



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

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Executive summary

The Community Engagement Policy and Strategy have been developed to provide clarity on what Waverley Council defines as engagement. It relates to Council-led projects, outlines how engagement will be conducted, and related roles and responsibilities. The Community Participation Plan does similar specific to planning and development projects.

The public exhibition period for community feedback ran from 13 November 2020 - 10 January 2021.

The majority of respondents were very supportive or somewhat supportive of the statement of commitment, values, and principles that form the foundation of all three documents.

Many people highlighted concerns over the perceived lack of transparency and community engagement in Council's decision-making process. The respondents emphasised the need for a Customer Relationship Management (CRM) tool to better engage and communicate with the community across the lifetime of a project.

The feedback demonstrated a clear appetite for more community engagement across all Council projects for the life of the project, and that engagement avenues focused on more accessible methods to ensure the whole community was heard.

Background

The Community Engagement Policy and Strategy were developed to provide a guiding framework for staff to conduct best practise community engagement and to include the community in Council's decision-making process.

As part of the development of these documents, the Community Participation Plan (CPP) has had minor amendments to ensure Council's engagement documents are aligned.

These three documents have undergone at least one prior round of community consultation, and this summary report outlines the findings from the public exhibition period that ran from 13 November 2020 —10 January 2021.

Engagement approach and methodology

The public exhibition period for community feedback ran from 13 November 2020 — 10 January 2021, however email submissions received after that time were still accepted.

COVID-19 restrictions meant face-to-face engagement opportunities were unavailable. As an alternative, two online workshops were held.

The main source of information and engagement was the project page on Have Your Say Waverley at haveyoursay.waverley.nsw.gov.au/communityengagement.

The consultation objectives for this second round of consultation were to:

- sense check plan and actions with key stakeholder and general community
- close the loop with people who were involved in Stage 1 consultation
- ensure we are on the right track with the documents
- ensure relevant community members are well-informed and have scope to make substantial input.

Engagement tools overview

The engagement process aligned with Waverley Council's adapted IAP2 model for community engagement, sitting at Consult on the public participation spectrum.

Method	Overview	Date	Response
Online survey	A 13-question online survey on the Have Your Say Waverley dedicated project page, addressing the draft documents.	13 November 2020 — 10 January 2021	16 survey responses
Long form submissions	Submissions received via email.	13 November 2020 — 29 January 2021	5 email submissions
Online information session	2 x dedicated Community Engagement Policy and Strategy information sessions + Q&A on	3 December 2020	1 attendee
Precinct workshop	Zoom.	10 December 2020	17 attendees

Communications tools overview

A range of methods were used to raise awareness of the consultation period and the opportunity for community participation.

Method	Overview	Date	Response
Have Your Say website	Council's 'Have Your Say' website had a dedicated page for the project: haveyoursay.waverley.nsw.gov.au/communityengagement	Launched in August 2019 as part of the initial stage of community engagement.	Since inception: 689 total visits 91 document downloads During public exhibition period: 381 total visits 88 document downloads
Flyer drop	DL flyer was distributed Waverleywide, to about 31,000 households.	Distribution commenced 17 November 2020	_
Social media posts	Facebook Post 1: Raise awareness of the public exhibition period. Post 2: Call out for people to attend the informational webinar.	16 November 2020 2 December 2020	Reach: 736 Engagements: 20 Reach: 695 Engagements: 10
	Post 3: Final call out for feedback.	6 January 2020	Reach: 1021 Engagements: 12
	Twitter Post 1: Raise awareness of the public exhibition period.	16 November 2020	Impressions: 1554 Engagements: 15
	Post 2: Call out for people to attend the informational webinar.	2 December 2020	Impressions: 1380 Engagements: 2
	Post 3: Final call out for feedback.	6 January 2020	Impressions: 771 Engagements: 31
	Instagram Post 1: Raise awareness of the public exhibition period.	16 November 2020	Engagements: 54
Advertising	Advert in the Wentworth Courier as part of the Council page Half page advert in The Beast	18 November, 2 & 16 December 2020 December edition	
Council Enewsletters	Waverley Weekly x 7	12 November (feature article) 19, 26 November, 3, 10, 17, 24 December 2020 (mentions)	Recipients: 1600
	Engagement enews Dedicated enews	13 November 2020	Recipients: 4273 Open rate: 43%

