



# DRAFT Community Engagement Strategy

Draft  
April 2023

### **Acknowledgement of Country**

Woollahra Council acknowledges the  
Gadigal and Birrabirragal people who are the  
Traditional Custodians of this land and we pay our  
respects to Elders past, present and emerging.



# Message from the Mayor



Community engagement plays an important role in making Woollahra a great place for people to live, work and visit. To serve our community well, Council's work must be guided by their needs, priorities and aspirations. The best way to understand this is by consistently listening to what our community has to say through a robust engagement process that builds relationships based on trust and transparency.

We value our community as a source of local expertise, therefore we will actively seek out their knowledge and ideas to help us make good, sustainable decisions that benefit the whole community. Seeking a diversity of voices and perspectives, including those of minority and hard-to-reach groups, will ensure we make decisions that are representative and fair.

We recognise that not everyone will agree with every decision Council makes. However we will give everyone the opportunity to be heard, and we will transparent in our communication so that people understand why decisions have been made.

This strategy outlines how we will deliver proactive, accessible and thorough community engagement as part of the creation and review of our Community Strategic Plan every four years, and beyond that, to all of our projects that need a community voice. It sets out how and when Council will engage, so our community knows what to expect from us.

## **Councillor Susan Wynne**

Mayor of Woollahra  
March 2023

# Message from the General Manager

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In recent years we have invested heavily in building our community engagement capacity as an organisation, and will continue to do so in recognition of its importance to everything we do here at Council. In 2021 we adopted a Community Engagement Policy, which consolidated our commitment to engagement, a commitment we are now accountable for.

We are also rolling out updates to our project management processes, to include community engagement earlier and more prominently when we initiate and plan new projects.

Finally, we are investing in training and skills development that will empower our staff, across every division, to deliver quality engagement that puts our residents, businesses, customers and wider community at the centre of our work.

Our approach to engagement is fundamental to the successful delivery of our Mission and Vision.

**Craig Swift-McNair**

General Manager

April 2023



# Our community Mission & Vision:



## Mission

To lead climate action and promote respectful connections between people and place, so we can enhance, protect and celebrate Woollahra's beauty, heritage and quality of life for the enjoyment of all.

## Vision

A thriving, inclusive, sustainable and resilient community that will benefit future generations.

### We will do this by:

- Prioritising carbon neutrality, environmental sustainability and community resilience to meet the challenges of climate change and social and economic wellbeing.
- Acting as custodians and stewards of our highly-valued natural environment, including our harbour foreshore and marine ecosystems, and our leafy streetscapes and urban forest.
- Acknowledging the Aboriginal custodianship of Woollahra and fostering greater community understanding and appreciation of our Aboriginal history, heritage and culture.
- Celebrating the unique built heritage of our area by honouring it and furthering generational efforts to conserve it.
- Creating opportunities for community connection, engagement and partnerships so we can be proud of our shared commitment and achievements.
- Demonstrating our commitment to customer experience by being respectful, open, responsive, accountable and agile.
- Building long term financial sustainability so we are in the best economic position to provide for the diverse needs of our community now and in the future.



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# Introduction

Woollahra's 53,496 residents represent a broad range of backgrounds, interests and experiences. At the same time, we share many commonalities — a deep appreciation for our spectacular parks, beaches and heritage assets and a shared commitment to innovation and sustainability. Each person represents a valuable source of local knowledge and unique personal experience that can enhance the work we do on behalf of the community.

Our community is passionate and motivated when it comes to being involved in their neighbourhoods and local areas. To achieve Council's long term mission and vision of a thriving, inclusive, sustainable and resilient community, their ongoing participation is essential.

This Community Engagement Strategy outlines our commitment and approach to engaging with our community. It aims for transparency so that all stakeholders can understand their role in the process of creating and reviewing the many plans and projects that constitute Council's work. Examples of these include our:

- Community Strategic Plan
- Delivery programs and operational plans
- Open space plans of management
- Place plans
- Planning and urban design strategies
- Transport plans and strategies

This strategy aligns with our Community Engagement Policy, which was adopted in 2021.



