9.2	**COMMUNITY AND STAKEHOLDER ENGAGEMENT FRAMEWORK**

Attachments: 1.   **Consultant's Report**
                      2.   **Draft Community and Stakeholder Engagement Strategy**
                      3.   **Draft Community and Stakeholder Engagement Policy**

RECOMMENDATION:

That Council:

1.   APPROVES the proposed:

      1.1   Draft 'Community and Stakeholder Engagement Strategy' included as Attachment 2, for the purpose of advertising; and

      1.2   Draft 'Community and Stakeholder Engagement Policy' included as Attachment 3, in accordance with Schedule 2, Part 2, Clause 3 of the *Planning and Development (Local Planning Schemes) Regulations 2015* for the purpose of advertising;

2.   AUTHORISES the Chief Executive Officer to provide local notice of the proposed new strategy and policy in Recommendations 1 and 2 above and invite public comments for a period of at least 21 days; and

3.   NOTES that:

      3.1   that at the conclusion of the public notice period any submissions received will be presented to Council for consideration; and

      3.2   That attachment 2 and 3 are proposed to replace the City's Policy No. 4.1.5 – *'Community Consultation'* and Appendices 1 – 5.

PURPOSE OF REPORT:

To provide an overview of the Draft Community and Stakeholder Engagement Strategy and Policy, for Council endorsement for public consultation.

BACKGROUND:

The City's Policy No. 4.1.5 – Community Consultation was formally adopted by Council on 22 July 2014.

The City of Vincent Strategic Community Plan 2018 – 2028 (SCP) has prioritised the need to create a connected community that is diverse, welcoming and engaged. To achieve this, a project to prepare a Community Engagement Framework that guides how we speak with and listen to our community was included at #10 within the Strategic Project listing within the City's Corporate Business Plan 2020/21 – 2023/24 which was adopted by Council on 15 September 2020 at its Ordinary Meeting.

Workshops led by a consultant were held with Elected Members, Administration and community members from November to December 2020.

The workshop with Elected Members was held on 3 November 2020. The purpose of this workshop was to identify the problem definition and to identify the City's goals for the community engagement framework. The problem definition is highlighted on page 6 of the Consultant's Report, provided as **Attachment 1**. The goals for community engagement were explored through discussions on what is and what is not working well, what is considered high quality engagement, what the framework should consider, resources available and needed, and the appropriateness of the International Association of Public Participation (IAP2) framework for community engagement. The findings from the workshop are provided within the Consultant's Report, provided as **Attachment 1**.

The workshop with Administration was held on 26 November 2020. The workshop was attended by Managers and Directors of the City. The purpose of this workshop was to present the findings from the

Elected Members' workshop and to build upon these findings. Topics discussed included what is and is not working well, resourcing, appropriateness of the IAP2 framework and how this framework could be used based on the projects and other initiatives delivered by the City. These findings are included on page 18 (Administration Response to IAP2 Spectrum of Public Participation) of the Consultant's Report, provided as **Attachment 1**.

The workshop with community members was held on 14 December 2020. The City invited 25 community members to the workshop. Community members were requested to register their interest by completing a diversity survey that sought to understand age, gender, income, spoken language/s and previous participation. A group of 25 people were randomly selected across each of the criteria and invited to attend the workshop. Everyone who was invited confirmed their attendance, noting 12 community members attended.

The discussions within the community workshop largely informed the Strategy and the Policy. The focus questions and a summary of the responses is provided in the table below.

Focus Question	Community Response
What is the purpose of community engagement?	- To make informed decisions; - To hear and understand the community's feelings, experiences and aspirations; and - To be inclusive, build strong relationships, and create a sense of trust and ownership with the community.
What is the expected level of participation for each project type?	The IAP2 Spectrum of Public Participation was accepted as a suitable method to guide engagement activities within the City. Quality engagement that considers the purpose of the engagement, target audience, and appropriate methods and timeframes was considered most important to ensure community members and stakeholders who wanted to participate would have the best opportunity to do so.
What would quality engagement look and feel like?	Community members identified that they would like: - To feel heard; - To be involved in the process and to know how participants input has influenced the decision; - To be presented with accurate and transparent information; - To feel confident engagement activities were reaching community members and stakeholders who were affected and/or interested; - Engagement activities to be personalised where appropriate to do so; and - Engagement activities to be accessible and information to be easy to find.
When and who should we engage with?	It was identified that engagement should occur when a project would impact the community or stakeholders and engagement activities should attempt to reach whoever would be impacted and/or interested. Over-consultation was identified as an area of concern however it was identified: - There should be some ability to give feedback; - There should be the ability to find information on projects and knowledge that some change / activity is going to happen; and - Timelines of projects should be provided and easily accessible.
When would engagement not be necessary?	- Where prescribed by legislation; - Where there is no ability to change or influence the decision; - Where the information is highly sensitive; - Where internal to the organisation (i.e. change to offices); and - Where a rapid decision is required to be made.
What are the barriers to engagement?	The top three barriers to engagement included: - Being busy; - Perception that Council and administration do not listen; and - No awareness of engagement and the perception that 'it's all ok'.

Focus Question	Community Response
What are the most effective methods of consultation?	1. Email 2. Social media 3. Newspaper 4. Website 5. Letter 6. Newsletter 7. Personal contact Email was by far the most preferred method of communication.

The workshops identified the need for a framework that guides the way the City engages with its community. The framework is proposed to consist of a Community and Stakeholder Engagement Strategy (Strategy), a Community and Stakeholder Engagement Policy (Policy) and supporting guidelines. The City's consultant has identified key findings from the workshops, which have informed the Strategy and Policy. These findings are consolidated in the consultant's report, provided as **Attachment 1**.

DETAILS:

The draft Strategy provided as **Attachment 2** outlines the vision for community engagement and seeks to:

- Outline the principles that guide the way we will engage with our community and stakeholders;
- Provide context for why community engagement is important to us; and
- Provide an action plan to improve the way we engage and communicate with our community and stakeholders.

The draft Policy, provided as **Attachment 3**, is prepared under the *Local Government Act 1995* and will:

- Detail the City's commitment to effective and relevant community and stakeholder engagement;
- Detail the process for community and stakeholder engagement;
- Facilitate informed decision making;
- Improve information delivery and sharing; and
- Promote a consistent, inclusive, transparent and accessible approach to engagement.

A supporting toolkit comprising of templates and information sheets consistent with the Policy will be created for Administration to follow when conducting engagement campaigns.

CONSULTATION/ADVERTISING:

The Community Engagement Framework would be advertised for 21 days. Consultation methods include notifications on the City's website, social media posts, an Engagement HQ website page, a flyer distributed to all residential and commercial properties (as detailed below), direct emails to all who previously registered their interest in the project, direct emails to everyone on the City's Engagement HQ database, plus an individual e-news notification.

To obtain feedback, community members would be requested to complete a survey that seeks to understand how satisfied participants are with existing community engagement practices, what their preferred methods of engagement are, if the IAP2 approach to community engagement is supported, and if the Strategy and Policy are supported.

There are many projects that will require community engagement in May, presenting an opportunity for grouped consultation. The projects intended to be included in the group consultation are:

- Community and Stakeholder Engagement Framework;
- Leederville Place Plan, Oval Master Plan and Activity Centre Plan;
- Beaufort Street Place Plan;
- Robertson Park Development Plan;
- Smoke Free Town Centre Project;
- Vibrant Spaces Policy;
- Signs and Advertising Policy; and
- Local Development Plan – No. 40 Frame Court (TBC).

This initiative will raise awareness of the projects that are being advertised at the same time, and minimise engagement fatigue. Each project will satisfy all individual requirements and include communications that present all projects at once. Communications and engagement activities for the grouped consultations include:

- A central EHQ page with brief descriptions of each project will link to each individual project page for full information.
- Each project will have its own project page on EHQ, containing full information, surveys and online engagement tools.
- 6-page DL flyers containing brief information on each project will be delivered to all residential and commercial properties in Vincent.
- Direct emails containing brief information on each project will be sent to community groups, town teams, local businesses, the City's e-news subscribers and the City's EHQ database.
- Social media campaign (paid & organic).
- Notices on digital screens at Beatty Park and the City of Vincent Library.
- Full page newspaper adverts and eco-signs around Vincent.
- An open house engagement event will provide the opportunity for community members to drop in and ask questions on any of the projects being advertised. A representative for each of the projects will be in attendance. The event will be run in the style of an open house, so community members can attend at any time during the event and stay for as long as they wish.

LEGAL/POLICY:

Nil.

RISK MANAGEMENT IMPLICATIONS

Low: It is low risk for Council to endorse the draft Community and Stakeholder Engagement Strategy and Policy to be advertised for public consultation.

STRATEGIC IMPLICATIONS:

Connected Community

We have enhanced opportunities for our community to build relationships and connections with each other and the City.

SUSTAINABILITY IMPLICATIONS:

This does not contribute to any specific sustainability outcomes of the *City's Sustainable Environment Strategy 2019-2024.*

PUBLIC HEALTH IMPLICATIONS:

This does not contribute to any priority health outcomes of the City's *Public Health Plan 2020-2025*:

FINANCIAL/BUDGET IMPLICATIONS:

Action item 2.1 of the Strategy recommends a training and development plan to be implemented to assist City staff and Elected Members in achieving the outcomes of the Strategy and Policy. Engagement Essentials training is recommended and costs $594.00 for non-members and $495.00 for members. The City is currently a member of the IAP2 association.