	Monthly engagement enews	1 December 2020	Recipients: 4142
	Arts and Culture enews	27 November 2020	Recipients: 3547
Stakeholder outreach	Direct emails and notifications to	13 November 2020	_
	internal stakeholders to pass onto	— 10 January 2021	
	their networks		

Quantitative data overview

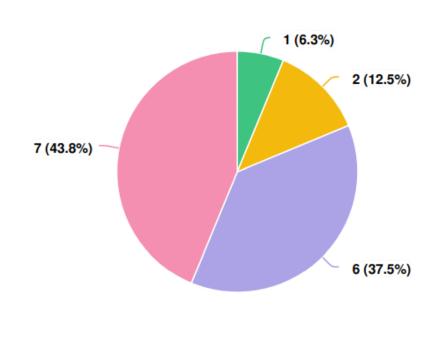
16 responses were received via the Have Your Say Waverley project page.

Summary of quantitative feedback received as follows:

Statement of Commitment, Values and Principles

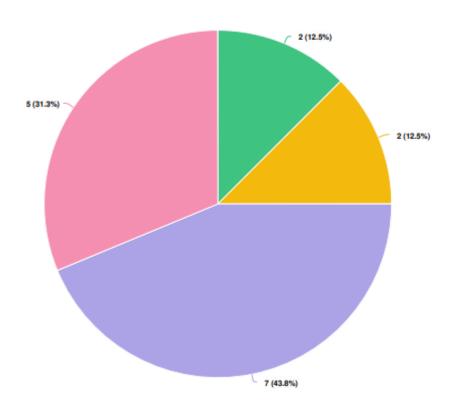
The majority of respondents were very supportive or somewhat supportive of the statement of commitment, values, and principles.

How supportive are you of the Statement of Commitment

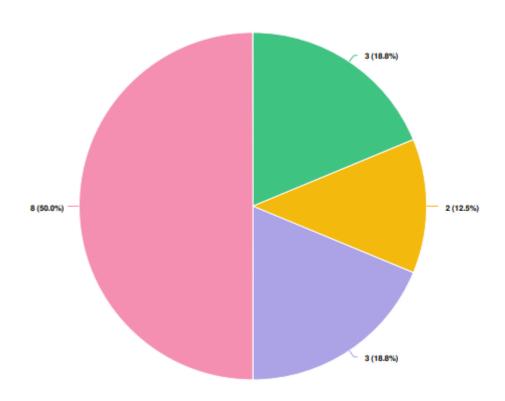




How supportive are you of the Values?







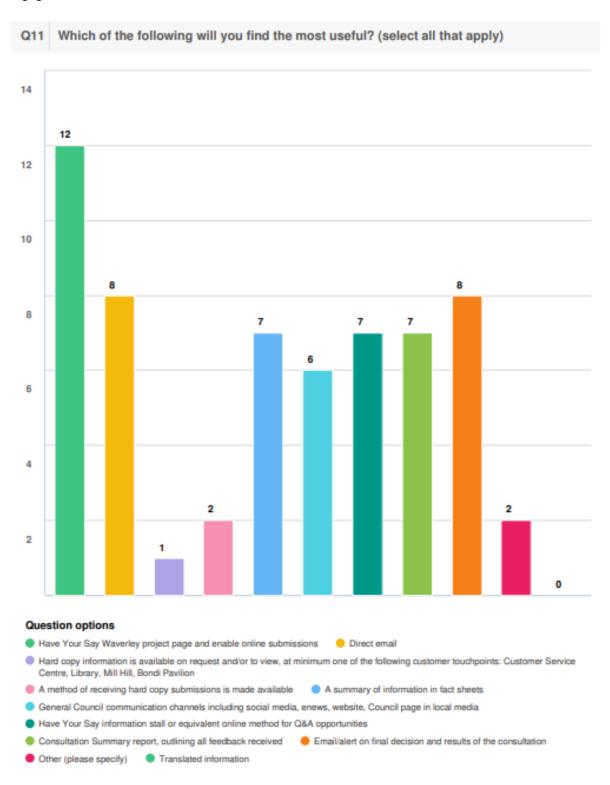
Question options			
 Somewhat unsupportive 	Neutral	 Somewhat supportive 	Very Supportive

Comments received on the Statement of Commitment, Values and Principles	Recommendation/Response
Relevant stakeholders should be defined, and ensure	Recommend reviewing the Statement of
they are representative of the whole community	Commitment, Values and Principles to ensure the term 'stakeholder' or 'relevant stakeholder' is inclusive of the whole community.
Wary of motherhood statements — the 'proof will be in the pudding'	Recommend reviewing the Statement of Commitment, Values and Principles to ensure all statements are tangible and outcomes driven.
Transparency and accountability are key	Noted.