# Our community Woollahra\*

Understanding the demographics of our community helps inform our communications, engagement and service.



Population (2021)  
**53,496**



Median age  
**41 years**



Families **13,796**  
Number of kids  
**1.8** per family



People per  
household **2.3**



Born Overseas  
(2016) **38.7%**



Born North West  
Europe **10.3%**



Speak English  
at home **79.5%**



Australian  
citizen **78.8%**

Owns a  
house  
**35.3%**

Owns with  
mortgage  
**24%**



Employment  
status (2016)  
**96.7%**

Of these 69% were employed full time, 30% were employed part-time and 3.3% were unemployed.



University qualified  
residents (2016)  
**48.9%**

## Top 5 industry sectors:



Professionals



Managers



Clerical and  
Administrative



Sales



Community and  
Personal Service



Need for assistance  
due to a disability  
(2021)

**1,552**

## Assistance needed by age:



0–19 **133**



20–69 **328**



70–84 **535**



85+ **557**



No long-term  
health conditions  
**66.8%**

\*From Australian Bureau of Statistics [dbr.abs.gov.au](https://dbr.abs.gov.au)



# Our Community Engagement Policy

Adopted by Council in 2021, the Woollahra Community Engagement Policy is our commitment to engagement with the community. It commits us to undertaking engagement whenever:

- required to comply with a statutory obligation
- a proposed change to Council activities or strategic direction may significantly affect the community in terms of lifestyle, environment, wellbeing, amenity or the economy
- developing new or updating existing policies, strategies or plans, wherever legislated, resolved by Council or deemed appropriate due to the nature of the project
- introducing a new service, discontinuing an existing service, or substantially changing or reviewing a service that may significantly affect service provision.

It also defines our approach, which is to ensure that our community:

- are well informed about issues, strategies or plans that may affect them directly or indirectly
- understand how and when Council will consult them, and when Council will make decisions on their behalf
- are engaged in an effective, appropriate and relevant manner by Councillors, Council employees or agents of Council
- are offered genuine opportunities to participate in Council's decision-making process
- understand how their contributions affect the decision-making process and are informed of outcomes of the engagement process
- are connected, active and informed.

With specific regard to planning matters (e.g. notification of development applications, applications to modify a development consent, planning proposals, development control plans and contribution plans), Council will engage the community in accordance with its Community Participation Plan (CPP). The CPP is aligned with our Community Engagement Policy and this Community Engagement Strategy, provides further detail to make it clear how people can participate in the planning process, providing transparency and accountability.

The Community Participation Plan can be viewed online at **[woollahra.nsw.gov.au/community/community\\_engagement](https://woollahra.nsw.gov.au/community/community_engagement)**

Our Community Engagement Policy can be viewed online at **[woollahra.nsw.gov.au/cep](https://woollahra.nsw.gov.au/cep)**

# What is community engagement?

Community engagement is based on the democratic idea that people should have a say in the decisions that impact them. In our context, engagement is the process of involving the Woollahra community in Council's decision-making process.

More specifically, engagement is a two-way exchange in which the community is invited to share their views, aspirations, concerns, needs and values with the purpose of shaping Council's policy development, planning and service delivery

Engagement encompasses a broad range of activities, from information sharing to allowing the community to devise and choose their own preferred solutions.

It is important to make clear that there are some situations when Council will not engage, for example during routine administrative and operational duties, and emergencies and situations that impact public safety. Council may also choose to not engage the community on specific matters when we are confident there is sufficient existing community data or feedback to proceed with a project or service; we already have an adopted plan in place and where we are bound by existing legislation, commercial or legal constraints.

## Why we engage

Effective community engagement strengthens the relationship between Council and the community and ensures we make good, sustainable decisions on behalf of our people.

Through community engagement Council can

- **Ensure Council decisions reflect the whole community** by incorporating the community's views into the decision-making process.
- **Increase community confidence and trust** in Council by building or improving relationships with the community through on-going, open and meaningful two-way conversations.