Additional budget would be required for each directorate to accommodate the training needs associated with implementing the Strategy and Policy.

COMMENTS:

Implementation of the Strategy would result in improved outcomes for the City and the Community through improved information sharing and strengthened relationships. It requires the City to evaluate the current practices, challenge the status quo and consider how the community can be better involved. The Policy

supports the Strategy by including a detailed process that is based on best practice identified by the International Association of Public Participation.

Communication is a two-way process and application of both documents creates an understanding of when it is necessary and appropriate to engage with the community.

When related to a project, Administration would understand the background, the scope, and the purpose of the engagement. The community and stakeholders would then need to utilise the communication channels available and improved engagement opportunities to provide feedback and be involved. Lastly, all parties should regularly review and communicate on the effectiveness of the communication strategies to ensure continual improvement.

CITY OF VINCENT

COMMUNITY ENGAGEMENT STRATEGY
JANUARY 2021

ANTHONY HASLUCK
MANAGING DIRECTOR, CLARITY COMMUNICATIONS

Overview

Background

Clarity Communications was contracted in late October 2020 to provide advice and input in relation to how the City of Vincent ('the City') engages with its community to obtain input into council decision-making. The community engagement process is seen as being fundamental to the City's function and the responsibility it has to the community, as well as its success in delivering the commitments contained within the City's Strategic Community Plan 2018-2028.

History

The way the City currently communicates is guided by the City's Policy No. 4.1.5 – Community Consultation which was last reviewed in July 2014.

In the recent past, the City's Administration (via the establishment of a dedicated working group) conducted a review of the existing policy with the key findings and recommendations to be provided to Council. However, the working group was not able to establish the problem definition or potential solutions and the COVID pandemic further stalled the project.

Project Brief

In order to move the Community Engagement Project forwards, Clarity was engaged to undertake a series of workshops with three key stakeholder groups, namely Council, Administration and the Community.

The objective of these workshops being:
- To elicit the opinions, concerns, themes and attitudes towards current community engagement activities; and
- to establish what Council and Administration considers to be 'high quality engagement'
- To find common ground to enable the Administration to create a draft Community Engagement Strategy.

It is only once a level of understanding and agreement on the position of each of the stakeholder groups, in respect to the current state and the desired future state of community engagement at the City, that a pathway to improvement can begin.

The development of a robust and practical Community Engagement Strategy informed by the key stakeholders to which it applies will set the city up for success.

About this report

While originally referred to as the creation of a Community Engagement Framework, the Elected Members in their workshop were clear that the end result was the development of a strategic document. For this reason, the report refers instead to development of a Community Engagement Strategy.

The following report sets out:
- high-level findings from the three workshops;
- recommendations to assist the City in improving its community engagement activities; and
- the challenges which may need to be addressed.

Please note that the scope of this engagement did not include the development of the Community Engagement Strategy to be ultimately adopted by the City.

The Administration has responsibility for using this report to inform its thinking and development of a draft Community Engagement Strategy for presentation to Elected Members for further discussion.

At the relevant Officer's request, the raw data collected from each of these workshops was provided upon completion of each workshop session.

For this reason, this report is a high-level summary of all the workshop activities and notes.

Key Findings

1. All three stakeholder groups were in agreement that community engagement is important and should result in more informed and better decisions being made for the benefit of the community.

2. Both Administration and Councillors cited the lack of consistency and clear process across the organisation and within business units in respect to current community engagement practices.

3. To ensure support for an improved Community Engagement Strategy both Council and Administration need to be very clear on the purpose and benefits of each engagement undertaken by the City and be able to explain this to the community.

4. Community members support a wide range of community engagement activities as being an important process to create a better community, as long as the process is appropriate and they can see it has an influence on Elected Members decision-making.

5. All stakeholders agree and understand that there are nuances related to appropriate levels of engagement - depending on potential impact of decisions and projects, and the different stages of decision-making and project implementation. These nuances need to be addressed as far as possible in the strategic approach.

6. A key nuance is whether or an engagement on a project at the highest level, ie an item for the Strategic Community Plan (SCP) is then the end of that process, or whether there must be further engagement in the future as it may be some time (ie years) before the actual activity commences and the community may wish to discuss this again. It is possible therefore that a single item could go through multiple different engagements on the IAP2 Spectrum and this needs to be catered for.

7. All stakeholders are broadly in agreement that the IAP2 Spectrum of Public Participation is a suitable framework on which to base the City's approach to community engagement.

8. Council and Administration agree that there is the potential for the IAP2 Spectrum to provide an answer to many of the nuances as to how much engagement to undertake on key decisions and projects.

9. Community feedback includes some cynicism around engagement activities where it 'feels' or appears decisions have already been taken. The City needs to be very clear whether or not there is an opportunity to influence a decision when it promotes and undertakes an engagement opportunity.

10. There is concern that it is not clear that community feedback is considered in some decision-making or how it it has been taken into account. There needs to be greater feedback and clarity that community input has been relevant and useful in Elected Members decision-making so community members who have participated feel both valued and have trust in future engagements.

11. All stakeholders were broadly in agreement that engagement processes should not create barriers to entry e.g., avoid holiday periods, council elections, religious celebrations etc and use a range of communication channels to reach a diverse audience within the City.

12. Administration and Elected Members both agree that there is a need for regular review of the Community Engagement Strategy (and the documents that make up all aspects of the Strategy) in line with the current four-year cycle for reviewing other key Council strategy documents.

Our Approach

Preferred Outcome

The workshop with Elected Members on 3 November confirmed the goals and outcomes they were hoping to achieve from the process, namely;

1. That the purpose and benefits of community engagement are clearly defined to ensure support for the development and implementation of an improved Community Engagement Strategy.
2. That an ongoing engagement process with the community is undertaken in order to inform and impact the Councillors decision making and influences product/service development accordingly; and
3. That the community feels listened to and knows that they have been heard by the Council.

Problem Definition

Problem definition was explored with the Elected Members highlighting their main concerns with community engagement under the following broad themes:

- There is a lack of trust by Elected Members in the community engagement activities undertaken by Administration, which impacts on the decision making by the Council;
- There is inconsistency in community engagement practices across directorates and projects at the City;
- There is concern that the City does not know what successful engagement looks like; and
- There is a lack of structure and vision associated with community engagement.

What's working well | What's not working?

To further explore the problem definition, Elected Members were asked to consider and articulate what's not working well with current community engagement activities and conversely what is working well.

Elected Members were most concerned with the following elements:

- Levels of participation;
- What the community is being asked/content of the engagements;
- The process being followed;

- Consistency of processes within engagements and across different directorates;
- Relevance of the community engagements; and
- Understanding the barriers to entry and why community members and stakeholders might not participate.

Elected Members were supportive of:

- The use of social media and digital platforms in the engagement process for those residents online;
- Re-establishing the Advisory groups; and
- The connections and partnerships formed to date (e.g., Town teams)

Administration expressed similar concerns about the Community Engagement Framework, including:

- Inconsistency in:
  - Application of policy both within and across directorates;
  - Expectations of the Council;
- Over consultation with community members and stakeholders; and
- Feedback loop not being closed with participants.

Administration were supportive of:

- The use of social media and digital platforms in the engagement process for those residents online;
- The desire for the City to engage well.

Purpose

The Elected Members were interested in finding out from the community members what they believed should be the purpose of the City's engagement activities.

The top three reasons identified by community members for undertaking engagement activities broadly align with the views of Elected Members and Administration, namely to:
- Assist the Elected Members and Administration make informed decisions;
- Ensure the community's feelings, experiences and aspirations are known and heard; and
- Be inclusive, build strong relationships between Council and community, and create trust and ownership within the community.

The range of community responses included:

- To hear how the community feels about issues that could affect them;
- Making the most appropriate decisions to suit the community not the Administration;

- To be sure decisions and actions of the Council are consistent with community aspirations;
- Making the best decisions for the community as all information will be known;
- To make better informed and relevant decisions on issues that affect the community;
- To get the best outcomes that take into account the impacts a decision will have on individuals/community by listening to everybody, not just the ones that are loud and opinionated (silent majority);
- Increasing the efficiency of Administration;
- To allow community members to be involved in the shaping of the city. This is important for reasons of liveability.

It appears clear from the community responses that there is genuine interest in experiencing engagement activities that directly assist Council decision-making.

However, there was also considerable comment that despite making contributions to engagement activities, there was not enough information from the City as to how participation had assisted or influenced Council decision-making.

Other considerations

Quality of Engagement

Elected Members expressed the view that they consider 'quality' community engagement' to include the following elements and that the Community Engagement Strategy must address these points:

- **Representation** – diversity of stakeholders
- **Participation** – appropriate to the issue, agreed in advance and different methodologies employed
- **Clarity**– issues framed and articulated correctly and so they are understood
- **Timeliness** – opportunity for people to participate
- **Resourcing** – appropriate to the engagement and sufficient to deliver a quality experience and outcome.

Elected Members opinions on 'quality' engagement are noted below:

- Meaningful i.e., relevant to decision making, allowing participants to feel that their feedback is heard.
- Quality is not equal to quantity
- Setting agreed parameters on engagement
- Asking the right questions in consultation
- Accuracy of information to enable participants to give an informed opinion
- Are they being given enough time to provide feedback?
- Understanding community sensitivity of the impact the issue may have
- Appropriate tone of voice used in engagement – authenticity and aligned to the City of Vincent brand.