Communications and engagement tools

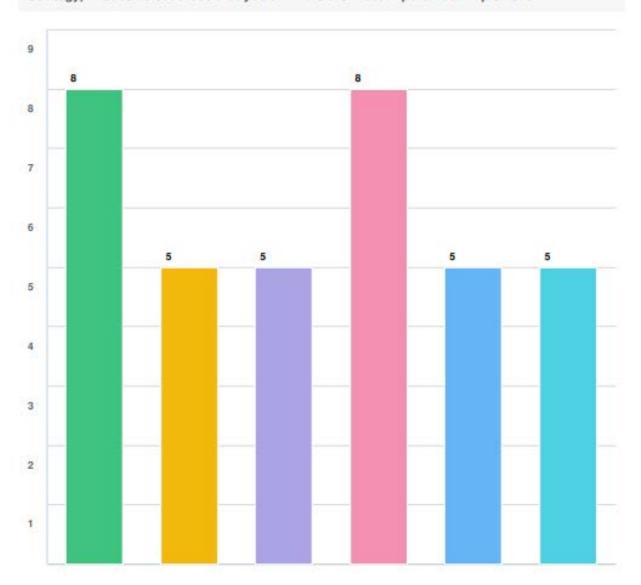
The majority of tools identified were selected as useful from the respondents, with the Have Your Say project page the most popular. Translated information was not selected at all, and hard copy information being made available and hard copy submission being received were the least selected (note: this could be reflective of the mode of engagement here, as it was an online survey, most people who responded would likely be technologically-savvy and English speaking).

Of those that selected 'other' they highlighted letterbox drop of information as a useful communications and engagement tool.



Strategic Action Plan

Q13 Below is a list of external-facing actions (the full list is outlined on pgs 15—18 of the Strategy). Please select those that you think are the most important to implement.

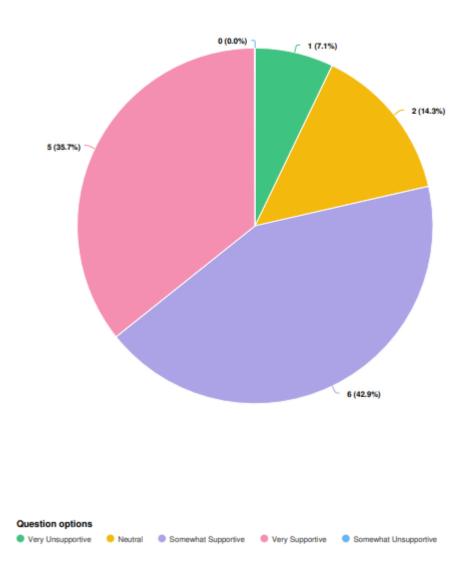


Question options

- 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
- Regularly review engagement methods with the community on engagement methods to measure satisfaction
- 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 LGAwide relevant projects and initiatives
- Explore different ways of engaging people online, including workshops and focus groups
- Build on existing relationships and strategies to engage our diverse community in all Council engagement.
- 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

Amendments to the Community Participation Plan

Q16 The Community Participation Plan (CPP) was updated to include the Statement of Commitment and the Values and Principles from the Community Engagement Policy and Strategy. Are you supportive of this amendment?



Qualitative data overview

Outlined below is a summary of key feedback received from the Have Your Say online survey, long form submissions and workshops. The table also outlines Council officer response/recommendation for each.