- **Encourage the community to actively participate in civic life** and take responsibility for identifying and providing solutions for consideration, to their concerns.
- **Strengthen community capacity** by building the community's understanding of how local government operates, how decisions are made, and how they can participate.

Council actively seeks out and listens to the views of the community to help make decisions that are informed, representative and in the best interests of the whole community, noting that there will be times when decisions are made that not everyone will agree with.

While it does not replace the final decision-making of the elected Council, high quality community engagement ensures that recommendations by staff consider the expressed needs of the community.

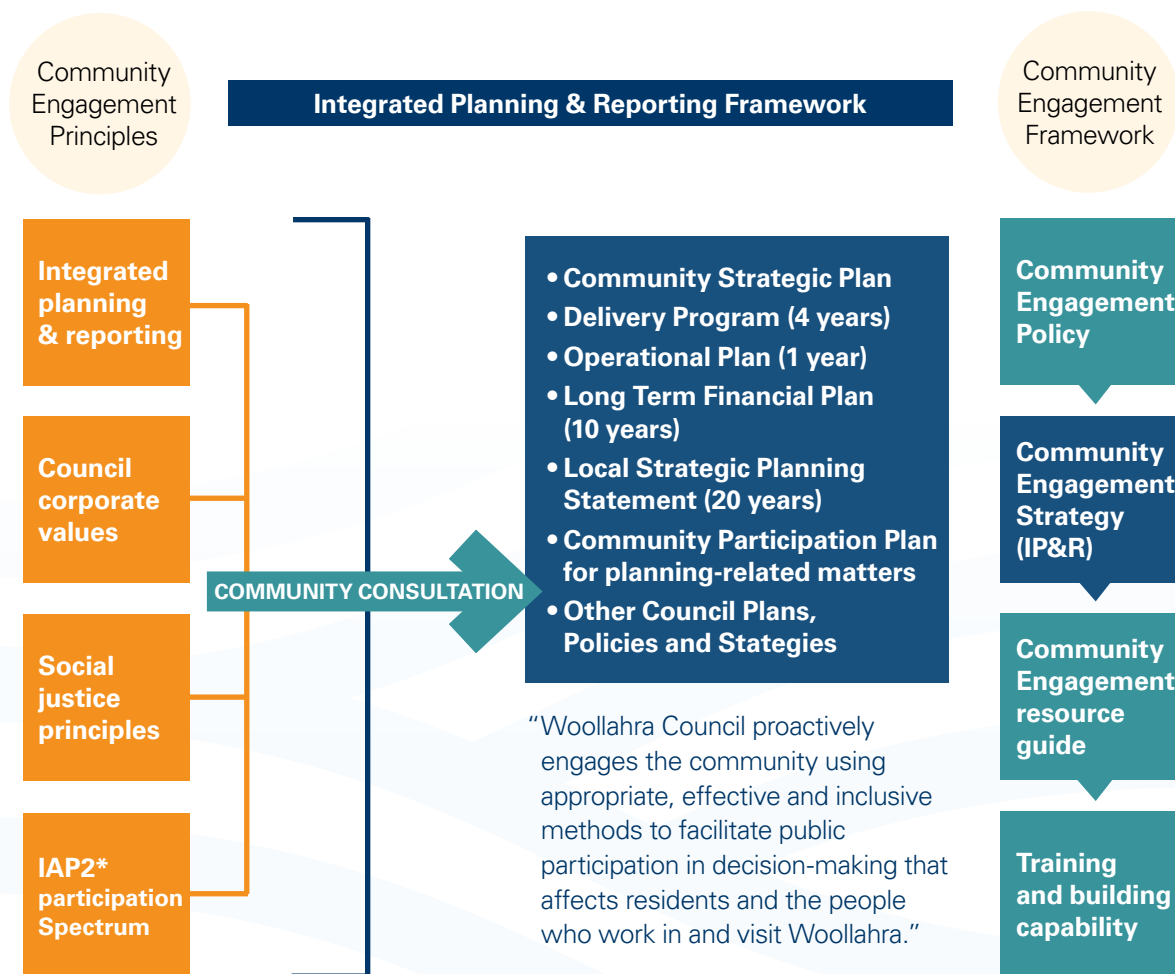
# What is community engagement? *continued*

## Integrated Planning and Reporting (IP&R)

Integrated Planning and Reporting (IP&R) is a strategic planning framework for NSW local governments. The framework is a tool to assist with planning for and maintaining a financially sustainable Council. This includes ensuring that services and assets are delivered and maintained in a way that is equitable. The aim of the framework is to promote the long term sustainability of our community including social, economic, environment, and civic leadership in a way that is affordable into the future.