Resourcing

Participants in all three workshops appear to have realistic expectations in respect to the level of participation desired and the quantum of resources (monetary and personnel) need to be realistically balanced in line with available budgets.

Sentiment among the stakeholder groups acknowledges that a level of investment will need to be made in order to achieve the desired participation and engagement levels.

There is an appreciation of the fact that some engagements require far more extensive time and resources than others.

IAP2 Spectrum of Public Participation as foundation process for community engagement

The IAP2 Spectrum was discussed as the potential foundation process for the Community Engagement Framework and associated decision-making.

The City already uses elements of the IAP2 Spectrum, and some Administration staff are trained in its use.

Councillors were in agreement that utilising the IAP2 Spectrum as the foundation process to inform the City's Community Engagement Framework would be beneficial.

The IAP2 Spectrum was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

IAP2 Spectrum of Public Participation

iap² international association for public participation

IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION →

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced 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.

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Councillors identified that all engagements should ideally fit into a relevant part of the IAP2 Spectrum based on an approved process for allocating issues and projects correctly.

The majority of Councillors indicated the following requirements:
- Low Engagement – Consult
- Medium Engagement – Involve
- High Engagement – Collaborate

Elected Members considered the list of engagement areas in Appendix 2 of Policy No.4.1.5 – General Consultation and made the following additions/subtractions. They also indicated that a risk/impact filter could be applied to each of these items to help determine which part of the IAP2 Spectrum they should sit in.

- Annual Budget
- Community Needs survey
- Community Satisfaction Survey
- ~~Council Newsletter~~
- ~~Job Vacancies~~
- Local Area Traffic Management scheme – Proposal to Conduct
- Major Town Planning Proposals/studies
- Major Road Proposals
- Major Reserve Development Proposals
- Parking Restrictions
- Parks and Reserves Upgrades and Enhancements
- Policies – New and significant amendments
- Roadworks/Footpath Upgrades/Approved Infrastructure Improvements
- Streetscape Enhancement Scheme
- Underground Power Scheme – Proposal
- Development Applications – Uses and Demolition
- Development Applications – Residential Development
- Development Applications – Non-Residential and Mixed-Use Development
- Strategic Planning and Heritage Management

New Additions for Engagement

- Municipal services
- Behaviour and Regulation change
- Red tape reduction
- Statutory development
- Strategies and policies
- Capital works delivery
- Events and activations
- Masterplans and development plans
- Changes to council processes that affects residents/public – e.g., e-permits, FOGO

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- Changes to service delivery
- Doorstep changes
- Land transactions and divestments
- Financials – Expenditure, budget, long term financial outlook
- Customer service
- Community satisfaction

Administration was presented with the Elected Members views regarding the IAP2 Spectrum. There appeared to broad agreement that it could be possible to design and develop a Community Engagement Strategy that allocates engagements according to the spectrum rather than a 'one-size fits all' approach.

In the Appendix attached Administration gave more detailed consideration to what typical past and present projects may sit at different points of the IAP2 Spectrum.

Investment and ongoing training in IAP2 methodology was acknowledged by the council as a necessary ongoing activity and cost if this approach is adopted for the Community Engagement Framework.

Where no engagement required

While the community members did not speak with a single voice, the following activities were seen as not requiring community engagement:
- Where a decision is effectively determined by legislation, ie health and safety items;
- Where the is no ability for the community to change or influence the decision (though this may need to be explained);
- If the information or decision is highly sensitive or commercially sensitive at that point in time;
- Where it is purely internal to the Administration, ie office changes;
- Where a rapid decision is required to protect people or the environment; and
- Where an activity is a small part of a larger project and has low impact.

Review Community Engagement Framework

Review Frequency

Elected Members sought a regular review of all elements of the Community Engagement Framework (noting that the current Policy dates from July 2014).

It is proposed that a major review of the Community Engagement Strategy and its documents should occur every 4 years to align with Council's approach to key strategic documents.

It was proposed that this review should take place in an alternate year to the Strategic Community Plan to enable one strategy to inform the others.

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Other elements of a structured review process should include:
- An interim review and update every 2 years of the technical documents, templates etc. associated with community engagement
- Reporting to council on agreed Community Engagement KPIs each year

This structured review approach will ensure that documents will remain relevant and appropriate to evolving engagement practices and changing community needs. It will also ensure performance measures can be tracked over time.

Elements to be considered in future full and interim reviews were as follows:

- Technology changes
- Composition of engagement panels
- Feedback from previous period
- Analysis of complaints
- Budget consequences
- Outsourcing/suppliers
- Skills/expertise required

Structure

Elected Members identified their preference for a tiered structure of documents that reflect other similar Council strategies, namely:

- Strategy – high level vision and why?
    - Implementation plan
    - Very high level KPI's
- Policy – Guide to decision making/rules of play
    - Tells us how we need to do it
    - What needs to be approved/discretionary items
    - When approval needs to be sought from Council (escalation process)
- Procedures – What to do
    - Templates/processes
    - KPI's

Elected Members also identified that there should be connections to other relevant documents like the Strategic Community Plan.

Administration agreed that the strategy structure should be similar to other City strategy documents.

Improving barriers to engagement

It is important to note that many barriers to engagement are for reasons specific to individuals, such as areas of interest, busyness of work and home life etc. There was acknowledgement that there are also different stages of life where there is more time to be involved in community engagement activities.

Essentially the community acknowledges there are challenges for the Administration in getting some residents involved in engagement activities.

Asked to identify the likely top 4 barriers to engagement, the community listed:
- Being busy;
- Perception that the City does not listen to feedback or take it into account in decision-making;
- Low awareness of individual engagement activities; and
- A feeling that everything is OK.

Realistically, an improved Community Engagement Strategy can address each of these broad issues by:
- Ensuring it is easy to give feedback across multiple different channels;
- Communicating more clearly precisely how community feedback has informed key decisions;
- Promoting engagement activities as broadly as possible (in the context of budgets and resources) and continual improvement in targeting of relevant individuals and groups to participate in engagement activities; and
- Promotion of key issues and activities with the City to improve lifestyle for residents.

As overarching feedback, advice from community members was that building strong relationships between Officers and community members and local organisations lowers barriers to engagement.

Communication Principles

Community participants outlined a broad group of principles for approaching communication to support engagement with the community. These included:
- While not every activity of Council needs to have engagement, there must always be an opportunity and process to give feedback
- There should be appropriate advance warning of any 'change' activities within the City, ie services
- The community should always have the ability to easily find and access information on projects
- Timelines for projects should be available and easily accessible

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- Information published should be transparent (with a suggestion that even 'track changes' are visible to the community).

Communication Channels

To assist Administration to refine its communications process for engagement and feedback, community members identified the following channels as the most important:

1. Email
2. Social Media
3. Newspaper
4. Website
5. Letter
6. Newsletter
7. Personal contact

Email was by far the most preferred method of communications.

Community Improvement Ideas

A list of improvement ideas suggested by community members included:

- More signage at project locations promoting engagement;
- Use of QR codes at locations to promote engagement or update information
- A website dashboard allowing simple view of forthcoming projects / engagements;
- Greater promotion of engagements via organisatiosn such as peak bodies, schools, Town Teams;
- Emails direct from Administration staff to individuals who they know are relevant or interested in engagements to encourage participation;
- A program to build communities of interest to ensure there are always sizeable groups of individuals to consult with on issues, ie bike paths; and
- Ensure that engagement contributions can be made verbally, in written form and are accessible (through design, language and channel) to everyone in the community.

Challenges

All three groups appear to believe that there is an opportunity for the IAP2 Spectrum to provide a foundation structure for the City's Community Engagement Strategy.

However, a number of potential challenges have been identified that could impact on this approach.

It is these challenges that the Administration must seek to resolve in order to prepare and present a draft Community Engagement Framework to Council.

The potential challenges include;

- Classification of projects/activities under the IAP2 spectrum can be quite subjective in nature – see the Appendix attached for differing views on where projects may be allocated on the Spectrum.

- There may be regularly changing engagement levels required over the duration of a single project – especially those that occur over an extended period of time (e.g., large capital works). This means the Strategy must take into account the potential for multiple types of consultation on the IAP2 Spectrum for a single project.

- In-house skills and training around neutral survey design (no leading questions) are required in order to build trust in both the process and results.

- Identifying and agreeing in advance appropriate participation rates for engagement activities that allow for confident decision-making by Councillors and the City. This includes identifying the preferred number of people involved, an appropriate diversity of participation, level of response desired etc. All three groups appreciated that some engagements may have small stakeholder groups that could require a high percentage of participation, while large groups of stakeholders may mean a lower percentage of participation.

- What is the approach to decisions and projects that the community has previously engaged on. For example, items in the Strategic Community Plan should have already been consulted on, and as a result there is an argument that the engagement level required will only be *Inform*. However, some of the implementation of items in Plan may have such significant impact that it requires an engagement level of Consult or Involve.

- Establishing whether an engagement activity can be in multiple IAP2 Spectrum columns at the same time because of its scale and issues such as project elements in different geographic locations or impacting different stakeholders.

- Deciding whether an engagement activity in the implementation phase of a project can only be Inform because a decision has already been made, or whether other parts of the IAP2 Spectrum are also appropriate.