Feedback relating to the Community Engagement Policy and Strategy, and associated actions

Comment	Recommendation/Response
POLICY: Roles and Responsibilities	
Be explicit, ensure statements are not open to interpretation.	There will need to be a level of discretion as each project is different and there is also the possibility that being too explicit limits best practice engagement as it is not possible to list all the elements of a project. To mitigate this, the Roles and Responsibilities section sets out specific items staff must undertake, as does the Framework in Practice, to ensure there are minimum commitments undertaken for each project.
Risk management is very important, particularly how Council can reduce risks associated with not understanding community sentiment.	Noted.
POLICY: Definitions	
Definition of community to include visitors should be reviewed. People who live, work and study here have an investment in the area that does not apply to visitors, eg. Issue of parking, residents and visitors have different needs and interests. Council could say they fulfilled their obligations by consulting with the 'community' when they mean just visitors, for example. The terms 'community' and 'stakeholders' should not be used interchangeably. Stakeholders like the State Government and businesses are very different from community, each have different interests.	The definition of community currently reads: Refers to all stakeholders, audiences, community groups, businesses. Visitors are one such group that Council must consider and like all identified stakeholders, will have different interests and motivations when providing feedback on a Council project. Council is 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.
STRATEGY: Framework in Practice	
Letterbox drop flyers/information should be added as a form of communication. This should include concise information about proposed new initiatives and changes and explain how people can provide feedback.	Noted. Recommend measuring the effectiveness of all communication channels to continually improve and better calibrate for each project.
There are not any projects which indicate anything over an 'Involve' level of participation. Would be good to see Council explore some activities where the community is given greater control over design, recommendations, and decisions. This might be through activities such as co-design or participatory budgeting.	Noted and considered for future engagement projects.
How is the general kerb and gutter section defined? Does it include traffic? Who determines the engagement levels? There is often major impact of these works, but not consulted or even informed until	The kerb and gutter being classified as 'inform' was as it related to the general kerb and gutter works Council would undertake as a matter of course.

the last moment. does not have any consultation next to it, there should be consultation. STRATEGY: Strategic Action Plan Any action implemented should be done fully and consistently. Focus on reaching the average resident in Waverley through different avenues, such as the Next-Door website. Suggest that, as part of the consultation process for each project, go to the affected site, meet the community there to chat in the space with the people that will be affected. Cher There are some hot topics that generate conversation and disastisfaction, eg. Traffic, DAs, parking, To eapture that momentum of engagement is Council's challenge. As part of community them or each project, what problem is this project trying to solve ie, having x number of safety incidents. Stent of informing is critical, needs to be carefully thought out ie, speed bump may seem minor so the radius of notification for consultation would just be the affected street, but there is often a wider group that would be impacted and not consulted. Don't favour any street without considering the entire precinct. Council needs to understand our high-density population, plus the amount of money tied up in their seets. Not going to get good residential satisfaction if they aren't getting notified of changes that affect them. Feel that due process has been followed Response: Even though things will still go ahead, but if they have an opportunity to have their say and feel heard. Appoint community representatives on major projects, such as the Bronte Surf Club. Council registing notified of changes that affect them. Feel that due process has been followed Response: Even though things will still go ahead, but if they have an opportunity to have their say and feel heard. Appoint community representatives on major projects, such as the Bronte Surf Club. Council could be more proactive and said 'this is going to have an impact' raise the community awareness and tell them how to get involved and their voice is heard.		
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	We need a CRM to be get notified	9

looking it up yourself. Where you register an interest engagement findings and database with and Council keeps getting. Better to over existing/future CRM. communicate than not at all. Planning alerts doesn't notify you of changes. Maybe via API feed we can use existing software and systems. In the CRM you have the different segments so we can target the content. Issue with CRM is keeping it up to date as transient population. Communications materials need to be more specific As above, the CRM is part of the Strategic Action Plan. and targeted. Social media + paper isn't targeted, so Recommend ensuring emails and letterbox unless you're interested you won't notice. It's not notifications are incorporated into the given to me in a way that's personal to me. Emails and communications and engagement plans as relevant letterbox drops are personal to me. Need to have a for each project. much better CRM than we do at the moment. Webinars enabled more people to be involved and Noted. connected. Need to be considerate of snail mail and timings of Noted. Recommend being mindful of this when consultations and notifications. determining the length of the engagement period. Council should explore more ways people can Recommend adding this to the Strategic Action Plan contribute, instead of just writing. For example, to investigate implementing systems to enable accepting video or audio submissions. Council to receive audio and video submissions for all engagement projects. For people who may not want to/be able to join large Recommend this is a consideration for Council staff group discussions, Council should explore options for when planning the engagement program for projects. smaller groups such as kitchen table meetings in local cafes or asynchronous engagement methods allowing people to form groups and submit shared visions but do not force people to 'perform' in front of others. No amount of communication and engagement is Noted. going to change anything if the concerns of what would generally amount to a relatively small number of residents in the immediate neighbourhood of a proposed development (ie. the ones most negatively affected) are going to be drowned out (or worse, ignored) by those making the decision. Keep it simple Noted. Should include more participatory democracy options, Noted and received for consideration on future such as a citizens jury (eg. In 2001 Waverley Council engagement projects. held a citizens jury for the Bronte stormwater project). In this model, a statistically valid random selection of resident participants came together for a weekend of expert presentations and informed problem solving. Participants views and recommendations were not interpreted, they directly informed decisions. Responding to proposals is not a system designed to identify and fully scope out the problem to be solved and seeking responses to one presented solution is