Council engages in extensive community consultation to create its Community Strategic Plan every four years, in compliance with IP&R guidelines. This allows the community to have input into priorities, preferred solutions, and prioritisation of actions. Community engagement helps Council to make sustainable decisions on behalf of the whole community.

**Diagram of how Council's Community Engagement Strategy integrates with our organisational values, social justice principles, integrated planning and the IAP2 spectrum.**





# What is community engagement? *continued*

## Legislative context

Councils must comply with relevant legislation when conducting engagement.

The *Local Government Act 1993 - Section 402A* requires that Councils establish and implement a strategy (called its “community engagement strategy”) for 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).

The *Environmental Planning and Assessment Act 1979* requires that councils outline how and when the community will be engaged across planning matters.



# Our approach to engagement

Council uses the IAP2 Public Participation Spectrum<sup>2</sup> to help identify which level of participation defines the public's role in any community engagement program. IAP2 is a peak body international association that promotes and improves the practice of public participation.

Our approach to community engagement aligns with Council's values; the IAP2 Core Values for Public Participation, and social justice principles of equity, access, participation and rights.

**Access:** we will select appropriate methods for engagement to ensure those interested or affected can freely and easily engage with Council regardless of their socioeconomic, educational or employment status.

**Equity:** we will seek inclusive and representative views from the community, including actively seeking out the voices of vulnerable and underrepresented groups, recognising that they face greater barriers to participation.

**Participation:** we will provide people with the opportunity to participate in the making of policies, plans and projects that affect their lives, and allow people to have their say in our decision making processes. We will ensure the community has a clear understanding of how they can get involved.

**Rights:** We recognise that people have a right for their views and voices to be heard. Our engagement activities are driven by a recognition and adherence to people's human rights be it civil, political, cultural or social.





### **IAP2 Core Values for Public Participation:**

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process
2. Public participation includes the promise that the public's contribution will influence the decision, noting that Councillors are elected by the community to represent the community in that final decision-making process.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers
4. Public participation seeks out and facilitates the involvement of those potentially affected by, or interested in, a decision
5. Public participation seeks input from participants in designing how they participate
6. Public participation provides participants with the information they need to participate in a meaningful way.





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## Our values

Respect for people.  
Integrity and excellent performance.  
Professional, quality service.  
Open, accountable communication.

## The IAP2 Spectrum of Public Participation

The spectrum shows that differing levels of participation are legitimate depending on the goals, time frames, resources and levels of concern in the decision to be made. However, and most importantly, the spectrum sets out the promise being made to the public at each participation level. The spectrum is widely used and is quoted in most local government community engagement strategies.

Not all spectrum levels are achieved on every engagement project. Importantly, engagement is not a fixed sequence of steps, and Council will select the most appropriate technique/s to be used on a case-by-case basis, based on project scope and reach, objectives, timing, requirements and resources.

INCREASING IMPACT ON THE DECISION 					
	Inform	Consult	Involve	Collaborate	Empower
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 final decision making in the hands of the public.
Promise	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 the decision.	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.
Example techniques	Website and social media updates Notification letters E-newsletters Webinars	Surveys Public exhibitions	Workshops Social mapping	Committees and advisory groups Community reference groups	Deliberative engagement processes

# Key Objectives

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Woollahra Council has key long-term objectives for our community engagement program and strategies for how we will achieve them.