- Who has the final say on which part of the IAP2 Spectrum an engagement activity should sit in/ What is Council role in this decision?

- Ensuring that the Community Engagement Strategy considers the role of partners/collaborators in community engagement activities e.g. Town Teams

- The Community Engagement Strategy methodologies will need to recognised and incorporate the ability to undertake different forms of engagement, eg technology / data led vs behavioural / attitudinal

- The communications process (internal and external) outlined within the Community Engagement Strategy will be critical to: ensuring appropriate participation; explaining the purpose and process; and closing the feedback loop with participants and other stakeholders to demonstrate how the engagement has informed Council decision-making.

- How much power/influence is given to the community will need to be considered, especially for projects/activities that fall into the collaborate level of participation.

- Transparency of information and feedback for participants is increasingly important as you move along the IAP2 Spectrum from *Inform* to *Collaborate*. Any communications process must recognise and address this issue as it is critical to building trust in the Strategy and Council engagements.

- The impact of external regulations, e.g., OH&S will need to be taken into account.

- The composition of Advisory groups needs to be considered so that the group members are diverse and provide a balance of representation from the community.

- Performance measures and benchmarking over time will need to be agreed upon by Elected Members and Administration.

- Centralisation of engagement tracking data for each project should be considered.

Conclusion

This report summarises the key learnings from three group workshops and identifies where there was common ground and viewpoints to help inform the Administration's work to create a draft Communications Engagement Strategy.

The Administration now has this report and the original notes from the workshop to progress its work.

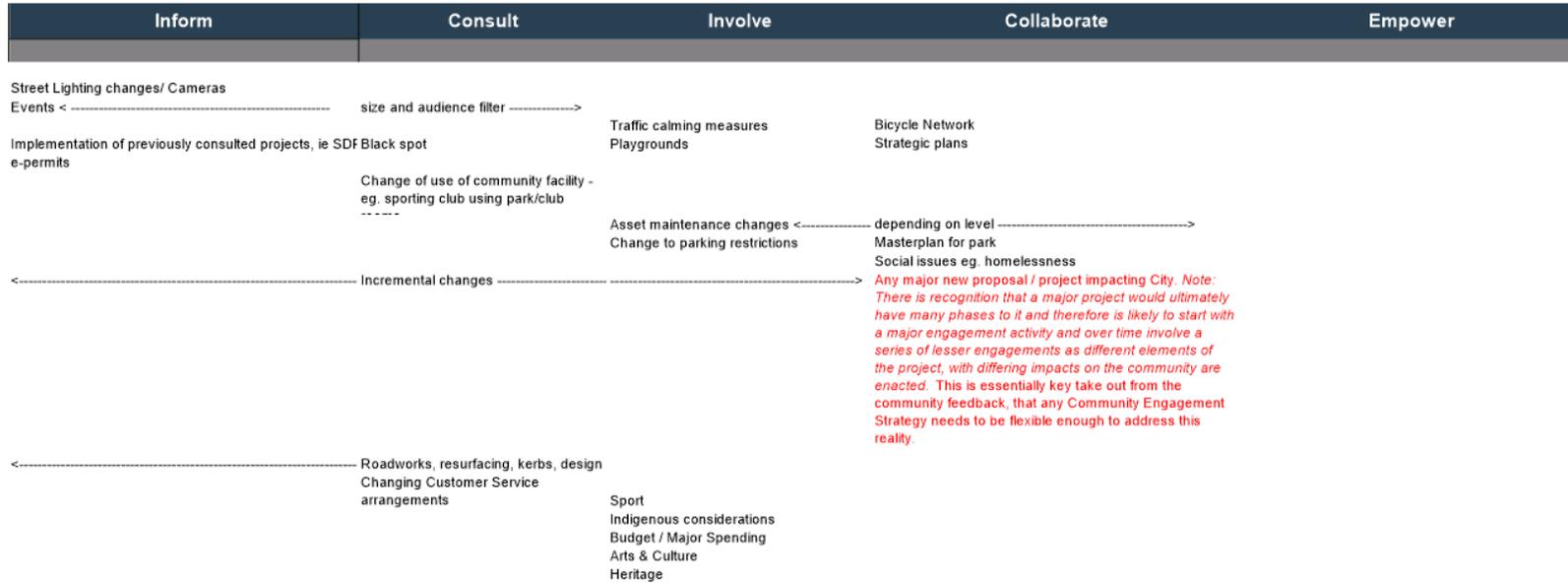**clarity.**   **Administration Response to IAP2 Spectrum of Public Participation**   **CITY OF VINCENT**

Inform	Consult	Involve	Collaborate	Empower
Budget Participation Phase 2 (Implementation/works) - Road resurfacing - Black Spots (road safety) - Building maintenance - Minor parking changes - Beatty Park maintenance and changes	Strategic Planning Phase 2 - Seek feedback on document developed from phase 1 (i.e. this is what we heard) - Policy review (I.e. Short Term Accommodation, minor amendment to Built Form Policy) - Implementation of action items created within Phase 1 documents i.e.: -- implementation of Open Space Strategy; -- implementation of Bike Network Plan, Way Finding Strategy, parking restrictions, 40km speed limit and bicycle network changes from Accessible City Strategy, -- Smoke Free Town Centres from Public Health Plan	Strategic Planning Documents Phase 1 (Visioning) - Local Planning Policies (inc. major amendments i.e. Built Form Policy ESD requirements) - Strategic documents (i.e. Accessible City Strategy, Leederville Oval Masterplan, Asset Management and Strategy, Safer Vincent Plan, Public Health Plan, Waste Strategy)	Advisory Groups - specifically look at options, strategy	Street naming for new streets
E-permits (but consult on implementation process) FOGO Commercial waste New process for building permit applications Christmas decorations Development Applications (notify of changes/determination) Minor SCP items (decision already made)	Parking - data driven insights Major Event Phase 2 (Post event analysis) Popup Play (parkour) Moving the location of customer service Street/verge trees Beatty Park upgrades (tiles, slides) Demolition of council assets Building permits (consult with applicants only on deparures to requirements) Development Applications Phase 1 (depatures to statutory framework)	Major Event Phase 1 (Planning) Budget Participation Phase 1 (Planning) Playground replacement Bulk waste collection	Master planning and design - Banks reserve Strategic Community Plan (SCP) SCP Major Review Place plans	

clarity.

Community Response to IAP2 Spectrum of Public Participation

CITY OF VINCENT

Inform	Consult	Involve	Collaborate	Empower

Street Lighting changes/ Cameras
Events < -- size and audience filter -------------->

Implementation of previously consulted projects, ie SDF Black spot

Traffic calming measures
Playgrounds

Bicycle Network
Strategic plans

Change of use of community facility -
eg. sporting club using park/club
--- -- -

Asset maintenance changes <-------------- depending on level ---------------------------------->
Change to parking restrictions

Masterplan for park

Social issues eg. homelessness

< --- Incremental changes ----------------------- --->

Any major new proposal / project impacting City. *Note:
There is recognition that a major project would ultimately
have many phases to it and therefore is likely to start with
a major engagement activity and over time involve a
series of lesser engagements as different elements of
the project, with differing impacts on the community are
enacted.* This is essentially key take out from the
community feedback, that any Community Engagement
Strategy needs to be flexible enough to address this
reality.

< -- Roadworks, resurfacing, kerbs, design
Changing Customer Service
arrangements

Sport
Indigenous considerations
Budget / Major Spending
Arts & Culture
Heritage

COMMUNITY AND STAKEHOLDER ENGAGEMENT STRATEGY

OUR VISION:

TO BE A CONNECTED AND ENGAGED COMMUNITY THROUGH GREATER PARTICIPATION IN DECISION MAKING.

(CITY OF VINCENT STRATEGIC COMMUNITY PLAN 2018 – 2028)

This vision will be achieved through application of the guiding principles, completion of the action items identified within the Strategy, and through our commitment to continually learn from our experiences and improve our practices.

INTRODUCTION

The City of Vincent (the City) is committed to continuously improving the way we engage with our community and stakeholders and providing the greatest opportunity available for our community to be involved in our decision-making process. Community and stakeholder engagement are invaluable in its ability to enhance Council's capacity to make well-informed and sustainable decisions.

Under the Local Government Act 1995, every Local Government in Western Australia must develop a Strategic Community Plan (SCP), as part of an Integrated Planning and Reporting Framework. The SCP represents the community's long-term vision, values, aspirations, and priorities and what the City will do to help achieve them. This Strategy aims to support the SCP by becoming a connected and engaged community through meaningful and smarter community engagement activities.

HIERARCHY OF STRATEGIES

SCP

This Strategy

Community and Stakeholder Engagement Policy

Marketing and Communications Plan

The SCP 2018 – 2028 was informed by the *Imagine Vincent* campaign and has been the City's biggest ever community engagement initiative. The campaign asked the community what was important to them before starting the consultation and then it took consultation to places people actually wanted to go. This process included focused meetings, community conversations, social and traditional media, quick polls, surveys, on-going pop-up meetings (at the footy, coffee shops, bars, pubs, and schools), direct contacts, and creation and use of a Community Engagement Panel.

COMMUNITY AND STAKEHOLDER ENGAGEMENT STRATEGY

The City of Vincent and the *Imagine Vincent* campaign was recognised and awarded *the 2018 International Association Public Participation (IAP2) Australasia Core Values Award for Community Development*. The *Imagine Vincent* campaign highlighted the importance of connecting with and involving the community wherever possible. This means rethinking about the way we engage, looking for new ways to remove barriers and being as accessible as possible.