not formulating the proposal from the

beginning. Participatory democracy can help to scope out, and sometimes re-define problems. It can have some unexpected outcomes.

On the Community Participation Plan and development assessment process

Comment

Concerned with the lack of transparency in the decision-making process in planning.

Request a change to the following (from Council's website) to remove ambiguity: *Delegation is restricted to applications where no objections have been received and/or where applications do not deviate (other than in a minor degree) from statutory provisions and Council codes and policies.*

It should clearly be just the word "or" - the delegation should not operate if there are any objections or any deviations from planning instruments.

Also concerns the term 'minor degree' is open for interpretation.

Proposed an amendment to the Development and Building Unit's determination process to require the preparation of an assessment report for any application which has received an objection and for which there is any deviation from the planning instruments. This report should be published on the DA tracking website and notified to objectors and councillors via email, with sufficient time to allow submissions from the applicant or other affected by the proposed development including the recommendation in the report. Councillors or the General Manager could consider whether to exercise their capacity to refer the matter to the WLPP.

This would improve community perception of the handling of development matters by Council and deliver a significant improvement in community engagement in the planning process.

Decisions about the physical environment do not stop with council owned or controlled land, there is clear overlap with private property. Hence the division between physical "development" planning and community values can be divergent.

Recommendation/Response

Development applications are determined in accordance with legislation that requires certain applications must be referred to a panel and all others must be determined by Council's planning staff. The criteria for what types of applications are determined by which staff is a matter for the General Manager to determine as they delegates his/her determination functions to the relevant staff. Waverley Council has a robust assessment and review process in place to ensure applications are determined at the appropriate level of staff to ensure high standards of outcomes.

Recommend the website information is reviewed so that the assessment and determination process is accurate and clear.

The assessment report for development applications is required to accord with the legislation and this means that the assessment report cannot be completed until after the expiry of the notification period and any submissions/objections that have been received are considered. It would therefore not be possible to implement the suggested practice.

After an application has been determined, the assessment report is available to be viewed on the DA tracker system. The assessment report is not intended to be a 'draft' for which public input is invited before finalisation. This report includes an assessment of comments/input from neighbours and the community as part of the assessment process.

The changes to legislation concerning the determination of development applications in 2018 by the NSW Government has meant that Councillors do not have any active role in the determination of DAs and they cannot determine which applications are referred to a panel for determination. Neither the General Manager nor the Council can refer a DA to a panel, this is mandated by the legislation.

Noted.

Recent proposals for expansion of heritage protection in the Waverley LGA indicates increasing enjoyment in and value for the built and natural environment as it exists. It could be that through a participatory democratic process the focus on development could shift away from confrontation over damaging new development proposals, to one of support for upgrading, extending, and maintaining existing fabric. In turn this would reduce loss of character and environmental damage, as well as disruption in an overcrowded and very closely settled LGA. Construction sites, particularly with excavation, do not fit well within long established and sometimes fragile built fabric, and reasonable levels of peace and quiet for increasing numbers of people working from home.

Noted

Frustration that asking for feedback on the engagement policy and strategy is a moot point as Council allows developers to do what they want, even after informing Council multiple times of opposition to projects.

The CPP outlines how the notification process is undertaken for development applications and how public submissions are considered in the assessment process. There is a misconception that a large number of objections to a development alone is sufficient grounds to warrant refusal. This is not the case and there must be proper planning grounds to refuse a development.

The assessment reports clearly and openly deal with submissions and make an assessment (on planning grounds) as to the weight that can be given to the matters raised.

Recommend adding the following to the Strategic Action Plan for further study: investigate feasibility of promoting DAs on exhibition and related info on channels such as Council's website and enewsletters.

Council notifies applications in accordance with the adopted provisions in the CPP. This sets out the minimum method and degree of notifying relevant parties of an application.