Objective	Strategy	Actions
<b>Ensure Council's plans, policies, strategies, programs and key activities reflect the whole community</b>	Design inclusive and accessible community engagement that listens and responds to the community's ideas, concerns and aspirations	<ul style="list-style-type: none"> <li>• Commit to engaging the community whenever Council is making a decision that affects them, outside of routine and operational matters, or emergency situations.</li> <li>• Select methods of engagement that reach as many people as possible, and in particular affected individuals and groups.</li> <li>• Use plain English, visuals and inclusive imagery in our engagement material.</li> <li>• Employ appropriate, contemporary and accessible engagement tools and platforms. This includes providing digital alternatives for all in-person engagement activities, for example webinars, online drop-in sessions, video conferencing meetings and social mapping.</li> <li>• Consider equity and accessibility when designing engagement activities</li> </ul>
<b>Build or improve relationships with the community</b>	Increase confidence and trust by developing ongoing, open and meaningful two-way conversations with the community through the use of community input in decision-making	<ul style="list-style-type: none"> <li>• Provide participants with regular updates on the projects they have provided input on.</li> <li>• Project officers will report a summary of the key themes reflected in the comments collected and we will document our response on Your Say.</li> <li>• When community wishes cannot be fulfilled, we will explain why.</li> </ul>
<b>Encourage the community to actively participate in civic life through engagement</b>	Through education and facilitation of opportunities, foster a community that takes responsibility for identifying and providing solutions to their concerns	<ul style="list-style-type: none"> <li>• Regularly promote our online engagement platform Your Say Woollahra through Council's communication channels</li> <li>• Engage with children, youth and families in order to support their voice on matters that are important to them</li> <li>• Use strategic communication to increase understanding of how engagement works in local government and how feedback can influence the decision-making process.</li> </ul>



## Key objectives *continued*

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Objective	Strategy	Actions
<b>Increase community knowledge and awareness of Council's activities</b>	Strengthen community capacity by engaging with a diverse range of stakeholders, and conduct open and transparent decision-making processes	<ul style="list-style-type: none"> <li>• Build and maintain relationships with schools, local organisations, community groups and support services, and keep them informed of engagement opportunities of interest to them</li> <li>• Design engagement that is accessible to hard-to-reach and time poor groups in the community</li> <li>• Pull engagement reports from Council agendas and replicate on Your Say project pages for easier access</li> </ul>
<b>Promote engagement that is accessible and inclusive so we gather feedback from a broad representation of community members.</b>	Use our resources to deliver engagement activities that meet the varying needs of the community.	<ul style="list-style-type: none"> <li>• Use various forms of engagement in addition to online feedback</li> <li>• Consult with the Inclusion Advisory Committee on major projects and programs</li> <li>• Extend on-site consultations/pop-ups to safe and convenient locations</li> <li>• Tailor consultations to target groups such as children, people with disabilities, the aged or other less represented groups by ensuring these groups are consulted on how they would like to be engaged</li> <li>• Consider public or group meetings where appropriate</li> <li>• Use plain English to assist the community with understanding engagement content and opportunities.</li> </ul>
<b>Build staff and organisational capacity</b>	Strengthen internal staff capacity to ensure the consistent delivery of high quality engagement	<ul style="list-style-type: none"> <li>• Offer regular training opportunities to staff across Council</li> <li>• Promote community engagement outcomes through internal staff communications</li> <li>• Share lessons learned from completed projects throughout the organisation</li> </ul>

# Risks and opportunities

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Delivering good engagement is not always easy. We face a number of challenges. By identifying and planning for them, we can turn some of them into opportunities.



Risk	Opportunity
<b>Engagement fatigue</b>	Plan engagement early and coordinate across divisions to find opportunities to collaborate, share feedback and integrate activities, thereby reducing duplication and over-engagement.
<b>Lack of time and resources</b>	Early planning and thorough internal stakeholder engagement to ensure adequate time and resources and allocated for community engagement at project initiation.  Resources include people, staff hours, infrastructure such as equipment and venues, digital assets and software.
<b>Out of scope expectations</b>	Communicate project scope, negotiables and non-negotiables from the start to set clear and realistic expectations with the community.
<b>Difficulty engaging hard to reach groups</b>	Tailoring communication to target hard to reach groups, building strong relationships with community organisations that represent these groups and choosing accessible engagement tools.
<b>Aligning internal stakeholders</b>	Ongoing training and skills development to create a culture of empowered engagement practitioners within the organisation, and engaging internal stakeholders (including Councillors) so that everyone understands our commitments to the community.