The Community and Stakeholder Engagement Strategy (Strategy) and the Community and Stakeholder Engagement Policy (Policy) are designed to guide the way the City engages with its community and stakeholders to ensure that the community's sentiments and aspirations are continually represented and help to inform the decisions made.

The Strategy is supported by the Community and Stakeholder Engagement Policy. The Policy considers the guiding principles identified below and details the process for developing community engagement activities. The Strategy and Policy will be used as the platform to guide and foster a commitment to working together so decisions are evidence-based and reflect the views of the people of Vincent.

IAP2 SPECTRUM OF PUBLIC PARTICIPATION

The IAP2 Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's roles in any public participation process (IAP2 International Federation 2018). This approach has informed the City's Strategy and Policy and will be considered in all engagement activities.

WHO WILL USE THE STRATEGY?

The Strategy will be used by the City's Administration staff, Mayor and Elected Members, and will be available to the community for transparency and shared responsibility.

The Strategy will be continually reviewed and updated to ensure it reflects the City and community's sentiments in relation to community engagement practices. A minor and major review of the Strategy will be undertaken every two and four years, respectively.

GUIDING PRINCIPLES

Public participation practices will be guided by the following principles. These principles have been developed from engagement with the Elected Members, administration and community members and are based on the IAP2 Core Values.

COMMUNITY AND STAKEHOLDER ENGAGEMENT STRATEGY

Make robust decisions that are supported by evidence, aligned with strategic direction, and based on the needs and interests of everyone involved.

Hearing and understanding what is important to the community is essential in making robust decisions. The community are most affected by decisions made, highlighting the need to listen to and understand their opinions and experiences.

Before a decision is made, decisions makers should feel confident they have access to all relevant information, including but not limited to technical information, evidence, existing strategic direction and community sentiments. This information will allow evidence-based decisions to be made that reflect the needs and interests of everyone (the community, stakeholders, and the City) involved.

The ability to make robust decisions will ensure the City is accountable for its decisions and can easily explain the reasons behind them.

Hear and understand our community.

Communication is a core function of what we do and is vital to the success of delivering our services. Effective communication will ensure that the community have an opportunity to be involved, to be heard and to be understood. No matter who makes the first contact, we will take the time to hear and understand what our community has to say and use this information to inform our decisions.

Hearing and understanding what is important to our community also helps us to advocate for the community when the City is not the decision maker.

Meaningfully include the community in the decision-making process.

Involving the community as early as possible maximises their ability to influence decisions that affect them and helps to make better informed decisions, for the greater good of the community. It also creates a sense of ownership and belonging for the community.

We will understand who should be involved and engage them as early as possible, ensuring they are aware of the strategic intent of the project. Participants will be aware of how their influence aligns with the IAP2 Spectrum of Public Participation, how their participation will influence the outcomes of the subject project, and any future projects or outcomes that may be delivered thereafter. The engagement activities will be targeted and inclusive to encourage both widespread, but specific participation. For example, when a project will have a greater impact on the community, engagement activities will be designed to provide opportunity for maximum participation by removing as many barriers as possible. We will also be

COMMUNITY AND STAKEHOLDER ENGAGEMENT STRATEGY

cognisant of engagement fatigue and seek opportunities for joint engagement activities or designing activities that are targeted to those who are interested or affected. In each situation when we receive feedback, we will actively listen to what is being said.

Engage in a way that facilitates the involvement of impacted communities.

We know that different methods of engagement will reach different people and groups within our community. Through careful consideration of the engagement methods we use, we will make ourselves easily accessible to all members of the community who would like to connect with us. This includes identifying who might be hard to reach and understanding lifestyle constraints. We can then take action to remove barriers and plan engagement activities that allow the City to personally connect with the community.

Projects will be planned and aligned with the IAP2 Spectrum of Public Participation. This will increase the community's ability to be involved early and have ability to influence the direction and outcome of the project. Engagement activities will include the information needed so those who want to, can participate in a meaningful way. The information that is shared will be relevant, accurate and transparent. We will do our best to ensure everyone involved will understand what is being discussed, why it is important and what we can do about it. As a result, we will have mutually respectful dialogue and work together to achieve the best possible outcome.

Communicate before, during and after a decision is made.

We manage many different projects and programs and deliver a large range of services to our community every day. All the projects, programs and services are aligned to the priorities in the Strategic Community Plan. We will work to ensure that community members are aware of any projects or works which may be of interest or affect them directly.

Different engagement methods will be used depending on the stage of the project and the purpose of the engagement activity. For example, a new project that has maximum level of influence available may use engagement methods that encourage comprehensive and open dialogue to seek solutions. As the project progresses, engagement methods may become more specific and seek direct feedback using surveys or written feedback.

No matter the stage of a project, engagement activities will occur as necessary to ensure the community is informed of how the project is progressing, how they can participate and how their input will be used. Lastly, when a decision is made the community will have access to the decision and the reasons for it. Those who

COMMUNITY AND STAKEHOLDER ENGAGEMENT STRATEGY

provided feedback will be informed of how their input was considered as part of the decision-making process.

VINCENT AT A GLANCE

Age (ABS 2016)	Diversity (ABS 2016)
- Vincent has a lower proportion of young people, being 13% who are 0 – 14 years old and 10% who are 15 – 24 years old, compared to Greater Perth which has 19% and 13%, respectively. - The largest proportion (39%) of Vincent's population is aged 25 – 44 years old. This age range makes up 30% of the Greater Perth population. - Vincent has a greater proportion of persons aged 65+, being 17% of the population compared to 14% of Greater Perth. *Because of our broad range of ages, we will provide a range of ways for people to engage with the City.*	3.9% of the population within the City of Vincent and Greater Perth require assistance for core activities. *To ensure that everyone can engage with us and participate in the decision-making process, engagement activities should be as accessible and inclusive as possible.*
Education (ABS 2016)	When compared to Greater Perth (2%), the City of Vincent (0.9%) has a slightly lower proportion of persons who are Aboriginal or Torres Straight Islanders. *The City of Vincent acknowledges the traditional lands of the Whadjuk Noongar people. We will strengthen our relationship with persons who are Aboriginal or Torres Strait Islanders by continuing to have conversations and seeking input from the Whadjuk Working Group.*
	Languages other than English (ABS 2016)
Vincent has 40.8% of people with a bachelor's degree or above, compared to 22.9% in Greater Perth. *Although Vincent has a highly educated community, engagement activities should be designed so that everyone can participate if they want to.*	25.9% of the households in Vincent speak a language other than English. Other languages spoken includes, but is not limited to Italian, Mandarin, Vietnamese, Cantonese, and Spanish. Of those who speak a language other than English, 18.2% speak English well or very well and 3.7% do not speak English well or not at all. *Plain English will be used and translation services will be available so that everyone can understand what is being said.*

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Employment Status (ABS 2016)	**Unpaid Work** (ABS 2016)
Of the people living in Vincent who are employed, 61.5% work full-time and 31% work part-time. **LINK WITH FAMILY COMPOSITION IN DESIGNED DOCUMENT.**	Vincent has a large population that undertakes unpaid work, being: • 21.6% of the population have reported doing some form of voluntary work; • 8.5% of the population provided unpaid assistance to a person with a disability, long term illness or old aged persons; and • 21.7% of people aged 15+ provided unpaid care to children. *The City of Vincent acknowledges and values unpaid work that supports home and community life. Understanding our community's commitments will help to plan suitable engagement activities around the needs of the community members.*
Family composition (ABS 2016)	**Dwelling Types:** (ABS 2016)
Within Vincent, 48% of households are made up of a couple family without children and 49.4% of households include children. *Lifestyle constraints often affect people's ability to participate in engagement activities. Understanding typical lifestyles will help to plan suitable engagement activities around the needs of the community members.*	Vincent has a higher proportion of flats or apartments (26.6%) and lower proportion of separate houses (51.2%), compared to Greater Perth which comprises 6.6% flats or apartments and 76.9% separate houses. *Vincent is more densely populated than Greater Perth. Engagement activities should be targeted, but accessible. Opportunities to minimise engagement fatigue should also be investigated.*
Preferred methods of engagement (City of Vincent Community Workshop, 2020)	
Community members have identified the preferred methods of engagement include email, social media, local newspaper, website, letters, newsletters and personal contact (City of Vincent Community Workshop, 2020). *These preferred methods will be considered when selecting appropriate engagement activities to suit the needs of the project.*	
Our Stakeholders	
• Community members - residents, rate payers, customers, visitors • Businesses - local businesses, suppliers, contractors, service providers • Government – other LG's, state government, federal government	

COMMUNITY AND STAKEHOLDER ENGAGEMENT STRATEGY

- Industry associations and peak bodies – i.e. Western Australian Local Government Association
- Community interest groups – Town teams, community groups, sporting associations, schools
- Inclusion groups – people with disabilities, culturally and linguistically diverse, Aboriginal and Torres Strait Islander Peoples, Seniors, Youth and Young People, LGBTIQ+
- Internal – Mayor and Councillors, Administration Staff

Understanding who our stakeholders are allows us to better understand how we can build relationships and engage with them.

WHAT IS COMMUNITY AND STAKEHOLDER ENGAGEMENT?

