasibility of integration of useful engagement findings and database with existing/future CRM	Medium-term	Lead/Partner: Information Management and Technology Lead/Partner: Customer Service, Communications and Engagement and other departments with engagement databases
2.4 Establish major projects and engagement register to identify clashes and opportunities	Short-term	Communications and Engagement
2.5 Regularly review engagement methods with the community on engagement methods to measure satisfaction	Medium-term to ongoing	Communications and Engagement Partner: Integrated Planning and Reporting
2.6 Develop and implement an organisation-wide system to plan and monitor key project milestones, such as internal stakeholder involvement, closing the loop , prescriptive necessary engagement actions for each type of project, and examples of risk assessments and engagement plans, to ensure consistent delivery on our promises to the public.	Long-term	Communications and Engagement



Strategy 3

Ensure those who are impacted by, or have an interest in, a decision or initiate of Council are provided with the opportunity to do so

Action	Timeframe	Responsible
3.1 Develop a schedule of regular engagement sessions in each ward, in accessible and visible locations, including online and precinct meetings, to enable broad feedback on LGA-wide relevant projects and initiatives	Short-term to ongoing	Lead: Communications and Engagement Partner: Project managers
3.2 Explore different ways of engaging people online, including workshops and focus groups	Short-term	Lead: Communications and Engagement Partner: Information Management and Technology
3.3 Develop a minimum radius notification commitments for relevant projects	Short-term	Lead: Communications and Engagement Partner: Relevant project managers
3.4 Investigate options to have a 'close the loop' community consultation process, where the community is asked their thoughts on the finished product/issues/the engagement process itself	Medium-term	Lead: Communications and Engagement

Strategy 4

Ensure our engagement practices are accessible and inclusive

Action	Timeframe	Responsible
4.1 Build on existing relationships and strategies to engage our diverse community in all Council engagement, including older people, children and young people, people from culturally and linguistically diverse backgrounds and Aboriginal and Torres Strait Islander people ie. Reconciliation Action Plan, Disability Inclusion Action Plan, Child Safe Policy	Medium to long-term and ongoing	Lead: Community Programs Partner: Communications and Engagement
4.2 Build capacity and a better understanding in the organisation of ways to be more accessible and inclusive in engagement practices. Ensure these best practices are implemented across engagement projects	Short to medium-term	Lead: Communications and Engagement Partner: Community Programs
4.3 Support and enhance a targeted children and young people engagement plan to ensure policy decisions, programs and services are appropriate, relevant, supported, and responsive to the needs of young people	Medium to long-term and ongoing	Lead: Community Programs Partner: Communications and Engagement

¹ Short term = 6 months

Medium term = 18 months

Long term = 3–4 years

Resourcing the Strategy

This strategy is intended to be predominantly resourced from existing staff and budget. During scoping feasibility of each action, additional resourcing may be highlighted as necessary, of which a business case will be drafted and submitted to the Executive Leadership Team for consideration.

Evaluating Council's community engagement activities

The primary outcome of the Community Engagement Strategy is as outlined in the Delivery Program 2018–2021:

- increased community satisfaction with engagement with Council

Council will use a variety of methods to evaluate Council's engagement activities. These include:

- participation levels in engagement activities (number of participants), considering the nature of the project
- quality of responses, in terms of relevance to program or project
- assessment of relevancy of engagement methods appropriate to stakeholders
- verbal and written feedback from the community on the effectiveness of engagement activities
- achievement of the identified engagement objectives within the Community Engagement Strategy
- inclusive community representation.

These evaluation results will be used to improve future engagement strategies and methods.

Review

This strategy will be reviewed and updated every four years, as part of the review of the Waverley Community Strategic Plan, or as required in the event of legislative changes or requirements.

A review will be reported to Council at the end of each financial year, including the progress of each action outlined in the Strategic Action Plan, and an overview of engagement outcomes for the preceding 12 months.



Appendix 1: Public–Private Partnerships process

(also known as PPPs or Council and Surf Club Partnerships)

COUNCIL AND SURF CLUB PARTNERSHIPS

Council has entered into Public-Private-Partnerships (PPPs) with Bronte, North Bondi, Bondi and Tamarama Surf Clubs.

WHAT IS A PPP?

A PPP is a cooperative arrangement between a public entity (Council) and a private organisation (Surf Club). The partnership is usually long-term and both groups work together to complete a project and/or to provide services to the population.

WHY WAS THIS NEEDED?

Each of the Surf Clubs is on Crown Land. Council manages Crown Land as if it were public land under the Local Government Act 1993 (LG Act).

Each of the Surf Club buildings are therefore owned by Crown Lands, managed by Council and the Clubs are the tenants.



Just like a landlord of a house, Council has the right to renovate, however, as the Clubs are the long term tenants, we are working together to make sure each development is fit-for-purpose and a beneficial result for the community.

HOW DOES IT WORK?



Learn more about each of the projects as they progress

waverley.nsw.gov.au/surfclubprojects

waverley.nsw.gov.au

9083 8000

Appendix 2: Councillor engagement process for Capital Works Projects

→ Step 1

A Councillor workshop to be held on the draft Capital Works Program prior to formal endorsement. All significant projects deemed to have a high level of community interest to be discussed in terms of a Project Brief, including project objectives, scope (included and excluded), project assumptions, consultation overview, estimated timeframe and cost. A complete draft Capital Works list is to be distributed, with significant projects to identified.

→ Step 2

Formally approving all projects via signing off the CAPEX program each year.

→ Step 3

Notifying councillors of the upcoming Stage 1 consultation. ('Have your Say' days) and distributing an invitation to attend. NOTE: For SAMP projects with only like for like replacements, community liaison will be limited to project notification only. For any upgrade, renewal, or new project when the design is of a technical nature (eg. North Bondi

Civil Infrastructure), the consultation process will commence at Step 4.

→ Step 4

Participating in a Councillor workshop on the initial concept design after any Stage 1 community consultation has informed draft concept design changes, and identifying community suggestions that have been excluded.

→ Step 5

For significant projects, Council will formally approve the concept design to go to Stage 2 consultation.

→ Step 6

Councillors are notified of the Stage 2 community consultation outcomes via a consultation outcomes report sent via email. The report is to identify the main issues and what amendments will be made to the concept design. It will also indicate whether changes are considered a significant variation to the concept design endorsed by Council.

→ Step 7

When a significant design variation is proposed to the concepts endorsed by Council, an additional Councillor workshop will be undertaken with a follow up formal report submitted to Council for endorsement of the amended design and consideration of further community consultation.

→ Step 8

Where no significant changes are proposed to be made to the concept design, councillors will be notified via email that the project is to proceed

to detailed design. The email will include the revised concept design with the non-significant amendments shown and annotated or annotated on the concept design as numbered comments with the numbers referenced in the design and/or with arrowed lines pointing to the changes made. If a Councillor believes that there is a problem with the revised concept design, and that the detailed design and tender process should not yet proceed, they must contact the Director (within 5 business days) to determine next steps, if any. These next steps may be a further revised design, community consultation, and/or councillor workshop, and would be determined by the Director following consultation or notification, as appropriate, with councillors.

→ Step 9

Exhibition during DA / Review of Environmental Factors stage if required

→ Step 10

Council awards tender if estimated project value is above the tender threshold, or the project is implemented administratively (RFQ or internal).

→ Step 11

Councillors are provided copies of construction notification letters by email when distributed to residents / businesses.