# Stakeholders

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There are many diverse voices within Woollahra. Every engagement process will have its own set of impacted and interested stakeholders, and it is important to identify and reach these groups if we want to ensure well rounded feedback and robust outcomes. Some of our key stakeholders are identified below, as well as appropriate methods for engaging them as part of our Community Strategic Plan.

Stakeholder group	Indicative examples	How we will reach them
<b>Residents</b>	<ul style="list-style-type: none"><li>• Ratepayers</li><li>• Renters</li><li>• Residents associations</li><li>• Children and youth</li></ul>	<ul style="list-style-type: none"><li>• Letterbox drops</li><li>• Social media</li><li>• Public noticeboards</li><li>• E-newsletters</li><li>• Local media</li><li>• Our online engagement platform Your Say Woollahra</li><li>• Direct email</li><li>• Meetings and focus groups</li><li>• Drop-in information sessions</li><li>• Community pop-ups</li><li>• Community Satisfaction Surveys</li><li>• Events and activities</li></ul>
<b>State and Federal members</b>	<ul style="list-style-type: none"><li>• Member for Vacluse</li><li>• Member for Wentworth</li><li>• Member for Sydney</li></ul>	<ul style="list-style-type: none"><li>• Direct communication with their offices via email and phone</li><li>• Regular meetings to provide updates on key projects</li></ul>





## Stakeholders *continued*

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Stakeholder group	Indicative examples	How we will reach them
<b>Government agencies, statutory bodies and neighbouring Councils</b>	<ul style="list-style-type: none"> <li>• Department of Planning and Environment</li> <li>• Transport for NSW</li> <li>• National Parks and Wildlife Service</li> <li>• Office of Local Government</li> <li>• City of Sydney</li> <li>• Waverley Council</li> <li>• Randwick City Council</li> </ul>	<ul style="list-style-type: none"> <li>• Direct communication via email and phone</li> <li>• Meetings</li> </ul>
<b>Local authorities</b>	<ul style="list-style-type: none"> <li>• Eastern Suburbs Police Area Command</li> <li>• NSW Fire and Rescue</li> </ul>	<ul style="list-style-type: none"> <li>• Direct communication via email and phone</li> </ul>
<b>Local businesses</b>	<ul style="list-style-type: none"> <li>• Local businesses including, but not limited to: <ul style="list-style-type: none"> <li>- Retail businesses</li> <li>- Service businesses</li> <li>- Hospitality businesses</li> </ul> </li> <li>• Business associations including chambers of commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Direct engagement through Council's Placemaking team</li> <li>• Direct communication via email and phone</li> <li>• Meetings</li> <li>• Letterbox drops</li> <li>• Social media</li> <li>• Public noticeboards</li> <li>• E-newsletters</li> <li>• Local media</li> </ul>



## Stakeholders *continued*

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Stakeholder group	Indicative examples	How we will reach them
<b>Schools</b>	<ul style="list-style-type: none"> <li>• Primary schools</li> <li>• Secondary schools</li> <li>• Pre-schools</li> </ul> <p>To comply with NSW Child Safe Standards.</p>	<ul style="list-style-type: none"> <li>• Letterbox drops</li> <li>• Direct emails</li> <li>• Social media</li> <li>• Meetings</li> <li>• Events and collaboration</li> </ul> <p>Creative ways of engaging with young people on issues impacting them can be explored with schools and with children in our community and children and their families we have contact with through our programs and services. Previous examples include children designing play elements for a new playground and colouring-in competition to outline concerns about the environment. This work requires adequate resources and planning time.</p>
<b>Aboriginal and Torres Strait Islander communities</b>	<ul style="list-style-type: none"> <li>• La Perouse Local Aboriginal Land Council</li> <li>• Gujaga Foundation</li> </ul>	<ul style="list-style-type: none"> <li>• Direct communication via email and phone</li> <li>• Meetings</li> <li>• Events</li> <li>• Training</li> </ul>
<b>Service providers</b>	<ul style="list-style-type: none"> <li>• Disability service providers</li> <li>• Aged care providers</li> <li>• Womens' shelters</li> <li>• Mental health care providers</li> <li>• Youth organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Direct communication via email and phone</li> <li>• Meetings</li> </ul>