Community engagement is an intentional process with the specific purpose of working across organisations, stakeholders and communities to shape the decisions or actions of the members of the community, stakeholders or organisation in relation to a problem, opportunity or outcome (International Association for Public Participation (IAP2) Australasia 2020).

The word '**community**' includes individuals and groups of people; stakeholders, interest groups and citizen groups (IAP2 Australasia 2020). This includes our residents, ratepayers, business owners, community groups, customers, employees and visitors in Vincent.

The word '**stakeholder**' defines individuals, a group of individuals, organisations or a political entity with a specific stake in the outcome of the City's decisions.

The word '**engagement**' describes the interaction we have with our community and stakeholders and includes terms such as communication, participation, consultation and customer service.

WHY WE ENGAGE?

We live in a complex environment. Our population is ageing and becoming increasingly urbanised, technology is advancing rapidly, and people can access information quicker than ever before. To adapt to these changes the City must understand and be more responsive to environmental impacts, financial constraints and the needs of its community members. This ensures it can act in the best interest of everyone and be accountable to all decisions made.

COMMUNITY AND STAKEHOLDER ENGAGEMENT STRATEGY

To be responsive to our changing environment, the City relies on the community to understand what is most important to them. Community and stakeholder engagement are the driving force that enable the City to lead change, helping to:

- Make better decisions.
- Decisions are consistent with community interests and values.
- Increase community ownership of decision making.
- Build advocates for decisions in the community.
- Keep our community informed of what we are doing.
- Keep the City informed of key themes within the community.
- Meet statutory obligations.

WHERE DO WE WANT TO BE?

When we engage meaningfully, we maximise the opportunity to understand what is important to the community and stakeholders. This helps us to make informed decisions that are aligned with the key priorities of the Strategic Community Plan 2018 - 2028.

Our stakeholders can contribute significantly to the decision-making and problem-solving process. People who are interested and/or affected by a project can help us as they will:

- Be aware and understand key issues or potential improvements within the community;
- Understand the context, issues and potential impacts;
- Establish whether further research is needed into the problem; and
- Assist us with creative solutions that can address the concerns of the Council and the community.

When the community is confident that their opinions will be heard and will influence the decision or result in an action, they are more likely to participate in the process, leading the decision-makers to be more confident in the decisions they are making. When we engage effectively, the community and the Council will benefit in the following ways:

Community	Council
Improved participation in Council's decisions	The process provides the ability for interested and affected community members to participate
Feelings of inclusion and confidence that opinions will be heard	Increased understanding of community issues

COMMUNITY AND STAKEHOLDER ENGAGEMENT STRATEGY

Shared vision and a better understanding of Council strategies, policies, projects and decisions	Decisions are informed by an understanding of community values, feelings, opinions and aspirations
The information included for consultation is accurate, and it is understood why comments are being sought	Projects can be prioritised to meet the needs and wants of the community
Increased ownership of projects within the City	Gains early buy-in and strengthened trust
Strengthened relationship with the City	Better project and service delivery outcomes
Better understanding of the perspectives of others in the community	Build more resilient relationships with the community
Increased confidence in one's ability to participate in community engagement activities.	Increased opportunity for community participation by excluding technical jargon and ensuring information shared is user friendly and accessible.

HOW WILL WE GET THERE?

1. Implementation of the Strategy
Comment: The City's Policy No. 4.1.5 Consultation Policy was formally adopted in 2014. A major review has not been undertaken since then. The presents opportunity to review the existing Consultation Policy and our practices to ensure our community engagement activities align with the vision and principles of the Strategy. **Action 1.1**: Develop a Community and Stakeholder Engagement Policy to guide how the City will engage with its community, taking into consideration the guiding principles the Strategy. **Timeframe**: 2020/21 **Action 1.2**: Develop a Community and Stakeholder Engagement Toolkit (comprising of guidelines, information sheets and templates) to assist staff in delivering community engagement plans. **Timeframe**: June 2021 **Action 1.3:** Review internal processes for community consultation as part of the Promapp process. **Timeframe:** 2021/22

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Action 1.4: Develop a Marketing and Communications Plan, including a live community and stakeholder engagement calendar to help strategic planning of engagement activities and avoid engagement fatigue.

Timeframe: 2020/21

2. Training and development

Comment: The Strategy adopts the IAP2 approach to community engagement. Training in community and stakeholder engagement would improve the City's success in delivering the vision of the Strategy and improve our engagement practices.

Action 2.1: Develop and implement a training and development plan for City staff and Elected Members to achieve the guiding principles and outcomes outlined within the Strategy.

Timeframe: 2021/22

3. Improved information sharing

Comment: The Strategic Community Plan 2018 – 2028 identifies the need to improve access to information on all that we offer to our community and to provide a single location for all information sharing. This presents an opportunity to review our existing resources (such as the City of Vincent website). Connecting with our community groups and partnerships and researching other best practice efforts locally, nationally and internationally will inform how we can improve how we share information.

Action 3.1: Review and update the City of Vincent website and other digital platforms, considering the quality and effectiveness of information provided.

Timeframe: 2021/22

Action 3.2: Investigate ways to remove barriers of sharing information and participating in engagement activities and implement more effective ways to engage with our community and stakeholders.

Timeframe: 2021/22

Action 3.3: Develop information sheets for connecting and engaging with minority and other hard to reach groups.

Timeframe: 2021/22

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Action 3.4: Review the City's practices for targeted engagement with professionals and skilled community members to ensure most effective use of these resources.

Timeframe: 2021/22

Action 3.5: Establish a Community Engagement Panel

Timeframe: 2021/22

Action 3.6: Develop a guide to support planning location-based engagement activities for significant projects.

Timeframe: 2021/22

4. Reviewing and reporting

Comment: Understanding the results of our community engagement practice will inform the decisions we make. Similarly, regular review and report of the Strategy will ensure our engagement activities align with the community's sentiments and aspirations.

Action 4.1: Develop a consistent approach to report individual items to Council so they are provided with the relevant information to make an informed decision.

Timeframe: 2021/22

Action 4.2: Research and implement ways to seek feedback on community engagement activities and outcomes.

Timeframe: 2021/22

Action 4.3: Undertake a minor and major review of the Strategy every two and four years, respectively. This should include review of whether engagement activities and practices are achieving the desired outcomes of the Guiding Principles, and improvements implemented.

Timeframe: Next minor review 2022/23

This document is available in other formats and languages upon request.

COMMUNITY AND STAKEHOLDER ENGAGEMENT POLICY

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Legislation / local law requirements	<<Insert any legislation or local law that is relevant to the policy>>
Relevant delegations	<<Insert any delegations that are relevant to the policy>>
Related policy procedures and supporting documentation	<<Insert all relevant procedures, guidelines and supporting documents. Please include CM reference number and provide these as PDF documents to Governance>>. *Please note that all documents with an external focus will be hyperlinked for publication to the City's website. Documents with internal and external focus will be hyperlinked for publication to the City's Vintranet.*

PART 1 – PRELIMINARY

PURPOSE

Community engagement is an essential practice that allows the City to deliver its services in a way that reflects the community's vision by involving them in the decision-making process. This Policy has been developed in conjunction with the Community and Stakeholder Engagement Strategy, which details the principles that will guide the way we engage with our community.

OBJECTIVE

The objectives of this policy are to:

- Facilitate informed decision making
- Detail the City's commitment to effective and relevant community and stakeholder engagement
- Detail the process for community and stakeholder engagement
- Improve information delivery and sharing
- Promote a consistent, inclusive, accountable, transparent, and accessible approach to engagement

SCOPE

This Policy applies to all corporate documents (strategies, policies, and action plans), programs, projects and services that are delivered by the City and have an impact on its community.

PART 2 – POLICY PROVISIONS

1. DEFINITIONS

Community means individuals and groups of people; stakeholders, interest groups and citizen groups (IAP2 Australasia 2020). This includes our residents, ratepayers, business owners, community groups, customers, employees, and visitors in Vincent.

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Stakeholder means individuals, a group of individuals, organisations, or a political entity with a specific stake in the outcome of the City's decisions.

Engagement means the interaction we have with our community and stakeholders and includes terms such as communication, participation, consultation, and customer service.

Other terms specific to statutory planning are included within Section 8 of this Policy.

2. GUIDING PRINCIPLES

The following principles have been adopted by the City and will guide community engagement activities. This policy should be read in conjunction with the Community and Stakeholder Engagement Strategy, which describes the intent, intended outcomes and how we will measure our performance for each of the principles below.

- Make robust decisions based on the needs and interests of everyone involved.
- Hear and understand our community.
- Meaningfully include the community in the decision-making process.
- Engage in a way that facilitates involvement of impacted communities.
- Communicate before, during and after a decision is made.

3. PUBLIC ENGAGEMENT SPECTRUM

The International Association for Public Participation (IAP2) has developed a spectrum that outlines the increasing levels of participation the public can have in a decision-making process. This spectrum has been adapted and adopted by the City of Vincent City and is embedded in the processes and guidelines that inform the way the City will engage with its community and stakeholders. The level of participation will be clearly outlined in each project, ensuring the community and stakeholders are aware of how their feedback will influence the decisions being made.

The levels of participation are:

Inform: The City will keep the community and stakeholders informed of decisions, actions or for educational purposes.

Consult: The City will consult with the community and its stakeholders for the purpose of obtaining opinions and feedback and provide opportunity for the community to share their knowledge before a decision is made.