Additionally, Council officers review the notification prior to it being undertaken and may determine that increased notification should be undertaken having regard to the nature of the application. This is a merit assessment and is based on reasonableness.

Furthermore, when the allocated assessment officer undertakes a site visit, they will also assess whether more owners should be notified than has occurred. This will often only be known from a site visit and may relate to an impact that would not be apparent except for a site inspection (eg view loss). This is also a merit assessment by the officer and the legislation regarding this process provides for this to occur.

Extent of informing is critical, needs to be carefully thought out eg. Every time there's a modification there needs to be informed ie. extension of a house blocks views needs to be notified, only a couple of doors either side seems to be Council's response.

Believe state government reduced notification to 5 or lower as a minimum but Council could go past what the law requires

Relating to other Council documents and/or procedures

Comment

Council has many plans which require community input and feedback, this cascade and overlap (or not) of plans is confusing and preparing useful responses can be difficult and time consuming, although the opportunity to comment is very welcome and much appreciated. There is sometimes a feeling that systems can be at cross purposes, for example, between Council's own activities on public and council-controlled land, its role in managing business and residential community objectives, and its role in physical planning for "development" on private land. All are important and should coincide. Clearly identified and agreed underpinnings should help to inform all Council activities dealing with Waverley's built and natural heritage, its support for the community, general circulation and changing conditions and demographics over time.

To achieve agreed objectives, how does the Community Strategic plan interact (for example) with physical "development" planning? Is the Community Strategic Plan an overriding document which informs WLEP etc? How do (for example) visitor management and environmental action plans inform the WLEP etc?

Could there be some consolidation? e.g., Reconciliation and Disability Action plans could be chapters in the Community Strategic plan. These are basic underlying principles which need to be integrated into all activities including on public and private land

Recommendation/Response

Noted.

Integrated Planning and Reporting Framework forms the basis of planning for councils in NSW. The framework begins with the Community Strategic Plan and includes a suite of integrated plans that are prepared to achieve the goals in the Community Strategic Plan. All the strategies and plans Council prepares contributes to the goals in the Community Strategic Plan.

The CPP seeks to make community participation in local planning matters clearer for the Waverley community. It does this by outlining in one place how and when Council will involve the community and receive input across various planning processes and decisions.

The Waverley Community Strategic Plan (CSP) is the overriding plan that identifies the community's priorities. This is used by Council when strategic planning documents are prepared to ensure we are addressing matters relevant to our community and responding to key issues. For example, the CSP has consistently identified traffic congestion and parking demand as a problem. We have prepared a transport strategy titled People, Movement and Places that deals directly with these issues and includes recommendations that we implement.

Similarly, the CSP has identified design of new buildings as an issue we need to prioritise and as a consequence, we have incorporated Design Excellence provisions into the LEP and DCP and a Design Excellence Panel to provide objective expert independent advice when necessary.

Preserving heritage is also a community issue raised in the CSP which we have actioned by preparation of the Waverley Heritage Review. Once adopted, a key recommendation will be to amend the Waverley LEP and the heritage schedule contained within the instrument to expand heritage conservation areas and items.

The principles of social equity, Quadruple Bottomline and social sustainability are covered in the Community Strategic Plan. In addition to this, key issues and strategies linked to social issues are addressed as part of the Community Strategic Plan. It is important to note that Community Strategic Plan is a long term, high level document and therefore the nature of

strategies are macro. Reconciliation and Disability
Action Plans contribute to the broader goals in the
Community Strategic Plan. However detailed activities
and projects related to DIAP and Reconciliation are
captured in these plans and therefore they are
supporting strategies to achieve the goals in the
Community Strategic Plan.

Recommendations and conclusion

The community response demonstrated overall support for the Community Engagement Policy and Strategy but showed that there have been perceived gaps in the community engagement process by Council in the past.

Many people highlighted concerns over the perceived lack of transparency and community engagement in Council's decision-making process. The respondents emphasised the need for a Customer Relationship Management (CRM) tool to better engage and communicate with the community across the lifetime of a project.

The feedback demonstrated a clear appetite for more community engagement across all Council projects for the life of the project, and that engagement avenues focused on more accessible methods to ensure the whole community was heard, such as going on-site, providing more options online, and sending information through emails and letterbox distribution.