## Stakeholders *continued*

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Stakeholder group	Indicative examples	How we will reach them
<b>Council advisory committees and working parties</b>	Including, but not limited to: Inclusion (Disability, Aged & Carers) Advisory Committee, Public Art Panel, Oxford Street & Paddington Working Party, Floodplain Risk Management Committee	<ul style="list-style-type: none"> <li>• Meetings</li> </ul>
<b>Sport and recreational clubs and organisations</b>	<ul style="list-style-type: none"> <li>• Sporting clubs</li> <li>• Local exercise groups</li> </ul>	<ul style="list-style-type: none"> <li>• Direct communication via email and phone</li> <li>• Meetings</li> </ul>
<b>Community groups and advocacy groups</b>	<ul style="list-style-type: none"> <li>• Community gardens</li> <li>• Arts and cultural institutions</li> <li>• Special interest groups</li> <li>• Local religious organisations, e.g. churches and synagogues</li> <li>• Historic and preservation societies</li> </ul>	<ul style="list-style-type: none"> <li>• Direct communication via email and phone</li> <li>• Meetings</li> </ul>







## Engaging hard to reach and vulnerable groups

Not everyone has equal access to Council information, services and engagement opportunities. We aim to promote inclusive and accessible engagement, so as many people as possible feel like they can contribute to decision-making and they have the opportunity to share their feedback. For Council to work towards equitable access, we must first identify the vulnerable and hard to reach groups that exist within our community, and develop ways to reach them. These include children and youth, older or isolated people, new residents, families with young children, the Aboriginal and Torres Strait Islander community, people with dementia, culturally and linguistically diverse communities, people with disability and their

carers, LGBTQIA+ people, and those experiencing financial disadvantage, homelessness and/or domestic violence.

We are committed to NSW Child Safe Standards and to involving children in decisions that affect them now and in the future and to take their feedback seriously. We will do this by supporting active and accessible participation of children in our relevant services, programs and events.

There are many organisations in Woollahra that support and work with these hard to reach and vulnerable groups. They are a valuable asset to our community and important partners for Council. In November 2022 we reached out to community organisations, schools and service

providers to understand what matters they would like to be engaged on and how they prefer to be communicated with.

The responses received all uniformly indicated that as they are often time poor and working with limited resources, they prefer to receive information on projects directly related to their organisation's work (e.g. grants, cultural activities, housing) via direct contact by email. These groups can then act as a central source of information for their clients, customers, contacts and communities, disseminating as appropriate. We recognise that reaching vulnerable groups requires a commitment from staff to build our relationships with our diverse community through consistent communication, active listening and implementation of the feedback we receive from them.

# Implementation

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## How we will engage

The table below outlines what the community can expect from us when we engage with them on our plans and projects, including the creation and review of our Community Strategic Plan. It details the level of engagement we will deliver, the methods we will use, and the length of time we will engage for.