Involve: The City will work with the community to ensure concerns and aspirations are reflected in alternatives developed and provide feedback on how public input influenced the decision.

Collaborate: The City will collaborate with the community to develop and build solutions. Input will be reflected in the decisions to the maximum extent possible.

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4. WHEN THE CITY WILL ENGAGE

The City will engage with the community:

- When the City is required to make a decision that would affect the community or where the community may be interested and/or affected by this decision, and there is the ability for the community to influence the decision.

- To satisfy statutory obligations.

- To obtain input for strategic projects being delivered by the City.

- To notify a participant of a decision made.

5. WHEN THE CITY MAY NOT ENGAGE

There may be instances when it is impractical for the City to engage, such as when a decision must be made quickly in the interest of the City (e.g. public safety); there are legal, commercial or legislative constrains; when the City is not the determining authority; or when the decision relates to a minor operational matter that would have minimal impact on the community or stakeholders.

In these instances, the City will inform affected community members and stakeholders about the decision and the reasons for it.

6. HOW THE CITY ENGAGES

To achieve best practice in community engagement, the engagement methods and sequence which form the engagement plan needs to be tailored to the specific requirements of the project. The following table outlines the process involved and seeks to meet each of the guiding principles identified within Section 2 of this Policy.

The following method is to be followed for all engagement activities undertaken by the City.

Phase	Actions
Determine if community and stakeholder engagement is required	To determine if community and stakeholder engagement is required, consider if the decision would have any impact on the community. If '**yes**', community and stakeholder engagement is required, following the process below. If '**no**', does the reason not to engage align with a reason identified in Section 5 '*When the City may not engage*' above? If the project does not align with a reason identified within Section 5, community and stakeholder engagement is required, following the process below. If the project aligns with a reason within Section 5, affected community members should be informed of the decision, using the process below.

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	Note: When there is no ability to influence a decision, 'Informing' the community and stakeholders of the decision may be the appropriate engagement activity.
Design	1. Consider and understand the context and scope of the project. 2. Consider and understand who might be interested and/or affected. 3. Consider and understand the risks that may be involved for the community, Council, and administration. 4. Consider and understand the purpose of the engagement. 5. Consider any statutory requirements that must be complied with as part of the engagement plan. 6. Identify key milestones or other opportunities to provide updates or other important information to the community.
Plan	Determine the level of community participation and select activities appropriate and aligned to achieve those outcomes. The activities selected should consider and reflect the most effective way to connect with the community and stakeholders. Consideration of location-based activities or other ways that facilitate personal connection are encouraged. Note: • Table 1 below provides guidance on typical levels of participation for different types of projects. • The wider the scope of the project, the higher the level of participation should be available to the community. This will result in a stronger level of community influence over the decisions being made. • The planning should consider the life of the project and how the different engagement activities can be used depending on the phase of the project and the purpose of the engagement. It is likely the level of involvement will require more than one level of involvement as identified within the IAP2 spectrum. • Minimum advertising requirements for development applications are included in Section 8 '*Statutory Planning*'.
Implement and Manage	Prior to implementation, review the design and planning phase and consider if the steps and actions will: • Reach the right people. • Ask the right questions. • Be delivered in a timely and meaningful way. • Inform decision making. • Consider the potential risks and contain appropriate solutions. • Be flexible enough to manage change if necessary. Once satisfied, it is time to draw upon resources available to deliver the consultation project. While consultation is occurring, it is necessary to be available to respond to community enquiries as they arise. Providing support will assist in

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	providing a better experience for the community, as well as building trust and developing relationships.
Review and Respond	The process for reviewing and responding to submissions is to: 1. Analyse the submissions received (understand who responded, why they are interested or affected and if anyone is missing from the conversation). 2. Prepare responses (including further assessment and engagement and make changes to the project to address the issue(s) raised). 3. Document the responses (to be included in a report or provided as a direct response to the participants). 4. When subject to determination at an Ordinary Meeting of Council, inform participants of the meeting date, providing as much notice as possible. 5. Publish the decision/project update on the City's website and send decision/project update to participants. When responding to submitters, consider how their input influenced the decision and what the best method to deliver this message is. It is also necessary to review and evaluate how effective the engagement was. This includes consideration of the overall engagement sequence and the engagement methods, including whether they aligned with the scope of the project and the purpose of the engagement. This review should determine if enough information is available to make an informed decision, or if further consultation is required. *See section 6.1 Guidelines for responding to submissions below.*
Reflect and Report	Consider the effectiveness of the engagement plan and report on the findings so that others can learn from this practice. Reflecting on and reviewing the engagement process will assist in improving practices and efficiency in community consultation.

6.1 Principles for responding to submissions

The following principles should be considered when responding to submissions:

- Respond to all questions within the submission prior to the decision being made.

- When required, contact submitters to clarify comments within the submission before the decision is made.

- The summary of submissions report should provide sufficient context and detail to enable responses to be understood. Submission can be included verbatim if deemed necessary and the submitter has provided consent to do so.

- Responses should be supported with evidence.

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- Provide justification for not supporting suggestions, such as those that are beyond the project's scope.

- Provide reasons if a suggested change to the project has not been adopted.

- Provide a direct update to participants and publish information on the City's website if the project process is required to change.

- Responses are to be provided as soon as reasonably possible.

- Consider whether marketing/media communication is required.

6.2 Guide to establish level of participation

The following matrix guides the level of participation that would generally be expected for different project types. The level of participation can be varied and is to be determined by following the process within Section 6 (How the City Engages) above. The guide does not cover all projects and activities undertaken by the City.

	Inform	Consult	Involve	Collaborate
Ability to influence	*There is no ability to influence the decision*	*There is some ability to influence the decision*	*There is medium ability to influence the decision*	*There is high ability to influence the decision*
Our commitment	Information is circulated to assist in understanding a deliverable or decision that is going to happen or has already happened.	To seek input, feedback or advice before the project is progressed or a decision is made.	To seek input, gather ideas, identify preferred options or alternatives.	To find collective solutions or to obtain a deeper understanding of what is important to help shape the projects future.
Project	• When a decision has already been made • Implementation updates • Development applications (notification of changes/ determinations) • For a reason detailed in Section 5, above	• When there is some ability to influence the decision (i.e. verge tree locations, pop-up play) • Strategic planning documents phase 2 (understanding what we heard) • Minor amendments to policies and strategies • Implementation of actions created within	• Strategic planning documents phase 1 (visioning) • Major amendments to strategic documents	• Master planning and design • Strategic community vision documents (i.e. Strategic Community Plan) • Place Plans • New major strategic plans

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		strategies or other corporate documents • Development applications (when there are departures to the statutory framework and the community or stakeholders may be affected)		

6.3 Consultation Methods

6.3.1 Mandatory requirements

All engagement activities must be published on the City's website.

6.3.2 Other consultation methods

Each community engagement plan will be different and depend on the information being sought and who the target audience is. The following non-exhaustive list provides some suggestions for appropriate methods of consultation.

- Advisory group
- Community education program
- Community panel
- Conversation cafe
- Door knocking
- E-newsletter
- Flyer
- Information sheets / FAQ's
- Interactive mobile app/

- online tool
- Letter
- Local newspaper advertisement
- Location based engagement
- Online discussion forum
- Open house
- Phone calls
- Public display
- Social media post

- Sign on site
- Specific and targeted site visits (e.g. schools, aged care, etc)
- Survey
- Voting
- Webinar
- Website
- Workshop

7. ADVERTISING PERIODS

Advertising periods are to be amended in accordance with the following requirements:

Holiday	Comment
Public Holiday	Where consultation falls on a public holiday, the consultation period shall be extended by the number of public holiday days.

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Easter Holiday (a period of seven (7) days commencing on Good Friday)	Where consultation falls within this period, the number of days within this period shall be added onto the consultation period.
Christmas and New Year (18 December to 8 January)	Where consultation falls within this period, the number of days within this period shall be added onto the consultation period.

The engagement period may also need to be amended when a specific stakeholder group needs to be reached and/or the engagement activities planned conflict with a holiday period that is specific to that stakeholder group (e.g. school holidays, Chinese New Year, etc.).

8. STATUTORY PLANNING

Development assessment or 'statutory planning' involves the assessment of development applications to use land or undertake building works against planning controls.

Development applications are assessed against the Deemed Provisions of the *Planning and Development (Local Planning Schemes) Regulations 2015*, the City's Local Planning Scheme (as amended), the Residential Design Codes and relevant Local Planning Policies.

Consultation for development applications are to occur in accordance with the minimum standards set out below to ensure a consistent approach to consultation on development applications.

8.1 Definitions

Complex development application means a development application which proposes or is of the type:
- Telecommunications infrastructure
- Development on City owned and managed land
- Mandatory or Optional Development Assessment Panel Form 1 applications as defined by the *Planning and Development (Development Assessment Panel) Regulations 2015*

Directly adjoining properties means only the properties with a boundary directly abutting to where the departure is proposed.

Adjoining property is as per State Planning Policy 7.1 Residential Design Codes.

Adjacent property means properties that would otherwise be adjoining to the subject site or property if not for being separated by a public road (*Refer Figure 1 and 2*).