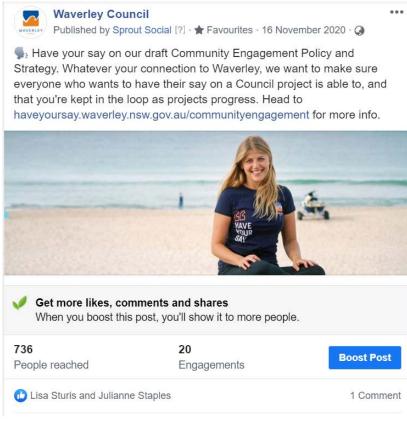
Recommendations

This report recommends taking into consideration the above responses and incorporate into Council's communication and engagement planning for projects.

The below is a summary of recommended major amendments made to the Community Engagement Policy and Strategy, and the Community Participation Plan.

- Remove the 'Values' and review the Statement of Commitment and Principles to ensure all statements are tangible and outcomes driven.
- Incorporate traffic-related, parking and streetscape improvement projects to the Framework in Practice and include the minimum engagement commitments.
- Add the following to the Strategic Action Plan:
 - o Development of minimum radius notification commitments for relevant projects and make it available to view on Council's website.
 - o 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
- Investigate possible actions to increase community knowledge of development assessments such enewsletters and listing of DAs on public exhibition on Council's website.

Appendix A – Overview of social media posts







draft Community Engagement Policy and Strategy at 6.30pm, Thursday 3 December. Register your attendance here: https://bit.ly/3ltjzOU



695 People Reach	ed	
2 Likes, Comments	& Shares i	
1 Likes	0 On Post	1 On Share
0 Comments	0 On Post	0 On Share
1 Shares	1 On Post	0 On Share
8 Post Clicks		
0 Photo views	5 Link clicks (i)	3 Other Cli
NEGATIVE FEEDBAC	K	
0 Hide post	0 Hide	all posts
0 Report as spam	0 Unlik	e Page

Reported stats may be delayed from what appears on pc





Waverley Council @Waverley Council · Dec 2, 2020

Are you interested in our plans for how and when we'll seek your feedback on Council projects? We're holding an information session and Q&A on our draft Community Engagement Policy and Strategy at 6.30pm, Thursday 3 December. Register your attendance here: bit.ly/3ltjzOU





Waverley Council @Waverley Council · Nov 16, 2020

Whatever your connection to Waverley, we want to make sure everyone who wants to have their say on a Council project is able to, and that you're kept in the loop as projects progress. Head to

haveyoursay.waverley.nsw.gov.au/communityengag... and let us know your feedback on our draft Engagement Policy.





Waverley Council

Published by Sprout Social [?] ⋅ ★ Favourites ⋅ 6 January ⋅ ③

What do you want to make sure we do when asking for your feedback on Council projects? Our draft Community Engagement Policy and Strategy are currently on public exhibition and we want to make sure we cover what's important to you. Head here for more

https://haveyoursay.waverley.nsw.gov.au/communityengagement



Performance for your post

1,021 People Reached	

12 Likes, Comments & Shares i

8 Likes	8 On Post	On Share
4	3	1
Comments	On Post	On Share
0	0	0
Shares	On Post	On Share

49 Post Clicks

6	8	35
Photo views	Link clicks i	Other Clie

NEGATIVE FEEDBACK

0 Hide post1 Hide all posts0 Report as spam0 Unlike Page

Reported stats may be delayed from what appears on po



Appendix B – Advert in The Beast

[Note: after publication, the consultation period was extended to 10 January 2021]



Draft Community Engagement Policy and Strategy

The draft Community Engagement Policy and Strategy, as well as amendments to the Community Participation Plan, are currently on public exhibition until 22 December 2020.

Ouestions?

Please contact Council's Community
Engagement Coordinator,
Libby Mackenzie on 9083 8167 or
communications@waverley.nsw.gov.au

We want to make sure everyone who wants to have their say on a Council project is able to, and is kept in the loop as projects progress. These documents explain how Council makes decisions, set out our commitments to you, and outline the what, when and how we will engage you for different types of projects.

>

Head to:

haveyoursay.waverley.nsw.gov.au to provide your feedback or register to attend on online webinar





Appendix C – Flyer distributed Waverley-wide





Head to haveyoursay.waverley. nsw.gov.au/communityengagement to provide your feedback or register our webinar on 3 December.