Phase	Level of engagement	Purpose	Possible methods (including but not limited to)	Time
<b>Knowledge gathering</b>	Consult and involve	To consistently evolve our understanding of community needs and priorities through the course of day-to-day Council business and regular engagement.	Meetings, phone calls, emails, interviews, surveys, idea boards, submissions, committee meetings, workshops	Prior to the launch of any project, including the period between each Community Strategic Plan review
<b>Information sharing</b>	Inform	Share information on the project (e.g. the Community Strategic Plan), the scope of the engagement, and how people can have their say	Newsletters, emails, website updates, posters, digital signage and advertising	Activities can take place at any time throughout a minimum four week period
<b>Primary engagement</b>	Involve	Offer a range of accessible engagement opportunities for the community to tell us their ideas, concerns and aspirations. These include opportunities for two-way, ongoing dialogue with Council.	Surveys, workshops, social mapping, meetings, drop-in information sessions, focus groups	Activities can take place at any time throughout a minimum four week period
<b>Public exhibition</b>	Inform and consult	After the draft has been approved for exhibition (e.g. a concept design, draft plan or draft Community Strategic Plan), share widely in the community and invite feedback.	Newsletters, emails, website updates, posters, digital signage and advertising, surveys, submission forms	Exhibit draft for at least 28 days
<b>Final plan</b>	Inform	Make the final decision (e.g. final design, plan or Community Strategic Plan) available to view, and share directly with previous participants	Website updates, emails	Within a week after adoption

# Implementation *continued*

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## Council role and responsibilities

Role	Responsibilities
The Mayor	<ul style="list-style-type: none"><li>• Act as the spokesperson for Council when promoting engagement on key strategic plans and projects, including the Community Strategic Plan</li><li>• Promote partnerships between Council and key stakeholders</li></ul>
Mayor and Councillors	<ul style="list-style-type: none"><li>• Support and participate in community engagement on the Community Strategic Plan alongside Council staff.</li><li>• Participate in the development of Integrated Planning and Reporting documents, including the Community Strategic Plan, wherever appropriate.</li><li>• Endorse the Community Strategic Plan on behalf of the community and approve the remaining component Integrated Planning and Reporting documents.</li></ul>
General Manager	<ul style="list-style-type: none"><li>• Oversee preparation of the Community Strategic Plan and Integrated Planning and Reporting Documents</li><li>• Lead Council staff and ensure the Community Engagement Strategy, Community Engagement Policy and other procedures are being adhered to.</li></ul>
Council Staff	<ul style="list-style-type: none"><li>• Implement the Community Engagement Strategy, plan and deliver engagement activities and ensure that the community has the information and opportunity to engage effectively with Council.</li><li>• Share feedback and recommendations on engagement with the Executive Leadership Team to help lead positive engagement experiences and outcomes.</li></ul>





# Closing the loop

After closing engagement on a project, Council staff will report their findings to Council with an appropriate level of analysis and commentary.

The report will cover:

- Information sharing and engagement methods used
- Statistics covering participation
- Summary of feedback received
- Recommended actions based on feedback

An integral part of the community engagement process is keeping people informed about how their feedback was considered and used, and what decisions were ultimately made. We will keep our community updated on each part of the decision-making process by:

- Updating Your Say Woollahra project pages with engagement opportunities, outcomes and next steps
- Directly emailing people who have provided feedback (where they have shared their contact details) with engagement outcomes and links to relevant Council agendas and reports
- Covering key decisions in the Your Say Woollahra e-newsletter sent to subscribers
- Sharing key decisions and project updates through Council's various communication channels. These could include Council's website, social media accounts, Mayoral columns in the local newspaper, e-newsletters and printed newsletters.



# Evaluation and reporting

Council will use a variety of measures to assess the effectiveness of our engagement program, including:

Measurement	Criteria
Participation levels	Number of responses and submissions, attendance at engagement activities (e.g. webinars, pop-ups), social media interactions.
Awareness levels	Page views, distribution numbers, social media reach.
Out of scope feedback	That we respond to out of scope feedback by reviewing and amending communication to best reframe the key messages, resulting in more relevant feedback that can be used. Useful out-of-scope feedback can be redirected to appropriate teams for action or consideration.
Community satisfaction	Written and verbal feedback from the community on the engagement process, including feedback collected as part of Council's periodic satisfaction surveys.



# Conclusion

This Community Engagement Strategy, working alongside Council's adopted Community Engagement Policy and Community Participation Plan, provides a robust framework for delivering consistent, meaningful engagement with clear objectives. It represents a commitment to our community and stakeholders to listen to what they have to say, and use what we hear to inform the decisions that impact them. It will also inform the engagement we undertake for our future Community Strategic Plan, so that it accurately represents the priorities of our LGA.





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