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8.2 Advertising Requirements

Description	Minimum comment period (Calendar days) [1] [2]	Website	Extent of consultation [3]	Sign on site	Newspaper
Uses and/or associated works [4]					
"P" and "D" uses that require the exercise of discretion	14 days	Yes	All adjoining and adjacent properties	No	No
"A" uses which have not previously been approved by the City	14 days	Yes	All adjoining and adjacent properties	Yes	No
Unlisted uses	28 days	Yes	200 metres radius	Yes	Yes
Non-conforming uses	14 days	Yes	All adjoining properties	Yes	Yes
"A" uses and Unlisted uses which have previously been approved and do not significantly increase the intensity of the site	14 days	Yes	All adjoining properties	No	No
"X" uses	Will not be considered by the City				
Residential Development					
All residential development subject to State Planning Policy 7.3 Residential Design Codes	14 days	Yes	All adjoining and adjacent properties [5]	No	No
Heritage Development					
Demolition of any structure/ building on a heritage protected place, unless: • written notification is provided by the City confirming the proposed structure/ building to be demolished does not contribute to the significance of the heritage place; and/ or • the works are exempt by a local planning policy.	14 days	Yes	All adjoining and adjacent properties	No	No

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Description	Minimum comment period (Calendar days) [1] [2]	Website	Extent of consultation [3]	Sign on site	Newspaper
Any development application within a design guideline area, character retention area or heritage area adopted by Council through a local planning policy [6]	14 days	Yes	All owners and occupiers located within that design guideline area, character retention area or heritage area	No	No
Complex development applications					
• Telecommunications infrastructure • Development on City owned and managed land • Mandatory or Optional Form 1 DAP applications	28 days	Yes	200 metres radius	Yes	Yes
Form 2 DAP Application [7]					
Amendment to a DAP application where: • discretion is required; and • works may have an impact on the amenity of nearby properties	14 days OR 28 days	Yes	All adjoining and adjacent properties OR 200 metres radius	No OR Yes	No OR Yes
Public Works or Applications of State Significance or when the City is not the decision maker					
All applications where the City is not the decision maker	Owners and occupiers are to be notified of the proposal as though it was a development application being determined by the City. Submitters are to provide their comments directly to the determining authority as per the information provided on the notification letter.				

Notes:
(1) With exception of those time periods as outlined in Section 7 of this Policy in relation to advertising over weekends and holiday periods.
(2) The advertising period commences on the date the notification letters are sent by the City and where applicable, the sign on site is erected.
(3) The extent or radius of advertising may be extended at the discretion of the City.
(4) Land use classifications are in accordance with Clause 18 of the City's Local Planning Scheme No. 2.
(5) Where a departure may have an adverse impact on a specific property/ies, the City may reduce the extent of advertising to only those who may be affected.

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(6) Does not include the William Street Design Guideline Area and structures above or adjacent to the Graham Farmer Freeway Tunnel Northbridge Design Guideline Area.
(7) Advertising requirement options specified is dependent on the extent of discretion sought and the extent of potential impact on the amenity of nearby properties, in the opinion of the City.
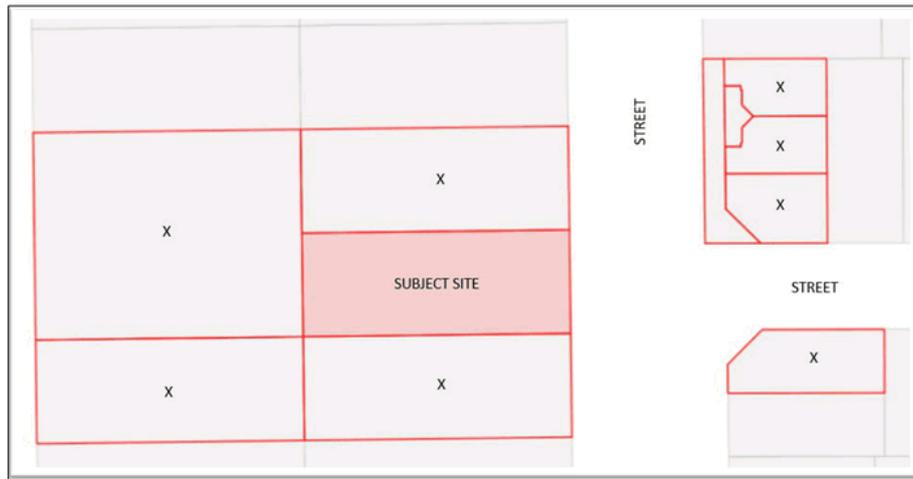

Figure 1 – Example of the extent of consultation to adjacent properties where there are varying lot layouts.
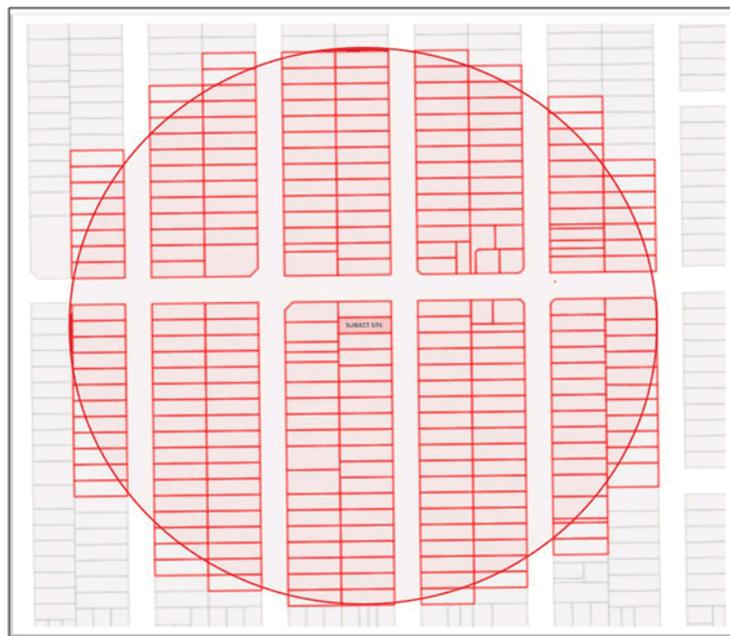

Figure 2 – Example of extent of consultation based on a radius from the boundary of a subject site

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8.3 Readvertising

Where a development application has been previously advertised and the City receives amended plans following the community consultation period, the application would be subject to a further consultation period where, in the opinion of the City:

a) The amended plans propose new or greater departures to the deemed-to-comply or acceptable outcome (or equivalent) standard specified in the planning framework than that previously advertised and those departures may have an impact on the amenity of an adjoining property or the street; or

b) The amended plans result in a significantly different proposal to that which was previously advertised; or

c) Where a proposal has received opposition during advertising and subsequently significant amendments are made, the application shall be re-advertised for a minimum of 7 days. This will involve emailing or writing to all authors of previous submissions.

Where the City is satisfied the development would not have an impact on the amenity of adjoining properties and/or streetscape, community consultation may not be necessary.

Notwithstanding the above, any re-advertising may only be undertaken where it does not compromise the City's statutory obligations to comply with the timeframes and processes prescribed by the Planning and Development (Local Planning Scheme) Regulations 2015. In the instance the City is unable to readvertise the proposal, the previous submitters are to be notified of the proposed changes to the development application only.

8.4 Variations to advertising

There may be need to vary the advertising requirements of this Policy due to details of a particular development application. These development applications will be considered on a case-by-case basis. The City may increase the length of the advertising period or require additional methods of advertising where it is deemed to be in the public interest, and relevant to the consideration of a proposal.

The City may increase the length of the advertising period or require additional methods of advertising where, in the opinion of the City, owners and/or occupiers of properties in the vicinity of the proposed development are likely to be affected by the granting of development approval.

Variations to the requirements of this Policy may only be possible where they do not compromise the City's statutory obligations to comply with the timeframes prescribed by the *Planning and Development (Local Planning Scheme) Regulations 2015.*

8.5 Other requirements

- Development plans, other supporting documentation and a summary of the proposal are to be available on the City's website and at the Administration and Civic Centre, and Library and Local History Centre during the comment period.
- In instances where the applicant submits to the City written documentary evidence that the owner(s) and occupier(s) of all or some adjacent affected properties have no objection to their

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proposal, the City will still undertake consultation in accordance with this Policy. If the applicant does submit such documentary evidence, then this evidence will be considered together with the public submissions.

- Where the extent of consultation includes properties within another local government area, the City will obtain the owner and occupant details from the adjoining local government and advertise the proposal in accordance with the requirements of this Policy.
- Where a subject or an adjacent affected property contains between one (1) unit and twenty (20) units, inclusive, the owner(s) and occupier(s) of all units on that property, are to be notified in writing.
- Where a subject or an adjacent affected property contains more than twenty (20) units, the body corporate/strata company and the owner(s) and occupier(s) of the directly affected units, as determined by the City, are to be notified in writing.
- The City will rely on its rate records for the purpose of notifying owner(s) and occupier(s) of the adjacent affected properties. The onus is on the owner(s) and occupier(s) of a property within Vincent to inform the City in writing of any changes in their address details as and when this occurs. The *Planning and Development (Local Planning Schemes) Regulations 2015* permits costs and expenses incurred by the City in advertising a proposal, in addition to any fees paid for the application, to be payable by the applicant.

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Initial Council adoption	DATE: <APPROVAL DATE>, REF# <TRIM REF>
Reviewed / Amended	DATE: <APPROVAL DATE>, REF#: <TRIM REF>
Next Review Date	DATE: <REVIEW DATE>,

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